

THE RELEVANCE OF MILITARY LEADERSHIP IN THE CORPORATE WORLD: A BANGLADESH PERSPECTIVE

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ABSTRACT

This article studied both serving and retired military officers' opinions, the ex-military leaders serving in companies in Bangladesh, and compared them to corporate leaders of other backgrounds. The study triangulated the views of mass, employers who employed ex-military with that of the officer's view. The study finds that though military leaders in some places lack the technical knowledge they perform better in any corporate role. However, mass people think military veterans make good administrators. All corners of the triangle though agreed discipline, uprightness with sincerity and dedication give the retired soldiers an upper hand.

KEYWORDS: Leadership, Military Leadership, Corporate Leadership, Bangladesh

Article History

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INTRODUCTION

What creates a good leader? Nations and organisations have been struggling with this question for the past generation or more. Let us start with how we view military leadership and clarify what it is and what it is not. The experienced leader will immediately recognise these headings: Be-Know-Do, Character, Persuasion, Discipline, and Field Experience (That *et al.*, 2016). Be-Know-Do are the basics of military leadership but what do others not see is the rigorous procedure of making a competent military leader. Military leaders influence through their (Be) –Character- (Know) - Skill and (Do) - Leading from the front by setting personal example. The most important is taking care of men/women-under command who will follow the leaders anywhere. In military, orders issued and followed, and prompt obedience is always accepted, but a better outfit with better leaders will do the right thing in absence of orders, too; there it makes the difference. An initiative and sense of urgency prevail throughout the organisation.

Non-military organisations think, “Barking out an Order” does the magic, actually, “Men will march into hell for a heavenly cause, but only because they will move with those they trust, with discipline and flexibility.”¹ Therefore, the motivation to die for the country or to win a war cannot match the motivation of the best employee; rather we should not try to compare an apple with an orange.

¹<https://smallbiztrends.com/2006/07/military-management-the-new-trend-for-small-business.html>

These competent military leaders need to be physically fit to remain in active service and the age to retire is much lower than the peers in business organisations, therefore, a skilled and seasoned leader remains underutilised for a period of time if he or she does not enter in a second career. The question then automatically arise is the military leadership relevant to corporate world leadership?

BACKGROUND OF THE RESEARCH

Business is not a war yet military has its place in the leadership of corporate world. The Fortune 500 companies had numbers of CEOs from military background (Duffy, 2006). In 2010, eight per cent of the Forbes Fortune 500 companies had CEOs who have previously served in the armed forces². Researchers evaluated over a 10-year period to deduce that companies led by CEOs with military experience do much better than their peers do (Efraim and Frydman, 2015). Effective management of stressful military operational situations contributes to enhancing performance in a corporate environment, one study concluded (Shankar, 2017).³

To name a few military leaders who served as successful CEOs at world famous companies: A former army intelligence officer named Sam Walton founded Walmart. Walton was in the Army (From 1942 to 1945) and eventually rose to the rank of captain. Johnson & Johnson CEO Alex Gorsky, Kinder Morgan executive chairperson Richard Kinder, and FedEx CEO Frederick W. Smith all served the army. Former General Motors CEO Daniel Akerson, former Procter & Gamble CEO Robert A. McDonald served in the 82nd Airborne Division, retiring with the rank of captain (Mayer and Skimmyhorn, 2017).

Robert Myers, chairperson of Casey's General Store, spent 22 years in the US Army. James A. Skinner of McDonald's and the Walgreens Boots Alliance served in the US Navy for nearly 10 years. Herb Vest, head of financial advisory firm H.D. Vest, served four years in Vietnam. Ken Hicks is the former CEO and president of the sneaker chain Foot Locker, and he has held high-level executive roles at JC Penney and Payless ShoeSource. Hicks served in the military as an artillery battery commander in the Korean War (Kunich and Lester, 2018).

Jordan began his post-military career by joining the management-consulting firm, McKinsey & Company. After ten years with that firm, Jordan became a senior corporate planner for PepsiCo.

Robert Morrison served in the Marine Corps during the Vietnam War, reaching the rank of captain. After leaving the military, Morrison earned an MBA from the Wharton School of the University of Pennsylvania in 1969 and started his career in the private sector with Procter & Gamble. Morrison had already assumed critical positions in Phillip Morris by 1991. He acted as president of General Foods USA from that year until 1994 and served as the president of Kraft Foods from 1994 through 1997. After his time with Kraft, Morrison became the Chairman, CEO, and President of The Quaker Oats Company. At the time, the Quaker Oats Company was heavily burdened by the more than \$1 billion of debt it accumulated after it bought Snapple. Morrison successfully turned the company around; PepsiCo purchased The Quaker Oats Company for \$13.4 billion in 2000. After acting as PepsiCo's vice chairman for several years, Morrison served as 3M's interim CEO in 2005.

²A recent survey conducted by Korn/ Ferry has discovered that written by Duffy.

