

EFFECT OF BLUE OCEAN LEADERSHIP AND INTER-ORGANIZATIONAL COLLABORATION OF YANGON CITY DEVELOPMENT COMMITTEE MEMBERS ON CITY PERFORMANCE OF YANGON, MYANMAR*

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Abstract

This paper aims to analyse the effect of blue ocean leadership and inter-organizational collaboration of Yangon City Development Committee (YCDC) members on improvement of Yangon city performance during 2019 and 2020. Data from 65 randomly selected members are analysed. From analysis, it can be concluded that YCDC committee members have been practicing blue ocean leadership since they take responsibilities after 2019 YCDC election. Among the three aspects of blue ocean leadership, only firsthand discovery has positive effect on city performance of Yangon, Myanmar. The committee members have been emphasizing more on finding the gaps and problems at the source. They are wandering around the city and they are gathering information about real issues. This firsthand discovery approach affects directly on city performance. However, they do not have enough time for their subordinates to provide the feeling of ease, feeling of confidence, and feeling of not fearing for initiatives to participate in this change process. They also have no time to assign tasks by matching with individual strengths and weaknesses of their subordinates. Their subordinates have to conduct the collaboration with outside associations and organizations for accomplishments of some city development projects. However, due to different structures, processes and contexts of different collaborating organizations, the inter-organizational collaboration between YCDC and other organizations is not significantly supporting to city performance.

Key Terms: *Yangon City Development Committee, Blue Ocean Leadership, Inter-organizational Collaboration, City Performance*

List of Abbreviation

YCDC	Yangon City Development Committee
BOL	Blue Ocean Leadership

Introduction

The election for second term of Yangon City Development Committee was held on 31st March 2019. The first term election was held on 27th December 2014. For the second term, the election procedures were changed due to the new YCDC law: the 2018 YCDC new law replaced the 1922 city of Rangoon municipal act and supplemented the 2013 YCDC law (Htet, 2019). This reform in YCDC committees' elections was developed to closer to the international standards, and also intended to be more democratic: precedence for country's democracy (Htet, 2019).

On the Election Day to select second term YCDC committees' members, the eligible voters (over 18 year old Myanmar citizens) selected the YCDC committees' members for both city level and township level through the new polling system. The voters wanted committee members to practice new styles and innovative ways during the second term of YCDC committees because

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they expected Yangon city's performance to be developed in all aspects such as city transport, city roads, drainage system, cleanliness, esthetics, infrastructure and so on.

To implement the projects and action plans for Yangon city development, the YCDC committee members need to collaborate with various associations and Ministries such as Ministry of Natural Resources and Environmental Conservation, Ministry of Planning and Finance, Central Department of Small and Medium Enterprises Development, Yangon Region Investment Committee, Ministry of Social Welfare, Relief and Resettlement, Ministry of Construction, and so on. The Yangon city performance would be depending on the committee members' innovative ideas and new styles as well as their effective collaboration with relevant associations and Ministries.

1.1 Rationale of the Study

The living standards and life styles of a nation's citizens can be changed positively with the improvement of country performance. In Myanmar, the starting point would be development of city performance that will lead eventually to country performance. The 2019 YCDC election for second term of YCDC committees intended to appoint the members who are capable to contribute effectively to Yangon city performance. Election was held with new procedures in line with the new YCDC law (2019). The Yangon Regional Government allocated Kyat 2 billion to organize the poll (Htet, 2019).

Improvements in public sector performance in developing countries can be seen obviously as the results from government officials and political leaders apply the new and innovative ways to solve the barriers to the development of public services especially in cities (Global Knowledge and Research Hub Malaysia, 2018). This point will also be true for improvement of Yangon city performance in Myanmar. Without visionary trait, innovative ideas, and creative thinking, YCDC committee members will follow the typical ways and will practice the old styles, which would not be effective to city development. Thus, the elected members must practice the new styles, new ways with new behavior different from the typical styles or old ways.

