

## CHAPER I

### INTRODUCTION

#### **1.1 Background of the study**

Civil-societies in the history of Myanmar have being struggled in different situations like British colony, Japanese colony, Union of Burma, Socialist military, SPDC military and democratic government. In these periods, leaders in civil societies and political societies with various types of leadership styles have been leading their societies, communities, and the country. But very little research on what leadership styles they used could be founded. This research therefore will be a research that leadership styles are being practiced in their societies would be understood. In long turn journey of Myanmar especially in the political changes, very first civil society was the best known Y.M.B.A (1906- 1920) which was existed under the British colonial rule. YMBA means Young Men's Buddhist Association founded by U Ba Pe (Taylor, 1988). He was well known as one of leader who has given effective leadership with effective strategies to strengthen.

An another leader was the best known U Ottama, an Rakhiness Buddhist monk who has given lectures in India and Japan and traveled to some EURO countries while two decades due to study the realities of those countries. When he returned to Myanmar, people with fear and poor were seen under the British colonial rule. His effort or leadership therefore was used to guide people and monks what is the light in the darkness. Taylor (1988) pointed out that due primarily to the leadership of one monk, U Ottama, GCBA soon became a major political force. And turned itself and the GCBA in different directions from its founders had intended.

What activities YMBA has done were to do social welfare and advocacy activities at nationwide level involved until independence nation and also to make people educated with own cultural values. Steinberg (1997) The Young Men's Buddhist Association was such a group with both social welfare and advocacy activities, at the national level involved in the independence movement. Huge or small societies are taking responsibilities and accountabilities less or more for socio-economic development around the country. The country under the ineffective leadership, has been continuing, was known one of the poorest countries in the world. In this regard, civil societies around the country have been taking place due to contribute what they could fulfill those weaknesses. For long time under the military rule, there was not huge space for civil societies which struggled to survive. Tom Kramer (2011) point out that as one of the speakers concluded: "Civil society died under the Burma Socialist Programmed Party (BSPP); perhaps, more accurately, it was murdered."

In May 2008, cyclone nargis destroyed over one hundred thousand of life; a lot of people were under suffering no place to live, no foods to eat, and no cloth to wear. In order to contribute to suffering people, civil societies have taken huge places again with strong unity in diversity even

though they were threatened by military government. By seeing such suffering people, leaders of civil societies were fearless but powerful to take their compassionated contributions. Tom Kramer (2011) said that Cyclone Nargis in May 2008, which left over 130,000 dead, civil societies developed further. A wide range of local initiatives, including ethnic faith-based organizations, played a key role in the emergency response and were among the first to enter the disaster zone, providing urgently-needed water, food, clothes and other relief items. It was a citizens' response to one of the largest natural disasters in Burmese history. These citizens did not wait for permission from the government but responded with emergency aid, creating new formal and informal organizations. Civil society further expanded after this.

In the contemporary Myanmar of democratization reform, lay students, monk students, and civil societies' forces were key elements to change. In case of increasing price made by military government policy, student monks around the country gathered together with other student monks from other cities and states and followed by students and civil societies. And then huge gathering has peacefully protested to decreases price of oil, gas, goods, and so on and anti-government demonstration news went across the world. It huge impacted on change the country and main factor to extend strengthens of civil societies and its leadership. Therefore Tom pointed out that "more recently, hundreds of monks joined the anti-government protests of September 2007, which became known as the 'saffron revolution', a reference to the color of the monks' robes" (Tom Kramer, 2011). In the same way, saffron revolution why it happened and what were demanded by its leaders was that people in country are under the poverty and price in market was very higher. That's why, students monks peacefully urged government. Sylwia Gil (2008) said that "the monks tried to use their immunity to urge the authorities to consider the economic situation of Myanmar citizens and to protest against a sudden fuel price hike.

In the crucial role of peace building, social security, and socio-economic development in the country, 88 generation students and opposite party have been taking part in the change. Leadership role model of Min Ko Naing and Aung San Su Kyi created unseen ways before and given guidance to new generations in the country.