³Lt Gen (retd) Vinay Shankar, is PVSM, AVSM, VSM and chairman - BIMHRD, SBS); Read more at: https://economictimes.indiatimes.com/jobs/tenets-of-military-leadership-apply-to-corporate-world-too/articleshow/7056386.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

George Schaefer graduated from the United States Military Academy at West Point in 1967 and subsequently graduated from the army's Ranger School in Benning, Georgia. After graduating, Schaefer was deployed to Germany for two years to work as part of a nuclear demolition munitions unit. Schaefer finished his military career in 1971 after serving two years in Vietnam. During his time in Vietnam, Schaefer and the 280-men crew he led built a vital highway. Schaefer received a Bronze Star for his service in Vietnam. George Schaefer, Jr. is the former CEO of Fifth Third Bancorp in Cincinnati, Ohio, a financial services company whose banking arm is Fifth Third Bank. He retired as Chairman on 2010.

Colonel Harland David Sanders, American businessmen, best known for founding fast food chicken restaurant chain Kentucky Fried Chicken (KFC), he is still the company's brand ambassador and symbol. His name and image are still displayed symbols of the company.

Present Scenario

Levi's present President and CEO Chip Bergh went on to join the US Army, where he served as second lieutenant, first lieutenant, and captain. He spent four years in the military. As the CEO of Levi Strauss & Co. and a 28-year veteran of Procter & Gamble, Chip Bergh tend to be known as a "brand" guy, a businessman, someone who launches brands and strives to build talent and strong global businesses (www.levi.com).

Chip Berg wrote a paper "From Barracks to Boardrooms" (Chip, 2018) where he says, as a U.S. Army Officer, fresh out of college, he joined in a combat unit in Germany, those were his "formative" years during the peak of the Cold War. In many ways, his military experience shaped him as "who I am and how I think about leadership". Even though those days in Germany were 35 years ago, the lessons have stayed with him, as the CEO Levi's all of these years. In fact, the military may have given Chip the best advice and taught him the most valuable lessons he has learned in his career. In April 2019, Fortune Magazine named Chip one of the Worlds's Greatest Leaders coming in at No. 16, and has been widely recognized for his position on values-driven leadership.

Extrinsica Global's founder and CEO, Simon Smith, feels passionate about his spending over 20 years as an officer in the Air Force and deemed it the perfect preparation for business challenges.

He said - "In the Armed Forces, psychological toughness and the ability to think innovatively become habits and set you in good stead for entrepreneurial life," he further says. "Having a crystal-clear vision and being able to communicate it at all levels was essential for a successful operation." Likewise, Sean Bowen, CEO of Push Technology, cited numerous benefits. He explains that those who have been part of the forces – no matter what unit – naturally work hard.

He adds- "This is because from the very beginning, and often at an early age, people try to break you and mould you into a particular sort of soldier. Often you are given tasks that need to be completed under extreme circumstances and it takes real steel to face these challenges head-on, quickly and efficiently. Reliability is key in both business and the military. In the field, it is part of the life-blood that holds a tight-knitted squad together." – Sean Bowen, Push Technology.

Lee Whitworth, A&E Harmonious Compliance Training won Service Leaver of the Year. Whitworth served as a military musician for 25 years. Meanwhile, Jaguar Land Rover was Employer of the Year, with the company constantly having cited the need for military calm in its production environment.

These examples had been across the ocean, at the USA, the UK; the stories of our neighbours are more or less the same.

India

Captain Raghu Raman, the former CEO of the National Intelligence Grid has a unique blend of career experiences. He began his career with the Indian Armed forces. In 1998, Raghu Raman left the army and joined the Mahindra Group where he worked and led different companies starting with the United World Colleges, then as the CEO of FirstChoice, CEO of Mahindra SSG and finally as the CEO of the joint venture between BAE and Mahindra. Gopinath an ex air force officer is the CEO of Deccan Air.

Major General Deepak Sapra, managing director, of Army Welfare Placement Organisation (AWPO), says 50,000 Army personnel, from the age of 35 years, retire every year. “At least 25% of them are placed in corporate, PSUs and government jobs every year,” he said in the Hindu.⁴

Earlier, companies would approach the placement agency directly and state their requirements. Now, many have outsourced the recruitment process to manpower agencies. The portal (www.exarmynaukri.com) has a database of three lakh people and facilitate placement of military veterans, their widows and dependents with suitable jobs.

“The Army has more than 130 trades and is therefore capable of providing people who can meet the requirements of any company,” said the major general.

Bangladesh

Major General Amjad Khan Chowdhury founded one of the leading conglomerates Pran Group of industries. The pioneer and the largest ready-made garments group of Bangladesh, Opex and Sinha Textiles is founded and led by retired Captain Sinha. Major (retired) Mannan founded and led Sunman group, Brigadier General Sharif Aziz (retired) is the Chairman of the largest security group of Bangladesh – Elite Force Bangladesh Ltd. Major (retired) Moin Chowdhury who served in armoured corps is the MD of Grameen Kallyan. Major (retired) Mamoon is the DMD of UCBL who pioneered Bkash while he had been in BRAC. Colonel Faruk Khan is the Vice Chairman of Summit Group. Colonel Azim is the Chairman of Azim Group. There are plenty of other examples to quote which will make this paper too lengthy.