YCDC committee members need to focus on the capabilities, attitudes and behavior of their subordinates, they also need to keep track on the ultimate goal of city performance improvement. Thus, they have to be ready to accept the new ways and ideas for real change within the city. If they are visionary on consequence of their actions as well as proactive to future trends, city performance will be significantly improved. However, the effort of YCDC alone may not be effective due to the lack of support from relating associations and ministries. Thus, inter-organizational collaboration may also be crucial for city development. However, in Myanmar, for Yangon city development, it is not sure the new leadership is influencing or inter-organizational collaboration is influencing or both are influencing on city performance.

Blue-ocean leadership would be required for high commitment of YCDC members because the blue-ocean leaders' intention is to build humanness (Kim & Mauborgne, 2017) within the committee. In other words, blue-ocean leadership aims to change members by reducing their fear, upgrading confidence, and providing more freedom to show to exploit their creativity. Thus, blue-ocean leadership is not all about change.

To change the members' attitude and action, leaders will support to their subordinates to get the feeling of ease, confident, and getting chance to exploit their imagination. Thus, for high

commitment to city good performance, YCDC committee members need to practice blue-ocean leadership. However, blue-ocean leadership alone would not be enough for improvement of city performance. Members' inter-organizational collaboration may also be crucial for city performance. YCDC committee members need to collaborate with other associations' or teams' or ministries' members for effective implementation of city development projects.

Committee members' shift to blue-ocean leadership and support to their inter-organizational collaboration would be leading to good city performance regarding city's esthetic, health issue, water supply, wastewater treatment, solid-waste treatment, land utilization system, building permit system, city road quality, development tax system, and drainage system. This research analyses the effect of blue ocean leadership and inter-organizational collaboration on city performance of Yangon, Myanmar.

1.2 Research Questions

- (1) Are the YCDC committee members leading with new style over their subordinates?
- (2) How do YCDC committee members do to collaborate with other associations and ministries for better results on city performance?
- (3) How do the leadership style and inter-organizational collaboration of YCDC committee members affect on the city performance of Yangon?

1.3 Research Objective

- (1) To analyse the effect of blue ocean leadership and inter-organizational collaboration of YCDC committee members on city performance of Yangon.

1.4 Research Design

(a) Sampling Procedure

On 31st March 2019, eligible voters selected the 6 members for city level development committee and 3 members for each of 33 township-level development committees. Thus they elected 105 members: 6 for city level and 99 for township level committees. This paper focuses on 99 township-level development-committee members. To identify the sample size (n) from population (N), the formula of Yamane and Taro (1967) is used.

$$\text{Formula: } \frac{N}{1+N \times e^2}$$

$$\text{Formula: } \frac{99}{1+99 \times .05^2} = 79 \text{ (Here; Margin of error is 0.05)}$$

In this study, as the sample, the 79 members are randomly selected from 99 township-level committee members (The list of 99 members is the sampling frame for this study).

(b) Data Collection

Primary data are collected from randomly selected 79 YCDC committee members. The questionnaires (with Myanmar version) were distributed to them on 15th July 2020 and collected on 24th July 2020 at Yangon City Town Hall. The complete responses are received from only 65 sampled members.

(c) Questionnaire Design

The structured questionnaire consists of 3 main parts: (A) Blue Ocean Leadership, (B) Inter-Organizational Collaboration, and (C) City Performance (2019-2020). Part (A) consists of 3 sub-variables: atomization (measured with 7 question items), firsthand discovery (measured with 3 items) and fair process (measured with 4 items). Part (B) consists of 8 sub-variables: commitment (measured with 4 items), time (measured with 3 items), resource (measured with 3 items), emergent communication (measured with 4 items), trust (measured with 3 items), shared goal (measured with 3 items), defined process (measured with 4 items), and collective identity (measured with 4 items).

Part (C) is to measure the city performance with 10 question items. All question items are with Likert-type 5-point scale. From totally wrong to totally right for question items of Part (A) Blue Ocean Leadership and Part (B) Inter-organizational collaboration, and for Part (C): City Performance (growth rate during 2019-2020), from very low to very high.

(d) Data Analysis

Descriptive and analytical methods are applied. Descriptive analysis is to present the blue ocean leadership and inter-organizational collaboration of YCDC committee members, and for city performance with mean values. As analytical method, multiple linear regression analysis is conducted to analyse the effect of blue ocean leadership and inter-organizational collaboration on city performance of Yangon.

Literature Review

This research focuses on the relationships of three variables: blue ocean leadership, inter-organizational collaboration, and city performance.

