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Exploring Intellectual Capital

A Descriptive Study on the Military Leadership

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Abstract

This study provides more complete deliberation of the current practices of leadership in the surveyed Armed Forces. This study aims to descriptively identify the degree of motivating military leadership, military environment, characteristics of military leaders and military leadership benefits in the selected army. The research method conducted was based on survey of 200 respondents in Armed Forces of Bosnia and Herzegovina and descriptive analyses of the survey data. According to the results, it can be concluded that the results of descriptive analysis could provide a high agreement level of respondents for the questions asked. The study has provided expected results in general. The responses are accumulated generally with high positive agreement on the military leadership benefits and characteristics of military leaders. According to the results, there identified a positive motivating military leadership. Furthermore, military environment is found to be positive. It is also observed that military environment and the missions are simple, and the environment includes regular activities. Since the military environment is full of routine works, this result is quite expected. By considering the results, there is a task, team and organization oriented leadership and shared leadership.

Keywords: Leadership; Military; Military leadership; Army; Military Management

1. Introduction

Military Leadership concept is not a new approach. It has been widely used and it considers the interactions of a military leader and his subordinates in an organization. Military Leadership includes authority, responsibility and chain of command as the most important dimensions. Military leadership aims to support the productivity and effectiveness of a leader by providing security service. According to Shamir and Ben-Ari (2000), Military leadership encourages sympathy toward colleagues' needs, considering the world issues from different perceptions, and critical thinking. This study discovers the factors of military leadership in the Armed Forces of Bosnia and Herzegovina. This research aims to descriptively identify the degree of

development of military leadership and significance of participants experience in the selected army. The data was collected by conducting a questionnaire on available full-time soldiers working in different departments of the Armed Forces of Bosnia and Herzegovina. The collected data is analyzed descriptively and the results are reported consequently. Finally, the paper is ended with the conclusion.

2. Literature review

This section discovers the literature that is appropriate to understanding the expansion of, and understanding the results of this study. Section will summarize the expectations and major findings of these types of research.

Military Environment

Flasar, Cech, Peart (2010) mentioned that military management improves the leadership in the Army of the Czech Republic. They concluded that an unbalanced environment has completely different impacts on the optimal positioning of forces and research in leading people within deployment on these operations. They pointed out that the leaders must be able to separate common leading of subordinates as management and leadership. They also concluded that it is important to develop a theory based on the conduct of commanders to deal with different military environment occasions.

Leadership Styles

Laurence (2011) highlighted the leadership tasks in today's unstable and complex military duties. He also underlined the sociocultural information effect on leader growth. Military leaders must swing interpersonal collaborations and leadership styles as the condition stresses.

Utecht and Edward (1970) seek to determine if successful military leadership could be predicted by Fiedler's Contingency theory. They reported that there are two leadership styles that Contingency theory proposed: task-oriented and relationship-oriented. They also reported that some leaders are more compatible for task oriented leadership while others prefer relationship-oriented style.

Salley (2008) tried to determine the leadership styles which are suitable for each branch of the U.S. Army. He stated that the U.S. Military Academy (USMA) could make suitable branch recommendations to each cadet. He suggested that each graduating army cadet recognize his/her favored leadership style, increase overall military career happiness, and therefore fewer USMA graduates retire the military before satisfying their career in the Army. He suggested that further studies may study the influence of individual leadership styles on the soldiers who serve below them.

Characteristics of Military Leaders

Hill (2006) aimed to distinguish between the traits of effective and ineffective military leaders. He found that the extraversion levels of effective leaders were higher for ineffective leaders. He concluded that openness to experience; agreeableness and conscientiousness were higher for effective leaders than for the ineffective ones.

Tritten and James (1997) considered that charismatic leadership should be well-studied, but he reported that the cost of a truly charismatic leader for a society is mixed.

According to Wong, Bliese and McGurk (2003), the military leadership is closest to transformational leadership where supervisors expect performance from employees while motivating them. They also stated that the military leaders are a role model for any cadet, and every cadet looks upon his commander.