Many retired doctors are working as professors, and many educationists are working in different schools, colleges and in universities. Some are working as university registrars, some as advisors some as deans. Technically skilled officers like engineers, pilots, airport management expert, BIWTA shipyard experts are in leading roles even after retirement from the defence. In ready-made garments, most of the retired military officers are in the leadership role. Therefore, we see like the US, the UK, India, in Bangladesh, too the military leaders are equally playing a big role as leaders of the corporate world.

“When looking at these achievements, it seems ludicrous to business leaders that employers are still swayed away from hiring military veterans. As Forsyth exclaims: If the aim of the military is to cope and conquer in any situation then what business wouldn’t want a piece of that, in order to thrive and grow?” (Forsyth 2019)

Keeping in mind this background this study will attempt to find out answers to following questions:

⁴(<https://www.thehindu.com/education/careers/second-career-options/article24703068.ece>)

RESEARCH QUESTIONS

- What are the factors that define military leaders?
- How far military leadership is relevant in the corporate world (a case study of Bangladesh).
- How leadership skills from the military and corporate worlds complement each other?

SIGNIFICANCE OF THE STUDY

Researches on the relevance of military leadership in the corporate world found that military leaders retire or leave their career at an early age; therefore, to employ these trained leaders for greater role/second career is of utmost importance. This research will help military people to identify their strengths and overcoming weaknesses to adjust in their later profession. The employers also need to know how best they can employ the veterans who are skilled and of strong characters.

IMPLICATIONS AND ORIGINALITY OF THE RESEARCH AND VALUE OF THE STUDY

The research will help military personnel to prepare for a second career in the corporate world and give employers ample justification to hire veterans. This is the pioneer study taking Bangladesh Armed Forces as a case study.

LITERATURE REVIEW

One of the most difficult questions in the science of management is to define the training and experience which creates the best corporate leaders. In the 19th century, the famous leaders of western corporate giants were the entrepreneurs who started the companies: that has resurged in this generation, in Bill Gates, Steve Jobs, Elon Musk, Jeff Bezos, Jack Ma etc. In the 20th century, it seemed that anyone who was charismatic, innovative, transformational, and could organise and inspire the new corporation of teams, delegation of power in the horizontal structure, could be a CEO. Yet there has been a source of leaders, which has been overlooked in the literature, although they have always been there in the minority of companies. They are from the military, ex Armed Forces' officers have always been popular and it is also making a greater impact day by day (Benmelech and Frydman, 2015).

Efraim Benmelech⁵ and Carola Frydman⁶ in their research (2010), "Military CEOs" concludes "...results show that service in the military has a causal effect on managerial decisions and firm outcomes...We find that CEOs with military background tend to perform better during periods of industry distress as evident by higher market-to-book ratio." Studies on military leadership and its relevancy to corporate world saw books written like: "Business as War: Battling for Competitive Advantage" by Kenneth Allard, "The Way of the Warrior in Business: Battling for Profits, Power, and Domination--and Winning Big!" by Donald Wayne Hendon and Philip Kotler, and "War in the Boardroom" by Al and Laura Ries.

Whenever the business world mentions the talent, they add the phrase war – "talent war" and writes like: the war for talent is going to stay and Harvard Business Review put it in a way: "So far, organizations have responded by engaging in a war for talent — that is, buying or stealing it, rather than growing it from within. As they compete to fill roles, many have been willing to spend billions on recruiting (or poaching), while reluctant to invest in training their existing workers

⁵Harvard University and NBER

⁶MIT Sloan and NBER

or unskilled ones; perhaps out of fear their competitors will hire those newly attractive employees away.”⁷ The problem is not new.

Steven Hankin of McKinsey first coined the phrase “war for talent” in 1997. In their book, *The War for Talent* (2001), authors Ed Michaels, Helen Handfield-Jones, and Beth Axelrod, of McKinsey, predicted that “the make-or-break for firms in the next two decades would be the ability to attract, develop, and retain talent” (McKinsey 2010).

Ask any Military student, it is an offence not knowing Sun Tzu, who wrote his classic “Art of War” in 5th Century BC. This book is rewritten over the centuries, by authors like Mark McNeilly,⁸ and Jessica Haggy (visualised the whole art), however, the scholars unanimously agree that ‘The Art of War’: as relevant now as when it was written (irishtimes.com). Moreover, writers are linking Master Sun’s strategy with business strategy (Gerald A Michaelson; Steven Michaelson; Sunz, 2010). Sun Tzu is linked with “The Art of War for Managers”⁹, “Sun Tzu for Execution: How to Use the Art of War to Get Results”. Lynch writes-*The Way of the Champions* and explained how to gain competitive advantage¹⁰ following Master Sun, too.

VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity

An acronym used by military forces of 21st Century and Harvard Business Review adopted this to business world by writing how can we adapt to this VUCA situation. Springer even published a book titled, “Leading in a VUCA World: Integrating Leadership, Discernment and Spirituality” (2019) and “Managing in a VUCA World” (2016), and “Managing VUCA through Integrative Self-Management: How to Cope with Volatility, Uncertainty, Complexity”; these books certainly try to compare the business world’s volatility with that of chaotic war.

Civilian and Military Cultural Differences

Military soldiers and officers undergo a specially designed training that aims all officers to act as a leader. The level of leadership differs according to hierarchy and rank structure. Generally, second lieutenants and lieutenants lead platoons of 35-40 soldiers. Captains act as platoon commanders or company second in commands, and lead up to 100 soldiers. Majors act as company commanders and lead 150-200 soldiers, lieutenant colonels and colonels lead battalions, and regiments of 900 to 1000 soldiers. Brigadiers lead a group of regiments or battalions and lead 3,500-4,000 soldiers. Generals lead divisions and armies. These rank structures and organogram is universal and mostly common to all the armed forces of the world. The huge deployment of the UN peacekeeping operations has further streamlined the structure for smooth functions amongst nations (Kunich and Lester, 2018).

One of the key challenges faced by ex-military recruits is the difference between civilian and military cultures. Military culture is known as “warrior’s culture” or “fortress society” (Wertsch, 1991). Military personnel trained in a rigid hierarchal structure having clear rules, expectations and Standard Operating Procedures (SOPs). Military people on their second career, require to adjust to navigating the corporate world where autonomy and self-direction are norms (Daly, Watkins, & Reavis, 2006). Working culture differences pose a barrier for initial adjustment in a second career development by ex-military personnel. Networking as an essential part of the corporate profession and ex-military are habituated with

⁷<https://hbr.org/2020/02/why-competing-for-new-talent-is-a-mistake>

⁸McNeilly, M. and McNeilly, M.R., 2012. *Sun Tzu and the art of business: Six strategic principles for managers*. OUP USA.

⁹Michaelson, G. A., Michaelson, S., & Sunzi. (2010). *Sun Tzu: the art of war for managers: 50 strategic rules, updated for today's business*. Avon, Mass, Adams Media.

¹⁰Lynch, J., & Huang, C. A. (2011). *The Way of the Champion: Lessons from Sun Tzu's The Art of War and Other Tao Wisdom for Sports & Life*. North Clarendon, Vermont, Tuttle Publishing. <http://rbdigital.oneclickdigital.com>.

the “chain of command”. Further, many military occupational training/specialties do not directly translate to commercial business requirements, and thus, it is difficult to match skills with the new civilian roles (Cappelli, 2012).

The OODA Loop and Manoeuvring Warfare to Conquering the Market¹¹

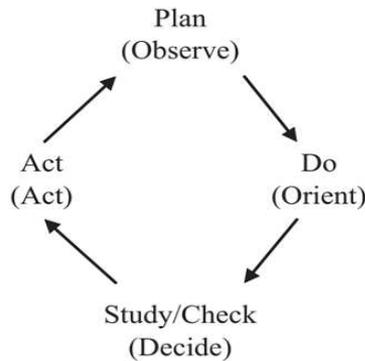


Figure 1: OODA LOOP.

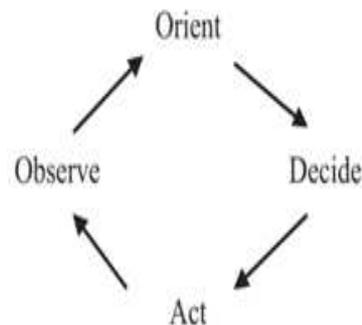


Figure 2: PDCA Deming’s Cycle.

Do you find a similarity between John Boyd’s OODA (Observe-Orient-Decide-Act) loops of military with that of Deming’s (Plan –Do- Check –Act) PDCA cycle? John Boyd’s OODA loop is a strategy and PDCA is also a monitoring and implementing strategy. PDCA is the same philosophy of OODA, one originated in military and the other in management (Osinga, 2007). “With a strategy this powerful, your aim is not to respond to but to create the market conditions that you want” –Richards, 2004 while explaining - Certain to Win (Richards, 2004) following John Boyd’s OODA loop. Total Quality Management (TQM) employing Toyota Production System, Lean Managements are compared with manoeuvre. The ultimate aim or ends of a given conflict/strategy involved is the important distinctions between war and business planning. War involves physical destruction and death. Thankfully, businesses never have to calculate their “wars” in terms of lives lost or wounded, or grounds captured though these are often compared and used interchangeably.