U Thein Sein, President of Myanmar (2013) told that the space of civil societies could be extended and you all are possible to do freely and properly contributions in the socio economic development of the country. Such speech is so difficult to hear over 50 year journey of military rule. Sometime with no space, less space, and more space like civil societies were murdered by junta. So that some scholar said that civil societies were death. So present speech warmly welcome by 86 civil societies around country. And also one of advisers of president, U Soe Thein said that civil society for me is first priority because of couldn't do anything with only body of government and parliament without civil societies. Our country is huge area and bio-diversity so we would like to listen the voices or suggestions of civil societies (U Soe Thein, 2013). What they said is not the same with before. Through impacts of globalization and technological wave, mindset, mental culture of leaders is being changed to stand up with others. In the same time, strengthens of civil societies around the country are still rising up to strategies

due to socio-economic development from less of economic, education, healthcare, and social security. Myanmar is one of poorest countries in Asia even though natural resource and strategic economic zone they have. In this regard, each civil society together with new government is taking responsibilities and accountabilities in order to their communities' development. Accordance with data of local resource centre, 85% of civil societies are existing in Ragon division, 65% in Arewady division, 50% in Shan state, and 40% in Rakhine state (LRC, 2012). In the current situation, 40 percentages have been existing in Rakhine state where in 2013 is second poorest state amount 8 divisions and 7 states of Myanmar.

Rakhine is best known having long history with four period kingdoms, riches in natural resources and advantage strategic economic zone. But in case of less of policies or system of government, it was being ranked as being a second poorest state in the country.

In Rakhine, two types of major societies: civil society and political society are founded, key element to make state development. And one of them, civil societies could be divided and understood into different types by different researchers. According to researcher Stephen McCarthy said there are three types of civil societies such as; 1) *modern civil society*, 2) *traditional civil society*, and 3) *co-cop society*<sup>1</sup> in Rakhine state, western Myanmar (Stephen McCarthy, 2012).

These societies are differently contributing in the community like educational society, economic development society, healthcare, and social security society. They have been crossing various situations of state rulers but they never gave up for their belief and values on community development. Rakhine was converted or invaded in 1784 by Burmese leader, Maung Win (Bodawphaya). Since then, until current time, 2015, Rakhineses and their societies have been struggle under the different rulers like Burmese ruler, British colonial ruler, Japanese ruler, and again Burmese rulers.

When people solve huge challenges in the community and country, new civil societies used to flourish in each community and become stronger in order to find solutions by serving the needs of people. For example; cyclone Giri (20, 10, 2010), September, 2007 (Saffron Revolution), and violence in June and October, 2012, were main causes of civil societies to be strengthen. And also flooded in July, 2015 almost whole country effected huge impact to people in Myanmar. Due to serve flooded victims, civil societies become stronger and contribute to victims is more effective then government support in country.

---

<sup>1</sup> Modern civil society—comprised of secularized and formally organized groups such as non -government organizations (NGOs)—tends to be relatively weak;

Traditional civil society—comprising mostly informal groups such as religious and ethnic organizations—can be relatively strong and provides a coping mechanism for state failure such as community-based schooling.

Thus by separating modern civil society from traditional we can see how civil society has operated in a militarized regime and how militaries have particularly tried to co-opt the traditional elements of civil society. (Stephen McCarthy, 2012, P:4)

Certain people were gathered together in order to support suffering people damaged by cyclone giri which affected on 46,687 households and 241,500 people in Rakhine. Due to meet the needs of those people, old societies became stronger and new societies were born, and non-members in civil society turned to societies to help what he or she can do. These members of civil societies are taking responsibility and accountabilities in both short-term and long-term of recovery and socio-economic development in cyclone Giri affective area, Rakhine. To be effective way of these societies, its leaders have to be given more professional skills, knowledge, and attitudes. No researcher has done research on who are using what leadership style.

On the other hand, twice violence, in June and October 2012 happened in Rakhine, western Myanmar, affected on economy, education, social security and healthcare. The support to be given by civil societies was crucial activities. Leaders of societies organize people and contribute the needs. In Myanmar a good leader is known well by six criterions: 1) proactive and initiative, 2) alert, 3) empathetic, 4) patient, 5) reasonable and considerate and, 6) visionary. All these are abilities of a leader in Myanmar stander, acquired by leader for leadership skills and it enables to build trust and sustainable development in each society. In the other hand, four factors for effective leadership style are needed. There are; 1) personality of a leader, 2) personality of group members, 3) nature of task and, 4) nature of the environment. This research will explore different leadership styles which are relevance to Myanmar civil societies. In the current situation, country like Myanmar is still facing a lot of challenges during the democratization process. Transition to be successful and the country to be stable, the role of civil-societies and its leadership around the country are well-known being crucial role to develop country.