2.1 Concepts of Blue Ocean Leadership

(a) Blue Ocean Leadership

Kim & Mauborgne (2014) stated that the blue ocean leadership (BOL) is a new style of leadership creating organization engagement of the formerly disengaged employee by altering the organization leadership profile. They also presented BOL as the efficient style to upgrade leadership capabilities that maximize the existing hidden talent and effort of subordinates towards organization's superior performance. Thus, blue ocean leaders can attract subordinates to pay attention to the new leadership practices and can also keep their effort track onto the way to organization's mission.

Zakaria, Idris, & Ismail (2017) pointed that leadership practices are acts and activities of leaders showing their commitment, devoting time, sacrificing the personal interest so that subordinates noticed the new style of their leaders and they will engage in this transformation process. Thus, BOL focuses more on actions and activities of leaders rather focusing on the traits and values which are considered in traditional leadership styles.

Kim & Mauborgne (2017) explained that BOL is the process of building humanness intending more engagement from subordinates in organization's performance. Thus, with BOL,

subordinates (in this case, YCDC members) will be more engaged at every step of change process even though they do not have trust and confidence on their capabilities and they do not fully understand the change process. This willingness is resulted from the actions of blue ocean leaders. Leaders with BOL will support them to change without feeling of difficulty, stress, and fear. In short, BOL is leadership for real change with subordinates' feeling of ease, confident and fearless.

(b) Elements of Blue Ocean Leadership

Jian, Yin, & Awang (2020) presented the 13 elements of blue ocean leadership with three variables: focus (7 items), visionery (3 items) and idealized influence (3 items). Focus of blue ocean leaders is on the development of their subordinates: their committed effort is to nurture the subordinates by broadening their perspectives. Visionary is the capability of leader to set the proactive strategies to respond to the changes, to cope with the opportunities and to overcome the threats of changing trends. Idealized influence is building trust with subordinates, sharing experience and knowledge within team, leading with heart and compassion and to provide the opportunities to subordinates to show their talents and competencies. Kim & Mauborgne (2017) presented the three elements (atomization, firsthand discovery, and fair process of BOL: these three elements are same conceptually as the three variables mentioned above.

(i) Atomization

Kim & Mauborgne (2017) stated that leaders with BOL act atomization: breaking down the large task into small pieces of tasks. They expect from their subordinates the small improvement at a time instead of hoping large improvement of radical change. They expect incremental change of subordinates' ability and capability. Thus, they let their subordinates to perform step by step with reasonable pace. Their subordinates will be sure that they can perform the assigned tasks so that they will be motivated for step by step change.

(ii) Firsthand Discovery

Leaders with BOL will create the sense of urgency of subordinates by letting them to discover the causes and driving forces to change or to step into next level. By letting them to see the real scene or real results, they will convince that the old practices, actions or behavior are not anymore effective. They can also understand their weaknesses to participate in the change process. Then, they will try to improve their capabilities through leaders' support.

(iii) Fair Process

Leaders with BOL understand their subordinates' strengths and weaknesses individually. They valued their individual subordinates' intellect and emotional qualities. They can inspire them for voluntary cooperation into change process. Leaders will show right reinforcement: good rewards for good effort and less rewards for less effort.

(c) Blue Ocean Leadership and Performance

Zakaria, Idris, & Ismail (2017) presented that the blue ocean leadership provides a totally new approach as employees' views are taken into consideration in developing new leadership profile which can be implemented anytime with low cost and can provide high impact result. Thus,

the employee engagement is the outcome of blue ocean leadership, and the employee engagement will lead to high performance of the organization. In other words, the new leadership profile will be shared among subordinates and it will motivate them to strive for organizational excellence. Hanafi, Daud, & Baharin (2018) stated that the relationship between the blue ocean leadership style and emotional intelligence as well as pointed out the leadership role of accurate attributions where each attribution can lead to enhancing leader effectiveness. Alam & Islam (2017) observed that the blue ocean strategy has positive effect on organizational performance.