DMP and SWOT through COAs

Decision-Making Process (DMP) Customised to the unique needs of the military; the Tactical Decision-Making Process (TDMP) is the military version of the decision-making process. TDMP consists of four essential steps: Mission Analysis, Course of Action Development, Course of Action Analysis/Comparison, and Decision & Execution, where to achieve a mission, two or three courses of actions (COA) are compared –analysed like SWOT (SWOT stands for Strengths, Weaknesses, Opportunities, and Threats) analyses. The best COA is often determined after a war-gaming. The COA is adopted after considering own and enemy factors with time and geography of the battlefield. It has a similarity with marketing, its environment, competitors, with differentiation and cost advantages. SWOT Analysis is a technique for assessing these four aspects of our business. Recently PESTLE- Political, Economic, Social, Technological, Legal, Environment analysis is combined with SWOT.

Military Terminologies Used in Business

There are now many words that are used/emphasised in business that really originated in military like, “seize the high ground”, “competitive positioning”,¹² etc. The list is quite long for example Action, Aim, Boot-camp, Business

¹¹Richards C. Sting like a bee. In: Richards C, ed. *Certain to Win. The Strategy of John Boyd, Applied to Business*. Atlanta, GA: Xlibris; 2004:60-66.

¹²Boyd JR. *The Essence of Winning & Losing* [A five slide set.]. June 28, 1995

Intelligence, Campaign, Captive, Capture, Chief, COA – Course of Action, Conflict, Collateral damage, Conquer, Critical Mission, Defeat, Division, DMP - Decision making process, Force (as in “sales force” or “task force”), Hostile, Market Invasions, Military Precision, Occupying High Ground, OODA Loop to PDCA, Operations, Price Wars, Resources, Strategy, Strengths, Take on the world, Takeover Attacks, Target, Threats, War room (board room), Weaknesses etc. Despite business world’s attempt using of military terminologies, the fluidity of war and business is not the same.

The Contrast

Despite many military terms incorporated in business, “The leadership development in the military is all about valuing the followers first, adding selflessness, innovation, flexibility, and adaptability as per the revolving conditions.” On the other hand – “Business leaders rarely put the interests of their employees and shareholders ahead of their own. Such discernment of a military leader loses him the trust and dignity in the eyes of the soldier forever. The revolting behaviour of the business leaders pushes the economies into crisis by provoking personnel layoffs, cut in personnel development programs, travel-funding slashes, and other draconian measures.”-Professor Robert Goodwin III puts the contrasting features in military and business leaderships.

FACTORS CONSIDERED RELEVANT TO BOTH MILITARY AND BUSINESS¹³:

- Leadership (Highly trained)-disciplined
- Integrity
- Character Traits: Sincerity, Punctuality, Honesty, Attire (military bearing), Positivity, Courage, Trust, Resilient
- Able to work under pressure
- Proactive Approach
- Education (R) both add and reverse)
- Communication (R): Less Siring, bossing, Precise
- Ethics (R)
- Uprightness (R)
- Employability scope is limited.

METHODOLOGY

Research question 1 had been answered through structural and systematic review of literatures. These ten factors had been used to prepare a questionnaire to gather data. We surveyed 74 serving and 126 retired military officers and 20 employers (who employed ex-military officers) to find out the answer to research question no 2: How far military leadership is relevant in the corporate world of Bangladesh? The questionnaire was developed from literature review after identifying the factors that are relevant to both military and corporate leadership. A Google form was used (with 74 serving officers’ response) to code and record the answers. SPSS had been used to analyse the answers statistically. Every year maximum 400 and minimum 200 officers go on retirement (CORO); therefore, 200-sample size is sufficient. We surveyed 126 (63%)

¹³ A total 42 factors compiled from literature review, and 13 most cited factors had been chosen. Factors 6, 7, 8, and 9 are reverse coded.

retired and 74 (37%) serving officers to keep the ratio with in 60:40. 20 employers had been 10% of total samples who were interviewed on five factors.

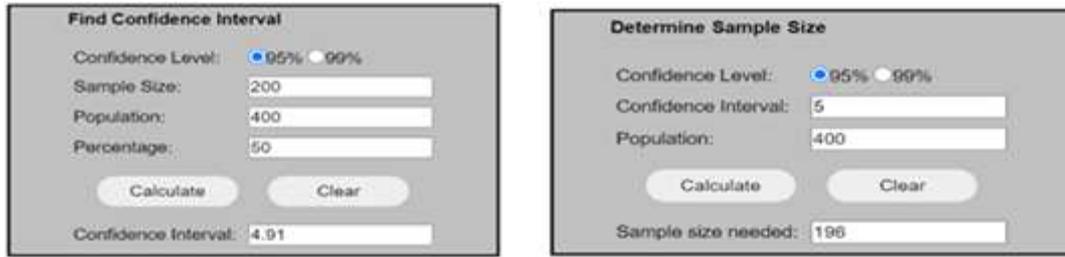
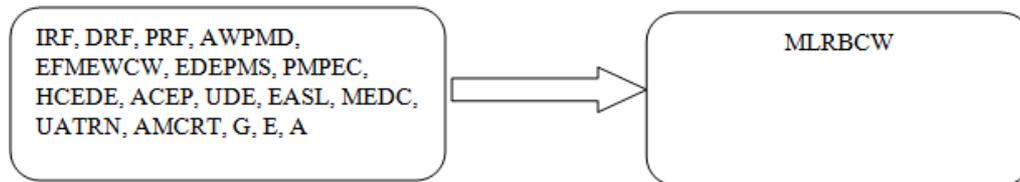


Figure 1: Sample Size¹⁴



The Conceptual Framework for the Statistical Analysis.