In Myanmar there are different societies founded. It was divided into three types: *modern civil society*, *traditional civil society*, and *co-cop society*. In current days, most youths are willing to taking part in modern civil society. They adore traditions but no attachment it in order to modernize through self-change. And they want to be change-makers as well as peace-makers in the democratization process. Traditional civil societies are still taking place in case religion and cultural practice. Of course there are a lot of ordinary people whom are controlled by government and culture practice.

Stephen McCarthy (2012) noted that in weak states modern civil society-comprised of secularized and formally organized groups such as non-government organizations (NGOs) tends to be relatively weak; while traditional civil society-comprising mostly informal groups such as religious and ethnic organizations-can be relatively strong and provides a coping mechanism for state failure such as community-based schooling. Thus by separating modern civil society from traditional we can see how civil society has operated in a militarized regime and how militaries have particularly tried to co-opt the traditional elements of civil society. Multi-cultural in 21<sup>st</sup> century is pushing civilizations to move or change. Even though it is being acceptable, most of people in Myanmar are not ready yet which mean that modern education has to be given to be secular and rational societies. By connecting all civil societies is taking power to influence on political societies in Myanmar. Leaders and members from 257 civil societies and networks in

Myanmar more than 650 representatives came together in Yangon for 3 days from and the issues are pointed out for the future of country.

Aung Myo Min, U Thein Lwin (2014) pointed out that We urge the Myanmar Government and international community to implement the following discussion points and recommendations made with a view to ensuring a smooth transition to democracy, peace and national reconciliation and the well-being Leaders and members from 257 civil societies and networks in Myanmar more than 650 representatives came together in Yangon for 3 days from and the issues are pointed out for the future of country. Myanmar people have been suffering for more than 60 years under the military rules. During the 3-day forum, potential solutions for 6 main issues, Law Reform, Peace and Conflict, Media, Hate Speech and Communal Violence, Parliament, Government and Accountability, Economic Reform and Foreign Direct Investment, International Community's Role and Involvement, were discussed. Such effective activities make us known what kind of role is being taken part in democratization processes by civil societies.

Zunetta Herbert (2014) pointed that the critical moment to ensure lasting and sustainable progressive development in Myanmar is now: civil society organizations that can and should be holding their government accountable need to be supported to organize, build on their local knowledge, and respond to the issues they identify as most important, giving them full recognition that they are the drivers of change.

In fact, real change came from mental clear map change is a process of inside and out or internal and external actions. To achieve higher organizational effectiveness, real change must take effect at four levels: personal, interpersonal, managerial, and organizational or called the four levels of leadership (Covey 2001). Leaders and researcher are reminded by these four levels that it is to make awareness due to add in organizational effective actions and due to maintaining long-term plan to individual and organizational satisfaction.

Civil-societies have been straggled under the different rules such as colonic rule, Japanese rule, and military rule. In current situation, by opening up, power of civil societies is peacefully rising up. It is to keep for sustainable social-economic development in each sector of the country.

## **1.2 Importance of Study**

The role of civil-societies in the state building is very important part of the country especially in the development of rural area like Rakhine state, western Myanmar. Much hope of country came from youths' capacities like students who have leaders' potential in the civil societies of around the country. Building their capacities like management skills and leadership skills are key foundation of society building as well as nation building. This research insures that leadership styles, skills, and capacities would be guided to keep rising up. U Thein Sein, current present of

Myanmar usually pointed out that the role of civil societies in social-economic development has unique power and we are willing to involve for making the country development.

Thein Sein (2011) given manual speech is that the country to make peaceful and successful in prosperities, the role of civil-societies and their leadership are very opportune and it is a “shot in the arm” said repeatedly. It was a sign of president’s acknowledgement and advantaged on what could be done by civil-societies in the reform process of Myanmar. In order to make the country strengthen in challenges, civil society’s force has unique power. But it has been struggle under the junta. Military government has been control over 60 years not to rise up power of civil societies. But current situation of reform process, the power of civil-societies is peacefully rising up in not only capital city but also rural area of country. But civil society has hidden power if government doesn’t control at all. It is enable that societies moderated to balance power between political society and civil society.