2.2 Concepts of Inter-organizational Collaboration

(a) Inter-organizational Collaboration

Mizrahi, Rosenthal, & Ivery (2013) stated that there are multiple reasons for the need to do interorganizational collaboration: service integration, attitude or behavior changes, strategic partnership, problem solving, political action or social change. They also pointed out government may need to collaborate with private and non-profit organizations for combined services to provide to public. The process of resolving complex problems in an interactive manner can be defined as collaboration (Gray, 1989). Thomson, Perry, & Miller (2009) stated that collaboration is achieved through adaptive to each other, rather than optimizing strategies which undermines the success of collaboration. Collaboration is the work of members to solve problems together and the work toward the shared goal after its development and with shared responsibility for the solution (Rummel & Spada, 2005).

Collaboration is adaptive and it is a process consists of external environmental effects such as political-legal, socio-cultural, economic, ecological, technological and other forces (Emerson, Nabatchi, & Balogh, 2011). Since the collaboration is a small interactive group that may be started around a problem or issue, group members may either identify or not identify with the group (Hogg, Cooper-Shaw, & Holsworth, 1993).

(b) Elements of Inter-organizational Collaboration

Thomson, Perry, & Miller (2009) described the five key dimensions of inter-organizational collaboration: governance, administration, organizational autonomy, mutuality and norms. Building successful collaboration includes understanding the role of conversations that develop social capital and build a collective identity and moving members through joint and private construction of information and knowledge (Hardy, Lawrence, & Grant, 2005). If the group member identify himself or herself with the group, the individual engagement in the group will increase, their behavior will toward common goal. Social capital is collectively owned by the group members and is an accessible resource for them (Kramer, 2006).

Greer (2017) presented the two categories of elements of inter-organizational collaboration: initial elements and emergent elements; the initial elements are committed members, time and resources; and the emergent elements are communication, trust, shared vision or goal, defined process and collective identity (Fayard & DeSanctis, 2010). The first initial element: members' commitment means members' active participation in collaboration, their accountability, their enthusiasm for task accomplishment, and willingness to collaborate with others. The second element: time element means devoting time to start the collaboration, to build relationship and to

get consensus in decision-making. The third initial element: resource means putting the resources from both parties and utilizing these resources effectively.

The emergent element: communication means giving constructive suggestions, open and honest discussion in meetings, listening to the conflicting views of both sides, and trying hard to solve the conflicts of parties with pursuit of common goal. Trust means building strong trust, collaborating with mutual trust, and trust on capabilities each other. Shared goal means collaborating for common goal, setting goal together, and trying together for common goal. Defined process means compliance of procedures to goal, making effective decision, identifying the cases for which members must meet, removing traditional boundaries restricting effective collaboration. Collective identity means strengthening the joint ability, receiving the better results, good reputation from collaboration, and member satisfaction and happiness from collaboration.

(c) Inter-organizational Collaboration and Performance

Gray (1989) and Gray & Wood (1991) explained that collaborative alliances can solve the organizational and societal problems such as resource dependence and political, institutional, and other cross-boundary challenges. An outcome of a successful collaboration is joint identification of optimum solution for the complex problem which can affect on both organizations. The results come out from the learning each other crossing the organizational boundaries and new social formation: some results transcend the collaboration itself (Fenwick, 2012). Inter-organizational collaboration brings benefits for social development projects (Lundstrom, 2011).