Morrison and Michael (2002) focused on commissioned and noncommissioned officer in order to measure leadership efficiency in company sized units. They searched the considerations of soldiers about their leaders' efficiency. They try to examine Leadership by including the dimensions of Knowledge, Decision making, Interpersonal interaction, Character, Organization over person, Situational awareness and Policies and records. They identified that all the included traits are important, while the influences of job satisfaction and unit satisfaction are the most important.

Mastroianni (2012), one of the authors of articles in Journal of Military Ethics, pointed out the person-situation discussion in psychology about internal, personality-based descriptions of behavior against external, situation or situation-based descriptions.

Dawson, Burrell and Rahim (2010) tried to comprehensively approach the theory of military organizations and leadership, skill transmission, features of program management, and decision support systems. The authors pointed out the ways of exposing decision-making concepts through the organizations inside the Department of Defense by considering the changing environment within the leadership style. They concluded that both organizational model and leadership are dependent on each other. They recommended an exertion including a strong description of the basic needs is necessary and understanding organizational motivators.

According to Randall (2006), leadership skills theory debates leadership behaviors and attributes that are essential in order to be effective in achieving organizational goals.

Motivating Military Leadership

Roberts (2008) mainly focused on the challenging leadership issues of an Army Department and ordered them as follows: attracting, retaining, rewarding, and developing a civilian labor force in order to remove mission stresses with few resources. His survey has measurement items such as: occupation, roles, certification, values, education, culture, teaming, and

implementation factors with other topics. He also employed a case study based on the current Defense Industry literature. He discovered facilitating organizational and management processes in the U.S. Army to recruit, retain, reward, and develop valuable workforce.

Military Leadership Benefits

Ulmer (1997) compared military and business leaders by evaluating (1) Army officers spend more time in classrooms than the civil leaders; (2) Most leadership style differences are related to dissimilarities in the cultures; (3) Military culture emphasize more on personal character than expertise; (4) The military can only practice its business on the battlefield; (5) There is only one national military; (6) The military culture connects people.

Whelan and John (1981 focused on veterans and retired Army senior officers and explored retired officers' adaptation to civilian life by employing interviews and identified that the retired officers have a lot of potential. They concluded that during their military experience retired officers have obtained wide range of capabilities which are: command of troops, intelligence and personnel, logistical and specialized assignments, research and development, advisory roles, engineering and medical and legal assistance. For these reasons, they recommended rewarding the military retirees with post-service careers, but they also warned that they may not be enough self-prepared for the transition to civilian careers.

Research Model

Figure 1 presents the expected relationships of this study's research model. The model is developed by considering the reviewed literature.
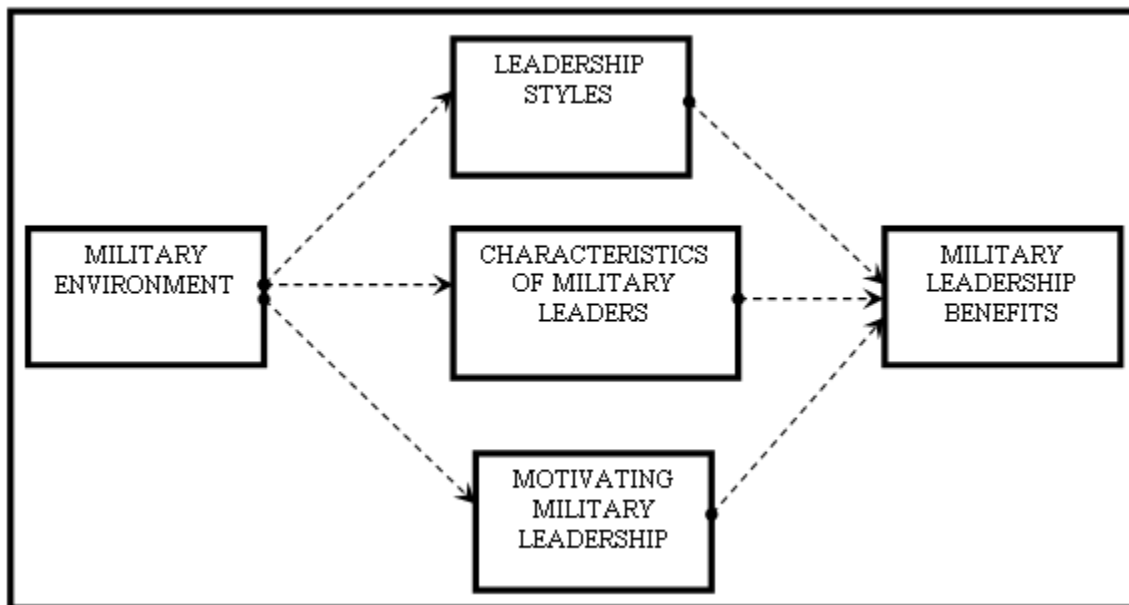