Asian report (2001) said that around the world, much hope has been placed in the prospect that civil society in the loose groupings of non-government actors in political processes would act as a major force to change or remove undemocratic governments. This has particularly been the case in Myanmar where there has been an expectation that students or monks might force the military government from power. The expectation of people mostly focuses on civil societies or students and students monks who have capabilities to change military system to democratic system. Changing one and another could be major forces to change democratic country that all people wanted.

According to CRL (2012), there are 40 civil- societies in the Rakhine state. Even though different societies are running in that rural area, no-one has done research on leadership styles. Some leader of civil societies might be talent but in case of less of modern education, they would be less of skills, technic, knowledge, and attitudes. Community development through development of each societies is directly concerning with how leadership styles are. Therefore leadership assessment by doing survey research is really necessary. This research enables that what leadership styles and characters are used by each leader of civil societies in Rakhine state, western Myanmar. It is possible that this research by doing leader assessment could be guidance what impacts could be given on own society and what type of theories are alliance with their society. It is crucial point to be successful and maintaining of civil societies in Rakhine state, western Myanmar. Basis needs like education, health-care, social security, and economy are lowest average in Myanmar as well as the world ranking. Such unnecessary situation to be gotten out, this research could give guidance what are right things to do for individual and organizational development.

MIMU (2013) said that Rakhine State is one of the least developed areas of Myanmar, with a diverse ethnic and religious population. It was ranked as the country’s second poorest region in the 2009-2010 Integrated Household Living Condition Survey with an estimated 43.5% of the Rakhine population livings below the poverty line, compared to the national average of 25.6%.

UNICEF (2014) report stated that Rakhine State is one of the poorest areas in Myanmar, with some of the lowest social and development indicators in the world. Half of all children under five in Rakhine State suffer from stunting; nearly 90 per cent are born outside of a health facility; and one in three children is not attending primary school.

Reality that is happening inside of Rakhine state, western Myanmar, is always possible to change as people wanted. Nowadays two ways that Myanmar is heading are; the way by parliament and the way by national reconciliation with ethnic groups. These ways are depending on what and how people want to walk on even though it is controlled by 2008-constitution. In this case, unique power is by the people, from the people and of the people what to choose. The voice of civil societies is to push to parliament and government. Meanwhile the country needs to be changed, strength of civil societies and its spaces are necessarily large in current political approaches. Therefore, due to make rural area development like Rakhine state in Myanmar, more effective leadership styles of civil societies have to be explored. It needs to guide into society actions. By changing society actions especially leadership styles, roots of military influence while five decades could be destroyed. This research from education perspective would be powerful weapon to change leadership styles as well as changing actions of societies. It is a light to shine in the darkness of rural area. It is a food to stop hungry in the community. And it is a medicine to cure social-illness in the differentiations.

### **1.3 Purpose of Study**

The purpose of this research is to explore different leadership styles being practiced in the civil societies Rakhine state, western Myanmar. And it is to realize the impacts of different leadership styles being practiced in each society, and to give a guidance effective leadership styles for social-economic development in the short-term and long-term periods. In case of less of these factors, civil societies could not be stronger and sustainable development in Rakhine state. To make community development, what is the power of people and what is strength of civil societies, are needed to aware one another in order to fulfill it. Accordance with society system of current era, 21<sup>st</sup> century, nobody can live far from society. Human is growing up in the different societies to survive from birth to die. Even though in a family as being a leader how to lead he or she has to learn. In the same way, leaders in all societies are to acquire skills, styles, knowledge, and good performances how to obtain. To rise up a community, the societies must meet its needs. This research would explore what are needed. From individual assuagement to organizational assuagement especially leadership style and characters would be explored by doing survey.