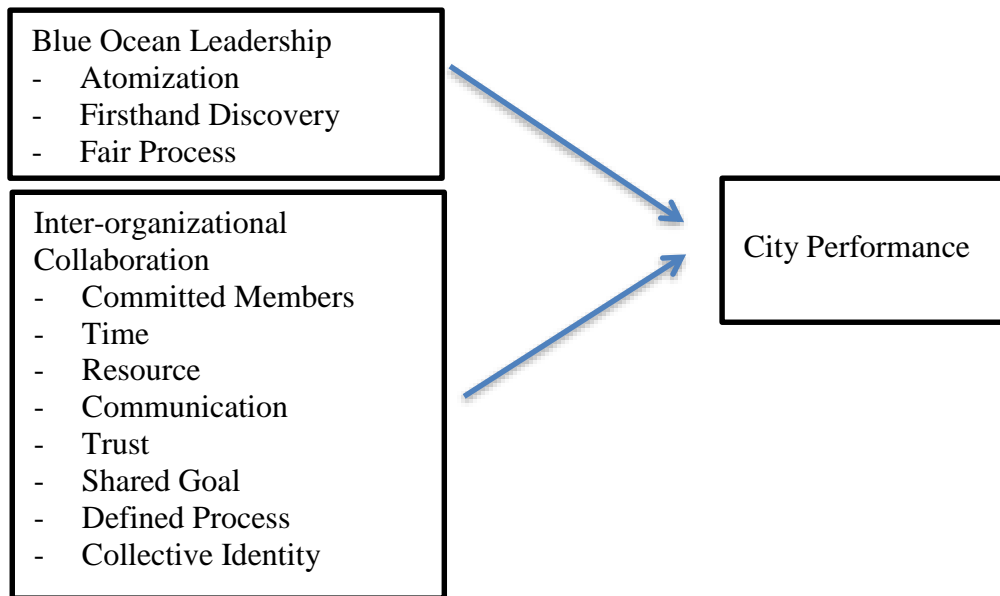
2.3 City Performance Measures

The World Bank Group (2009) explored the criteria to measure the public service performance: services, regulations, infrastructure, and policies. In this research the Yangon city performance is assessed with esthetic quality, health issue, and water supply, land utilization system, system of issuing construction permit, wastewater treatment, solid waste management, city roads quality, development tax collection system, and drainage system.

2.3 Conceptual Framework

Considering the concept and elements of BOL develops the conceptual framework of the study. BOL is building the humanness within the organization. Its elements are automation, firsthand discovery, and fair process. Although previous researchers (e.g., Alam & Islam, 2017) examined this effect on organizational performance, this study based on the assumption of the public-service organization's performance represents the performance of public service. YCDC is the public service organization. Thus, to analyse the effect of BOL of YCDC committee members, the result should be Yangon city performance, rather the organization's performance.

The inter-organizational collaborations of members with other collaborative associations would have the impact on city performance. Lundstrom (2011) presented that the inter-organizational collaboration is effective for implementation of social development projects. This finding is also based to develop the conceptual framework of the study.



Source: Developed for this Study (2020)

Figure 1 Conceptual Model of the Study

In this study, the objective “to analyse the effect of blue ocean leadership and inter-organizational collaboration on city performance of Yangon” is reached by testing the relationships of the variables shown in the conceptual framework. The blue ocean leadership consists of 3 elements, and the inter-organizational collaboration consists of 8 elements. The city performance variable has no sub variables. The city performance is measured with 10 items such as esthetic, health issue, water supply, wastewater treatment, solid-waste treatment, land utilization system, building permit system, city road quality, development tax system, and drainage system.

Findings and Discussions

This section covers the findings relating to analysis on research objective.

3.1 Data Reliability

The Cronbach’s Alpha values of the variables used in this study are shown in Table (1).

Table 1 Reliability Test Results

Sr. No.	Variables	No. of Items	Cronbach's Alpha
1	Atomization	7	0.802
2	Firsthand Discovery	3	0.634
3	Fair Process	4	0.653
4	Committed Members	4	0.807
5	Time	3	0.720
6	Resource	3	0.654
7	Communication	4	0.770
8	Trust	3	0.746
9	Shared Goal	3	0.742
10	Defined Process	4	0.636
11	Collective Identity	4	0.688
12	City Performance	10	0.790

Source: Survey Data, 2020

The Cronbach's Alpha values of all variables except visionary and defined process are greater than or equal or near to 0.7. Thus, the data consistency is reliable. However, the data consistency of visionary and defined process variables is questionable: the Cronbach's Alpha values are between 6 and 7 (just at the acceptable level).

3.2 Descriptive Analysis

The YCDC committee members' blue ocean leadership can be seen with Table (2). This Table shows the results from descriptive analysis on the responses of 65 respondents.

Table 2 Blue Ocean Leadership of YCDC Committee Members (2020)

Sr. No.	Factors	Mean Value
1	Atomization	3.24
2	Firsthand Discovery	3.94
3	Fair Process	3.42

Source: Survey Data, 2020

The YCDC committee members cannot break the huge task into small tasks for releasing the workload pressure on subordinates because of staff shortage by comparing with projects urgently needed to implement for reducing city's problems. The mean value of first element (atomization) is 3.24. Leaders cannot let subordinates to try to improve step by step. Because of the time constraint to accomplish various projects within short period, they have to put heavy pressure on their subordinates. They are also putting much effort to transform the city into developed new city. However, they are wandering around the city, they are trying to transform the grassroots' living standard by improving the city performance. The mean value of the second element (firsthand discovery) is 3.94 (nearly 4.0).