Figure 1. Suggested Research Model

3. Research Methodology

Data

Data collection is carried out with distributing surveys among commanders in duty who registered in Armed Forces of Bosnia and Herzegovina. This military organization is suitable and appropriate for the research in that it involves its commanders in various tasks. The survey was designed to ask participants in the military about military leadership; military leadership benefits, characteristics of military leader, military environment, motivating military leadership and leadership styles. The surveys are distributed personally. The distributed 200 surveys are fully replied by the respondents.

Finding the required persons was not big problem but earning their willingness to answer the questionnaire was tough, but it was more effective than compared to mailing to the organization. Also it improved the control over staff that actually completed the questionnaire. Additionally, all required steps taken to simplify the questionnaire.

The respondents are active duty commanders in different positions, chosen from various departments and are currently working in the military. Seven point Likert scale is chosen to detect the agreements of the respondents on five sections through thirty-six questions. The collected data is analyzed descriptively by the help of SPSS software program.

4. Results

4.1 Demographic profile

Respondents' positions in the organization have an attitude on their personality and also the ways of observing at the problem. However various positions investigated by the investigator and data concerning the positions presented in Table 1. It is obvious from Table 1 that a large number of respondents were unit commanders.

Table 1 Classification of the Respondents by Positions in Organization

Position of the Respondents	Frequency	Percent
Unit Commander	110	55
Logistics officer	18	9
Logistics support officer	18	9
Officer for Communication	18	9
Personnel Management Officer	18	9
Tactical Support Officer	18	9
Total	200	100

Education is one of the most significant features that may affect the individual's approaches and the viewpoints and considering any certain military's life obstacles. Table 2 confirms that

about 86.5% of the respondents have undergraduate degree and comparatively smaller amount of 13.5% have master degree.

Table 2 Classification of the Respondents by Education Level

Your highest education level	Frequency	Percent
Master	27	13,5
Undergraduate	173	86,5
Total	200	100

The respondents are mainly male as observed from Table 3.

Table 3 Classification of the Respondents by Gender

Gender	Frequency	Percent
Male	181	90,5
Female	19	9,5
Total	200	100

It is evident from the Table 4 that on an average respondents are between 31- 40 years of age. However, 83 respondents are found to be less than or equal to 30 years.

Table 4 Classification of the Respondents by Age

Age:	Frequency	Percent
≤30	83	41,5
31 - 40	108	54
41 - 50	9	4,5
Total	200	100

4.2 Results for Measurement Items

Military Leadership Benefits

From table 6, it is possible to conclude that respondents highly agree on statements that they gained a lot of experience, enhanced their managerial abilities, and increased their leadership success and efficiency by military itself and military leadership. Consequently, some of them agree that they increased their leadership effectiveness by military.

Table 6 Descriptive Results for Military Leadership Benefits

Military Leadership Benefits (5.92)	Mean	Std. Deviation
I gained a lot of experience from military leadership	6,20	0,89
I enhanced my managerial abilities by the help of military leadership	6,34	0,85

My leadership success has increased by military	6,14	0,72
My leadership efficiency has increased by military leadership	5,88	0,90
My leadership effectiveness has increased by military	5,20	0,68

Characteristics of Military Leaders

The results discovered that the respondents agree that military leaders are charismatic, conscientiousness, suitable for leadership, agreeable, extroversive, stereotyped, situational aware, can easily understand the psyche of their colleagues, loyal to their organizations, motivative, managerially more competent, decisive, personally sacrificed to their organizations, tasks-oriented. It can be established that some of respondents slightly agree that military leaders are open for the employees, attained with the organizational goals and easily generate solutions for specific occasions. They also totally agree that military leaders are more honest (Table 7).