In order to explore what are the characters and styles of each leader, the researcher through sharing survey questionnaires would penetrate to the societies. Three types of leadership theories: *authoritarian, democratic, and laissez-faire leadership styles* (Kurt Lewin (1890–1947)) would be focused on. It enables that who is practicing authoritarian leadership style in which leader without followers' opinions makes decision, who prefers democratic leadership style in

which leader with followers' opinions makes decision, and who is willing to act laissez-faire leadership style in which leader allows followers more decision making in the society, will be understood. Interpersonal skill and society culture in Rakhine state, western Myanmar are not the same, are mostly influenced by military policies while five decades. These cultures are not effective methods to develop societies in current era, showing evidences what most societies are increasing more problems, less benefits. In case of over pushing information through internet networks, news, mobile phone, and televisions, people-skills, society-cultures, organization-behavior are gradually changing due to meet the needs of people. That change with social-values is to feel people free and to successfully approach to democratization process on what are new cultures of developed countries and societies. All these are done by effective leadership in both levels society and country.

Most of Myanmar people are willing to come out a good leader who has a good enough knowledge and skills in in what and how Myanmar leadership styles and Lewin leadership theories of modern-time. Lewin leadership theories have been described like authoritarian, democratic, and laissez-faire leadership styles. Myanmar leadership styles are well-known six key criteria: 1) proactive and initiative, 2) alert, 3) empathetic, 4) patient, 5) reasonable and considerate and, 6) visionary are to be followed for those who want to be a leader in Myanmar.

#### **1.4 Scope of the study**

Scope of this study will be about leadership styles and leadership characters, distribute questionnaires to leaders, second-line leaders, managers, and members of CEO in the civil societies of Rakhine state, western Myanmar. 75 leaders and members of CEO from 35 civil societies would be distributed survey questionnaires. According to local resource center, there are 40 civil societies in Rakhine state taking care of people in their way due to community development. Out of them, five civil societies will be explored regarding with three main leadership theories such as autocratic leadership style, democratic leadership style, and laissez-faire leadership style.

This study enables that for the youths with leaders' potential and capability, it would be helpful to raise leadership professional development up as well as society development in the community. The first is to identify leadership styles being practiced in civil societies of Rakhine state, western Myanmar, second is to analyze positive and negative impacts of different leadership styles in the societies, and third is to develop leadership styles in civil societies in Rakhine state, Myanmar. These main key factors will be the scope of this study and also to examine what leaders are practicing of leadership style and leadership characters in the societies.

Myanmar is a country in where strategic economic zone is existing in the Asia and the world. It is a huge advantage to develop faster. Rakhine is a state of seven states and eight divisions of Myanmar, in where special economic zone and natural resources are existed by its nature. But in reality, people in Rakhine state are facing huge challenge under the poverty over 5 decades. The

reasons why it is happening are that leadership style and leadership characters, decision making, management, and less of human resources are causes to rise those situations up. In this case, especially leadership problem in long-term journey of the country no-leader could find better solution. Nowadays its answer or result is poverty facing long time. This study is to find hidden solution of what are effective leadership character and leadership style to be practiced especially in civil societies of Rakhine state, western Myanmar. No-body has done yet the research before about leadership style in the Rakhine state said by young author Wai Hin Aung, a member of CEO of Wanlerk foundation. This topic therefore was chosen in order to examine 45 leaders of civil societies what leadership styles they practice and how their characters are.

### **1.5 Objective of the study**

The research objectives of the study were as follow:

1. To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.
2. To explore different leadership styles that are being practiced in the civil societies of Rakhine state, western myanmar
3. To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar

### **1.6 Benefit of the study**

The study on leadership style will directly impact on leadership professional development in long-term benefits of civil societies of Rakhine state, western Myanmar. What are positive and negative impacts of each leadership style being practiced will be presented in the leadership workshop, seminar, and conference and it enables that at less one time in one year leadership training in each town of Rakhine state could be given to deal with leadership professional development. The vocational training focuses on different levels of leadership development such as *personal, interpersonal, managerial, and organizational development*. It is the way of being self-awareness, co-operation, commitment, and participatory achievement for community development and socio-economic development.

Through given a leadership training to leaders of societies in each town, personal development could be learned how to change mind-set or personal culture. Nowadays youths are willing to learn critically and logically due to personal development first then others. Mental change is case to change everything. So, leader is personally able to change oneself both mental culture and body actions, is able to inspire and influence other to be changed mental and body culture too, not to attach too much in the traditional way but it is to be adored. Interpersonal development is a crucial part of leadership professional development as well as society development. Because interpersonal skills are fundamental need being a good leader, are a unique criteria or priority to

judge a person who has a leader's capacity, potential, attitudes, and performances or not. Inside-out means that the change starts within oneself. For many people, this approach represents a paradigm shift away from the personality ethic and toward the character ethic (R.Covey, 2004). Managerial level is possible to be helpful that a manager in the society or company has to take responsibility and accountability of how to manage staffs, time, jobs, and finance for higher profits. In my perspective, a good manager willing to learn and shape, can be a good leader because all leaders are not born but made. Self-learning by doing could upgrade won capacity and potential for being a good leader in the civil society.

