

CHAPTER 5

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Summary of finding

The researcher what have been conducted is to review and summary in this chapter. It included summary, finding, conclusion and recommendations.

According to the survey questionnaires results, civil society leaders in Rakhine state, western Myanmar have been practicing all three styles; Authoritarian leadership style, Participative leadership style and Delegative leadership style.

Many leaders are encouragingly delegative and participative. However, many participants from focus group discussions had different opinions. They feel that most leaders are authoritarian and more comfortable with top-down style. When the political landscape of the country is in transition to the democracy, civil society leaders should have more democratic practices to be able to contribute for nation building. The leaders should reflect the needs of the people while trying to accomplish their organization's missions, target, and three objectives.

Three objectives of this study are 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 is 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.

First and the foremost, the leaders should be aware of their own leadership style understanding strengths and weaknesses. Only then, they can improve their leadership style. There are six attributes of a good leader according to Myanmar Standard. A leader must be: 1) proactive and initiative, 2) alert 3) empathetic 4) patient 5) reasonable and considerate and 6) visionary.

5.1.1 Finding

Among 35 civil society organizations which researcher studied their profiles, 15% was faith-based organizations and 60% is Non-Governmental Organizations while the rest 25% is Community Based Organizations.

1. **For objective one**, each factor of leaders' demographic factors; gender, age, education and position was identified through data collection was done. All total leaders were 75 persons from 35 civil societies in Rakhine state, western Myanmar.
 - 1.1. **Gender:** 94.6 % leaders were males leading their civil societies and 6.4 % leader were females in civil societies of Rakhine state, Myanmar.
 - 1.2. **Age:** More than half (About 56%) of the board members are within the age of 25 to 55 and elderly persons are always considered to give higher positions in the board in line with Rakhine culture that 15.6% of the board members were above 20 years old, 65.3% of the board members were above 30 years old, 44.8% of the board member were above 40 years old, and 11.3% the board members were above 50 years old.
 - 1.3. **Education:** 18% of leaders in civil societies of Rakhine state, western Myanmar are higher education level, 46% of leaders in civil societies are Bachelor degree graduates, very few leaders are master and Ph.D. as well as Dhammacariya degree holders. And 12% of leaders are others.
 - 1.4. **Working experience:** most leaders have been working in their organizations for one to five years whilst some leaders have been in the organizations for more than 10 years and some have worked for 36 years with strong commitments.

5.1.2 Research objective two:

Research objective two was to realize what leadership style has been practiced in civil societies of Rakhine state, western Myanmar. This part of leadership style assessment is the survey questionnaires to choose among three different leadership styles; Authoritarian style, Democratic style and Delegative style.

Authoritarian or Autocratic leadership style was showed 9% percentage out of 100% percentage, democratic leadership style was showed 72% percentage and delegative leadership style was used 19% percentage according to survey questionnaires.

5.1.3 Research objective two

The researcher in Rakhine state, western Myanmar found three types of civil societies such as; 1) modern civil society, 2) traditional civil society, and 3) co-cop society. 28% percentages of civil societies in Rakhine state have been practicing modern civil society style, 52% percentages are traditional civil society, and 20% percentages are co-cop society.

Leaders in modern civil societies believe that democratic leadership style has good impact on their societies rather than other two leadership styles. Leaders in traditional civil societies believe that autocratic leadership style is useful in civil societies. And leaders in co-cop societies believe that autocratic and delegative leadership styles more effect on civil societies. As people in liberal societies feel satisfy in freedom, most leaders prefer to democratic and delegative leadership styles which enable to gain objectives and the goal of society.

5.2 Conclusion

The researcher made conclusion through data analysis of what were founded by survey questionnaires, interview, and group discussion with civil societies' leaders in Rakhine state, western Myanmar.

From 35 civil societies, 75 leaders were investigated to realize demographics such as gender, age, education background, and position, leadership styles such as democratic leadership style, autocratic leadership style, and delegative leadership style, and its positive impact and negative impact on societies in Rakhine state, western Myanmar.

In the demographic factors, the researcher finds that male leaders were more than female leaders. Their age was between 30 and 40 year old, in education most of leaders were diploma and BA.

In three leadership styles, democratic leadership style more prefers then other two styles. Autocratic leadership was less belief. Some believe in deligative leadership style which is workable to develop society.

Mostly positive impacts on society came from practicing democratic leadership style and delegative leadership style and negative impacts from being practiced autocratic leadership style in current situation of Myanmar democratization process.