Table 7 Descriptive Results for Characteristics of Military Leaders

Characteristics of Military Leaders (5.77)	Mean	Std. Deviation
Military leaders are more charismatic	5,80	0,72
Military leaders are more conscientiousness	5,93	0,99
Military leaders are more suitable for leadership	6,03	0,97
Military leaders are more open for the employees	5,09	1,18
Military leaders are more agreeable	5,59	0,95
Military leaders are more extroversive	5,95	0,86
Military leaders are more stereotyped	6,21	0,82
Military leaders are more honest	6,58	0,83
Military leaders are more situational aware	5,64	1,13
Military leaders can easily understand the psyche of their colleagues	5,69	1,11
Military leaders are more loyal to their organizations	5,70	1,09
Military leaders are more motivative	5,79	1,06
Military leaders are managerially more competent	5,63	1,00
Military leaders are more decisive	6,01	0,87
Military leaders are more personally sacrificed to their organizations	5,80	0,83
Military leaders are more tasks-oriented	5,60	0,83
Military leaders are more attained with the organizational goals	5,45	0,82
Military leaders can easily generate solutions for specific occasions	5,43	0,86

Military Environment

With respect to the Military environment, respondents are disagree with statements about that the military environment isn't simple, missions are very complex and that they are surrounded by irregular activities in the army (Table 8). The respondents agree on statements that

everybody trusts his leader in the military and the environment in the military is trustworthy. Moreover, respondents also agree that there is a very complex environment in the military and there is a well-developed ethical atmosphere in the army.

Table 8 Descriptive Results for Military Environment

Military Environment (4.91)	Mean	Std. Deviation
There is a very complex environment in the military	5,83	1,425
Everybody trusts his leader in the military	5,00	1,454
There is a well-developed ethical atmosphere in the army	5,56	1,306
The environment in the military is trustworthy	5,42	1,233
The military environment is very chaotic (not simple)	2,33	0,722
The missions are very complex (not easy to understand)	2,72	1,076
You are surrounded by irregular activities in the army	2,30	0,794

Motivating Military Leadership

Table 9 displays the opinions of respondents where they agree that they can motivate employees by using their military leadership skills and they know the ways of motivating employees. Moreover, they slightly agree that they can attract the employees and control the work by using their military leadership skills.

Table 9 Descriptive Results for Motivating Military Leadership

Motivating Military Leadership (5.57)	Mean	Std. Deviation
I can easily motivate the employees by using my military leadership skills	5,96	0,61
I can attract the employees by using my military leadership skills	5,15	1,12
I can control the work by using my military leadership skills	5,31	1,22
I know the ways of motivating employees by using my military leadership skills	5,87	0,75

Leadership Styles

According to the results, the respondents have rated leadership styles in the army. The appeared leadership characteristics include task oriented, team leadership, shared leadership and organization oriented which are naturally in line with the characteristics of the army (Table 10).

Table 10 Results for Frequencies of Leadership Styles

Leadership Styles	Frequency /200
Transformational leadership	9
Autocratic leadership style	27
Democratic leadership style	46

Task oriented	105
Organization-oriented	73
Situational leadership	86
Team leadership	105
Super leadership	9
Laissez-faire leadership styles	9
People-oriented	12
Shared leadership	77
Self-leadership	23

5. Conclusion

This study aims to descriptively identify the degree of motivating military leadership, military environment, characteristics of military leaders and military leadership benefits in the selected army. According to the results, it can be concluded that the results of descriptive analysis could provide a high agreement level of respondents for the questions asked. The study has provided expected results in general. The responses are accumulated generally with high positive agreement on the military leadership benefits and characteristics of military leaders. According to the results, there identified a positive motivating military leadership. Furthermore, military environment is found to be positive.