Table 1

Independent Variables	Dependent Variables
<ul style="list-style-type: none"> ◆ IRF=Integrity is the most relevant factor ◆ DRF=Discipline is one of the relevant factors ◆ PRF=Punctuality is one of the other relevant factors ◆ AWPMD=Able to work under pressure makes the difference ◆ EFMEWCW=Education is a factor but military education isn't enough to work for the corporate world ◆ EDEPMS=Ethics work in a double edged pattern not 100% matching with society ◆ PMPEC=Post military preparation and education is crucial ◆ HCEDE=Honesty is crucial but like ethics is also double edged ◆ ACEP=Able to communicate effectively is a plus point ◆ UDE=Uprightness is double edged ◆ EASL=Employ ability/scope is limited ◆ MEDC=Military Experience don't count ◆ UATR=Use of advanced technology and remaining updated is necessary ◆ AMCRT=Adjusting in a post military second career requires training ◆ G=Gender, ◆ E=Education, ◆ A=Age 	<ul style="list-style-type: none"> ◆ MLRBCW=The military leadership is relevant to today's Bangladesh Corporate World

¹⁴<https://www.surveysystem.com/sscalc.htm>

The statistical process involved in the study is multiple regression using all the seventeen factors of Military Leadership, as considered in the study, as the predictor variables and one of the factors as response variables individually. Thus, the regression equation has been attempted to be constructed as under:

Seventeen factors of Military Leadership = f(IRF, DRF, PRF, AWPMD, EFMEWCW, EDEPMS, PMPEC, HCEDE, ACEP, UDE, EASL, MEDC, UATR, AMCRT, G, E, A)

i.e. seventeen factors of Military Leadership = $\alpha + \beta_1 \cdot \text{IRF} + \beta_2 \cdot \text{DRF} + \beta_3 \cdot \text{PRF} + \beta_4 \cdot \text{AWPMD} + \beta_5 \cdot \text{EFMEWCW} + \beta_6 \cdot \text{EDEPMS} + \beta_7 \cdot \text{PMPEC} + \beta_8 \cdot \text{HCEDE} + \beta_9 \cdot \text{ACEP} + \beta_{10} \cdot \text{UDE} + \beta_{11} \cdot \text{EASL} + \beta_{12} \cdot \text{MEDC} + \beta_{13} \cdot \text{UATR} + \beta_{14} \cdot \text{AMCRT} + \beta_{15} \cdot \text{G} + \beta_{16} \cdot \text{E} + \beta_{17} \cdot \text{A}$

The values of the predictor and respondent variables were on ordinal scale.

As such one routes for constructing the regression equation has been used in this study. Namely, the regression has been carried out on the ordinal data only.

The efficiency of the regression equation has been tested on the basis of the following parameters:

- Adjusted R^2
- Statistical significance of the F-statistic of ANOVA tested at 5% Level of Significance
- Statistical significance of the t-statistic of the regression coefficients of each of the predictor variables tested at 5% Level of Significance
- Durbin-Watson statistic for checking the problem of autocorrelation, if any
- Variance Inflation factor (VIF) of each of the predictor variables to test any probable problem of multicollinearity

The dependent variables *i.e.* MLRBCW, has been regressed using all the 17 predictor variables *i.e.* IRF, DRF, PRF, AWPMD, EFMEWCW, EDEPMS, PMPEC, HCEDE, ACEP, UDE, EASL, MEDC, UATR, AMCRT, G, E and A simultaneously.

While constructing the regression equation, the coefficients of the predictor variables have been tested for their statistical significance by framing the following hypotheses:

- H_0 : The coefficient of the predictor variable is not statistically significant
- H_1 : The coefficient of the predictor variable is statistically significant

The predictor variables having statistically insignificant coefficients *i.e.* the absolute value of t-statistic for which is less than 2 and the p-value is less than or equal to 0.05, have been rejected and the regression equation has again been constructed with the statistically significant predictor variables only. The robustness of the final regression equation thus formed for the dependent variable, has been tested by framing the following hypotheses:

- H_0 : The regression equation is not statistically robust
- H_1 : The regression equation is statistically robust
- The null hypothesis is rejected at all p-values of less than 0.05.

The regression equation has considered being free from the problem of autocorrelation if the Durbin-Watson statistic has been found to lie between 1.6 and 2.40. The regression equation has been considered to be free from the effects of multicollinearity if the values of the VIF (Variance Inflation Factor) statistic of the predictor variables in the final regression equation have been found to be below 5.00. Ultimately, the distribution of the residuals of the regression equation has been tested whether they follow a normal distribution. The greater degree of conformity of the distribution of residuals bear to a normal distribution, the more robust the regression equation is deemed to be.