To realize characteristics of leaders who have whether high test or hight relationship in civil society, Authoritarian Leaders (high task, low relationship) are usually task oriented and hard on their workers (being autocratic). They have little or no allowance for cooperation or collaboration and are very strong on schedules. Such leaders expect people to do what they are told without allowing question or debate and focus on blame rather than how to prevent it. They are intolerant of disagreement and thus, difficult for their subordinates to contribute or develop.

Nevertheless, Country Club Leaders (low task, high relationship), use reward power to maintain discipline and to encourage the team to accomplish its goals. They are normally incapable of employing more punitive, coercive and legitimate power and fear that it will jeopardize relationships.

On the other hand, Impoverished Leader (low task, low relationship) or "Delegate and Disappear" style leader allows the team to do whatever it wishes and detaches themselves from the organization and the team.

In contrary, the Team Leader (high task, high relationship), leads as a positive example. They will foster a team environment, encourage the team to reach team goals, and work tirelessly to strengthen the bonds among the various members. Such leaders can form and lead most productive teams.

The results of the study are indeed very encouraging and positive. It appears that the “Leaders” in Rakhine Civil Society fits the desired profile of being both Democratic and Participative as well as being Team Leader.

5.3 Recommendation

According to these attributes, a leader needs to be proactive and initiative. She or he must be able to foresee the situation and needs to be prepared in advance. She or he must understand both internal and external environments and must be alert. The leader needs to be sympathetic and empathetic. She or he must have ability to wear the shoes of others. She or he also must be patient enough to learn the mistakes. The leader also needs to be reasonable and analytical. The leader is necessary to be farsighted and have clear vision for the organization. All above mentioned attributes reflect all good leadership styles mentioned in theory and Rakhine civil society leaders should try their best to practice all these attributes to gain respect and trust of their team as well as their beneficiaries, i.e. the communities. An experienced consultant who has been working with many local organizations on leadership issues mentioned that there were four different types of organizations. These are as follows:

1. An organization formed with unskilled leader and unskilled followers
2. An organization with unskilled leader and skilled followers
3. An organization with skilled leader and unskilled followers and
4. An organization with skilled leader and skilled followers.

The consultant thinks that most CSOs in Rakhine civil society are mainly under the second and third types. The first and last types are rarely seen in Rakhine state, western myanmar. The third organizational type can easily be transformed into the fourth type since there can be some skilled followers in the team.

Top-down leadership style is very common in Rakhine civil society according to the group discussion, interview and survey questionnaires results. Such leaders have their own groups and can be seen in government departments, CSOs, and UN organizations. Clientelism is common and strong in many organizations. The leaders have the followers and they will give special favors and protect them. The leader trusts his or her own follower and believes what she or he says. Sometimes, these followers are just low ranking staff and their supervisors or managers have no power to control them. In this way, conflicts start in organization. Transparency and accountability are weak in such organizations and misuse of power and money is common. To avoid it, the second-line leaders strongly recommend defining clear roles and responsibilities in an organization.

Some leaders spend their precious time for micro-management getting involved in nitty-gritty things. They also should not give much time for unimportant matters of the organization.

Most CSO leaders do not want to spend their time to learn new things. Even if they learn new things, they are reluctant to change and focus group discussion participants mentioned it as “lessons unlearned”. Some organizations issue blacklist and disseminate the information among CSOs community. Blacklisted people are those who leave their organizations and make some mistakes.

Sometimes the staff does not make any mistake except leaving the organization. That kind of action is unacceptable and participants criticized leaders from such organizations harshly.

Accordingly, role model is very important for organizational reform. To be a role model, a leader’s IQ shouldn’t be lower than his or her followers but not necessary to be so high. Conversely, his EQ-Emotional Intelligence, Spiritual Intelligence and Physical Intelligence are anticipated to be distinctively higher than others. Such leaders can influence over others with their quality, but not with their power. They must also be willing to learn new things as well.

To be effective key players, leaders need to attend capacity building class, work-shop, seminars, and conferences in and out of the country which ensure to learn and promote leadership quality. Leaders are driving force whether his or her society develops or not.

In 21st century in which criteria of civilizations comes together as one at all, leaders must learn it as well as multi-societies, multi-culture, and socio-economic development. In fact, self-change is all change to build modern and liberal society culture. It is awareness that mutual respect, rational understanding, and institution culture are main factors to survive civil society in short and long term.