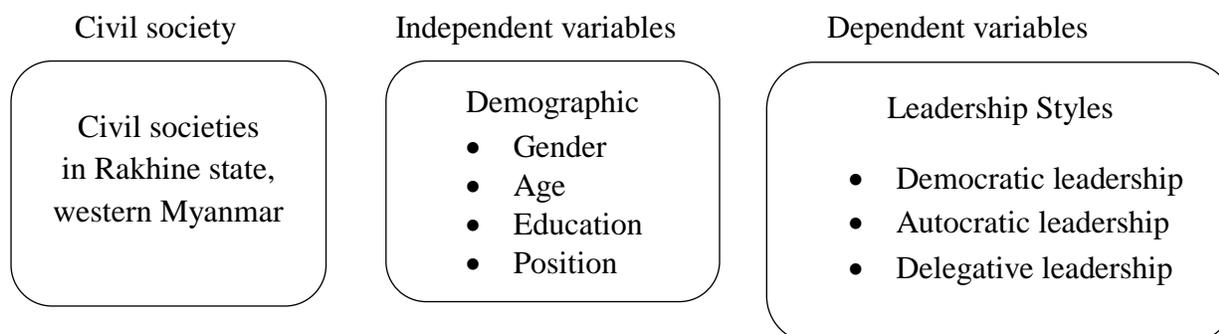
Organizational development is very important rather than individual development in the community building. How to community or society develops is relying on their leader. A leader to modernize society has to build trust first on his or her followers. Organizational development to be built, leader's mental culture is prepared to be neither personal nor self-fish to reach organizational goal. Each level in the organizational development has unique power to gain its goal. Meanwhile participatory doing in each step is a style of leadership theory called participative or collective leadership. By doing research on this topic, researcher and reader will have a chance to know who practices what leadership style, which society has what organizational culture, and what are its positive and negative impacts on civil societies and community. In the other hand, survey data what this study has founded will be really helpful for those who want to study leadership style in civil societies of Rakhine state, western Myanmar and who want to give training to promote leadership professional development as well as community development.

### 1.7 Conceptual framework

The aim of this research was to investigate leadership styles in civil societies of Rakhine state, western Myanmar. Conceptual framework into three perspective approaches was described how its concept was.

**Finger 1** conceptual framework of this research is given guidance of the study as below. In independent variable, demographic factors of leaders in civil societies: gender, age, education and position are included and dependent variables of leadership styles include three leadership styles: democratic leadership, autocratic leadership and delegative leadership.

**Finger 1** conceptual framework of study



## 1.8 Definition of Terms

- **Leadership** – is the influencing process of leaders and followers to achieve organizational objectives through changes (Lussier & Ahua, 2004)
- Leadership – is a process whereby an individual influences a group of individuals to achieve a common goal (Peter Northouse, 2004)
- Leadership – a social influence process that involves determining the group objectives and motivating behaviors in pursuit of those attaining the objectives and influencing group maintenance and culture (Kreitner, 1983)
- Leadership – the skill and level of leaders that can influence and increase potential of its employees by using the inside-out approach in terms of trustworthiness, trust, empowerment and alignment principles in order to achieve business results (Covey, 1991)
- Leadership – is the ability of developing and communicating a vision to a group of people that will make that vision true (Kenneth Valenzuela, 2007)

**Leadership style** – is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

**Leadership style** is the manner and approach of providing direction, implementing plans, and motivating people. Kurt Lewin (1939)

**Civil society** – is often cast as that group of community-based, nonprofit, nongovernmental institutions or movements that engage in either service provision to communities or public advocacy. Private business is explicitly excluded from the institutional mix because it makes profits (Covey and Brown, 2001).

**Rakhine state** – is one of 15 states and divisions, existing in western Myanmar in where two major societies: civil societies and political are playing as a main roles due to community development as well as state development.