RESULTS

Table 2: Frequencies Distribution of Gender

		Frequency	Per Cent	Valid Per Cent	Cumulative Per Cent
Valid	1	188	94.0	94.0	94.0
	2	12	6.0	6.0	100.0
	Total	200	100.0	100.0	

1=Male

2=Female

94% of respondents are male indicated by deep grey colour and 6% are female respondents indicated by light grey colour

Table 3: Frequencies Distribution of Age

		Age			
		Frequency	Per Cent	Valid Per Cent	Cumulative Per Cent
Valid	1	43	21.5	21.5	21.5
	2	48	24.0	24.0	45.5
	3	39	19.5	19.5	65.0
	4	40	20.0	20.0	85.0
	5	30	15.0	15.0	100.0
	Total	200	100.0	100.0	

1=Age between 30 and below

2=Age between 31 to 40

3=Age between 41 to 50

4=Age between 51 to 60

5=Age above 60

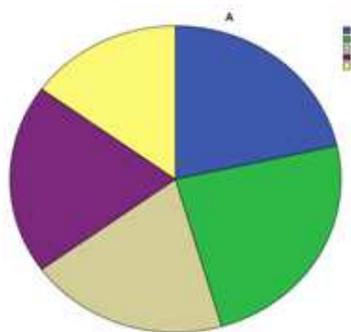


Figure 4: Equal Age Distribution.

It has been observed from fig-5 that 21.5% respondent’s age are between 30 and below 30, which are indicated by blue colour in Pie Chart. 24% respondents are between the ages of 31 to 40, which are expressed by the green colour. 19.5% respondents are between the age group of 41 to 50, which are focused by the grey colour, 20 per cent respondents are between the age of 51 to 60, which are showed by the purple colour, and only 15 per cent respondents are above 60 that are represented by the yellow colour in the Pie Chart. The pie chart shows almost equal representation from each age group and the age group above 60 were mostly from retired community.

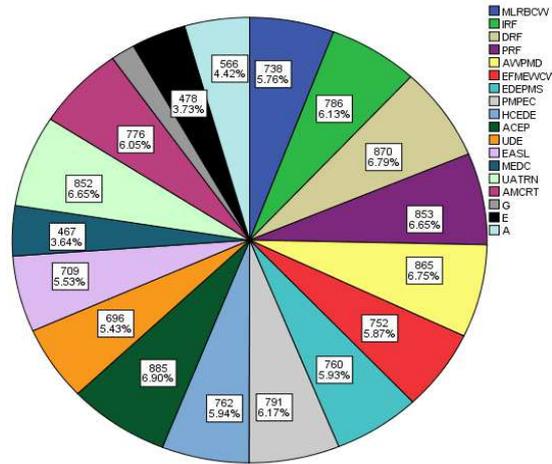


Figure 5: Detailed Result of Survey as per Variables [(200 Samples (74 Serving 126 Retired))].

Employer’s Feedback

We asked 20 employers who employed or at present employing retired military officers, to mention 5 merits/qualities/keywords as a reason to employ ex-military personnel – also 5 demerits that need to be addressed. The points that came up and were compiled are:

- Financial performance
- Less likely to be involved in corporate fraud
- Perform better under stress
- Leadership and Teamwork
- Discipline
- Ability to navigate unknown and uncertain territory
- Demerits:
- Sometimes Rude
- Not Tactful
- Difficulty in adjusting-egocentric
- Blunt
- Narcissist

FEEDBACK FROM SOCIAL MEDIA- A TRIANGULATION

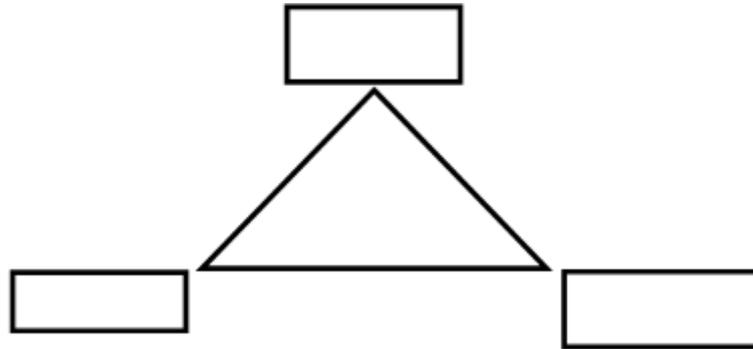


Figure 6

DISCUSSION ON FINDINGS

Table 4

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.513 ^a	.263	.194	.933	1.997

a. Predictors: (Constant), A, PMPEC, ACEP, G, UDE, E, EFMEWCW, EDEPMS, IRF, EASL, MEDC, UATR, DRF, HCEDE, AMCRT, AWPMD, PRF

b. Dependent Variable: MLRBCW

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.449	17	3.321	3.817	.000 ^b
	Residual	158.331	182	.870		
	Total	214.780	199			

a. Dependent Variable: MLRBCW

b. Predictors: (Constant), A, PMPEC, ACEP, G, UDE, E, EFMEWCW, EDEPMS, IRF, EASL, MEDC, UATR, DRF, HCEDE, AMCRT, AWPMD, PRF