This research identifies the degree of impacts of military leadership experience of respondents in the selected army. The negative answers indicated that military environment and the missions are simple, and the environment includes regular activities. Since the military environment is full of routine works, this result is quite expected.

According to the results, there appeared a task, team and organization oriented leadership and shared leadership which are naturally in line with the characteristics of the army. It is also observed that the respondents are mainly unit commanders who have generally routine tasks to be completed and therefore regular orders. The military leaders are rated themselves as very competent. Moreover, it is also observed that motivating ability of military leaders is high. The reason for this may be because the orders must be strictly obeyed by the ones who are in the low level. Therefore, the leaders may consider themselves as highly competent. Following research may analyze its reasons in detail. Furthermore, the respondents believe that they have gained high benefits by military in terms of their leadership skills.

This research is limited in that it only discovers the employees of a specific army. Future research can involve different armies or departments in the same army. This study also considers the issue from the leaders' perspective. The results might have differed, if the survey had been conducted on the soldiers. Future studies may point on these issues.

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Appendix

SURVEY

Please fill the following information about you and your organization

1	DEMOGRAPHICS	
a.	Your department/unit:	
b.	Your current position/role in dept./unit:	
c.	How long have you been in current position/role?	
d.	Your highest education level:	☐ Doctorate ☐ Master ☐ Undergraduate ☐ Other_____
e.	Gender:	☐ Male ☐ Female
f.	Age:	☐ ≤30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ ≥61

	MILITARY LEADERSHIP BENEFITS	1	2	3	4	5	6	7
1	*I gained a lot of experience from military leadership*							
2	*I enhanced my managerial abilities by the help of military leadership*							
3	*My leadership success has increased by military*							
4	*My leadership efficiency has increased by military leadership*							
5	*My leadership effectiveness has increased by military*							
6	*My leadership quality has increased by military*							
	MOTIVATING LEADERSHIP	1	2	3	4	5	6	7
1	*Military leaders are more charismatic*							
2	*Military leaders are more conscientiousness*							
3	*Military leaders are more suitable for leadership*							
4	*Military leaders are more open for the employees*							
5	*Military leaders are more agreeable*							
6	*Military leaders are more extroversive*							
7	*Military leaders are more stereotyped*							
8	*Military leaders are more honest*							
9	*Military leaders are more situational aware*							
10	*Military leaders can easily understand the psyche of their colleagues*							
11	*Military leaders are more loyal to their organizations*							
12	*Military leaders are more motivative*							
13	*Military leaders are managerially more competent*							
14	*Military leaders are more decisive*							
15	*Military leaders are more personally sacrificed to their organizations*							
16	*Military leaders are more tasks-oriented*							
17	*Military leaders are more attained with the organizational goals*							
18	*Military leaders can easily generate solutions for specific occasions*							

	MILITARY ENVIRONMENT	1	2	3	4	5	6	7
1	*There is a very complex environment in the military*							
2	*Everybody trusts his leader in the military*							
3	*There is a well developed ethical atmosphere in the army*							
4	*The environment in the military is trustworthy*							
5	*The military environment is very chaotic (not simple)*							
6	*The missions are very complex (not easy to understand)*							
7	*You are surrounded by irregular activities in the army*							

	MOTIVATING MILITARY LEADERSHIP	1	2	3	4	5	6	7
1	*I can easily motivate the employees by using my military leadership skills*							
2	*I can attract the employees by using my military leadership skills*							
3	*I can control the work by using my military leadership skills*							
4	*I know the ways of motivating employees by using my military leadership skills*							

LEADERSHIP STYLES			
Which of the followings are suitable for your leadership style (You can select more than one option) PLEASE PUT 'X'			
Transformational leadership		*Shared leadership*	
Autocratic leadership style		*Team leadership*	
Democratic leadership style		*Super leadership*	
Task oriented		*Laissez-faire leadership styles*	
Organization-oriented		*People-oriented*	
Situational leadership		*Self-leadership*	