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.341	.879		4.935	.000		
IRF	-.089	.071	-.095	-1.258	.210	.718	1.393
DRF	.421	.104	.393	4.063	.000	.433	2.312
PRF	-.107	.111	-.100	-.965	.336	.377	2.651
AWPMD	.007	.103	.006	.066	.947	.487	2.051
EFMEWCW	-.085	.070	-.090	-1.225	.222	.747	1.339
EDEPMS	-.094	.112	-.061	-.833	.406	.767	1.305
PMPEC	-.048	.079	-.043	-.602	.548	.809	1.236
HCEDE	-.095	.100	-.083	-.951	.343	.531	1.882
ACEP	.116	.094	.095	1.239	.217	.683	1.464
UDE	.259	.094	.234	2.767	.006	.565	1.771
EASL	-.373	.086	-.311	-4.334	.000	.785	1.274
MEDC	.112	.079	.104	1.414	.159	.748	1.337
UATR	-.181	.102	-.162	-1.763	.080	.481	2.079
AMCRT	-.065	.103	-.057	-.627	.531	.497	2.011
G	-.243	.300	-.056	-.812	.418	.858	1.166
E	.087	.107	.056	.816	.416	.852	1.174
A	.084	.051	.110	1.632	.104	.887	1.127

a. Dependent Variable: MLRBCW

The adjusted R² value was at 0.194 which indicated that 19.4% of the variations in MLRBCW could be explained by the predictor variables. The adjusted R² value is too low because other factors should not be considered here. The equation was found to be robust with rejection of the null hypotheses. No equation was found to suffer from problems of autocorrelation and multicollinearity as has been evident from the Durbin-Watson statistic lying between 1.60 and 2.40 and the VIF for the predictor variables were around 5.00. Synopsis of regression equations shows that the results do not vary much irrespective of whether the data is non-standardized.

A synopsis of the dependent variables and the concerned statistically significant predictor variables is given below:

Table 5

Dependent Variables	Predictor Variables																
	IRF	DRF	PRF	AWPMD	EFEWCW	EDEPMS	PMP EC	HCE DE	ACEP	UDE	EASL	ME DC	UAT RN	AM CRT	G	E	A
MLRBCW		✓								✓	✓						

It has been observed that DRF, UDE and EASL influence MLRBCW.

The distributions of the residuals of the regression equation is given below which represents that though the adjusted R² are low, still the regression equation is more or less robust

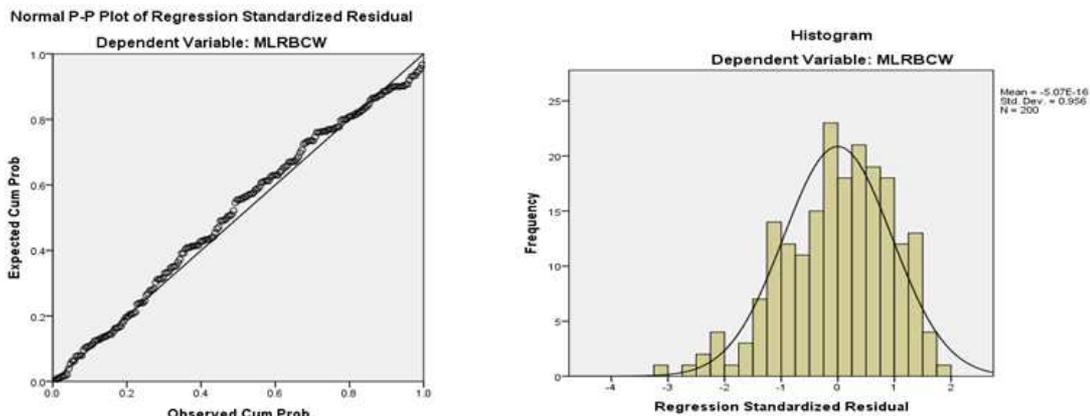


Figure 7

CONCLUSIONS

Finally, it can be concluded that in few places the military leaders fall short of the technical knowledge but they perform better in any corporate role. However, most of the people think that military retired soldiers make good administrators. From the analysis, it has been found that the adjusted R² value was at 0.194 which revealed that 19.4% of the variations in Military Leadership are Relevant to Business Corporate World (MLRBCW) could be explained by the predictor variables. The adjusted R² value is too low because other factors could not be considered here. It has also been seen that “Discipline” is an overriding factor (DRF), Uprightness, Discipline and Education trio (UDE) and Limited Scope of Employability influence make Military Leadership Relevant to Business/ Corporate World (MLRBCW). At the end it may be emphasised that globally established discipline, honesty with sincerity and enthusiasm make the retired soldiers’ good administrator who are also experienced, and Bangladesh is of no exception.

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