Table 3 Inter-organizational Collaboration of YCDC Committee Members (2020)

Sr. No.	Factors	Mean Value
1	Committed Members	3.78
2	Time	3.66
3	Resource	3.71
4	Communication	4.11
5	Trust	4.51
6	Shared Value	3.80
7	Defined Process	2.65
8	Collective Identity	2.91

Source: Survey Data, 2020

As shown in Table (3), most of the YCDC committee members have been conducting the collaboration with other organizations although their capacity to define the process to collaborate is relatively low. They have committed members to participate in collaboration with other organizations, their subordinates invest time and resources to solve the barriers to improvement through collaboration with other organizations. They also persuade the members of other organizations to put the resources and time in the collaborative tasks by building mutual trust. The committee members try to meet the members from other organizations for defined tasks of collaboration. Although it is difficult for them to define collaborative process clearly, they try to share common goals with collaborative members.

YCDC committee members need to collaborate with other organizations for development of Yangon city as well as for wellbeing of city people (e.g., collaboration with KBZ bank for KBZ pay which public can use for YCDC bills). YCDC also collaborates with some ministries and committees such as ministry of natural resources and environmental conservation, ministry of construction, ministry of home affairs, Yangon region investment committee, Asian Development Bank, World Bank and so on.

The YCDC committee members are actively collaborating with other organizations, they are accountable for joint effort effectiveness, they are trying for achievement of common goal for both sides, they devote time for good relationship with other organizations, they are trying to put resources from both sides for common goal accomplishment, they show the mutual respect with other organizations' members, they elicit the openness and friendliness from other members, they are replacing the old ways with new ways for effective collaboration, and they are expecting the larger benefit from collaboration. However, they cannot make joint decision and management. Thus, the collaboration process is not the flawless process.

Table 4 City Performance of Yangon (2019-2020)

Sr. No.	Factors	Mean Value
1	City Performance	3.76

Source: Survey Data, 2020

YCDC committee members believe that the city performance of Yangon has been improving during 2019 and 2020. They responded that they put much effort in implementation of development projects for esthetic quality, fighting health attack (e.g., COVID 19 pandemic), water supply, wastewater treatment, solid-waste treatment, road quality and drainage system. However, they perceive that their activities are not too effective in implementation of some projects such as land utilization system, building permit system, and development tax system.

3.3 Multiple Linear Regression Analysis

To reach the research objective, the multiple linear regression analysis is conducted with city performance, as dependent variable and blue ocean leadership and inter-organizational collaboration are independent variables.

Table 5 Effect of BOL and Inter-organizational Collaboration on City Performance of Yangon

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	B	Std. Error				
Constant	1.136	1.072		.060	.295	
Blue Ocean Leadership	0.535**	0.206	0.373	2.597	.013	1.009
Inter-organizational Collaboration	0.037	0.182	0.030	0.206	.838	1.009
R						0.479
R Square						0.342
F Value						12.473**

Source: Survey Data, 2020

** Significant at 5% level

From statistical analysis, it can be seen that the blue ocean leadership of YCDC committee members is significantly affecting on the city performance. The inter-organizational collaboration has no effect on city performance. It seems that the effort of YCDC committee members may be isolative affecting on city performance. Their collaboration with other organizations may not be significantly supportive to city development projects and plans.

To find the effect of the elements (atomization, firsthand discovery and fair process) on city performance, multiple linear regression analysis is conducted again by placing these elements as independent variables and city performance as the dependent variable. The results are shown in Table (6).

Table 6 Effect of Elements of BOL on City Performance of Yangon

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	VIF
	B	Std. Error				
Constant	4.136	1.872		2.209	.055	
Atomization	1.537	1.006	0.675	1.528	.211	1.000
Firsthand Discovery	2.436**	2.182	1.116	0.206	.034	1.000
Fair Process	0.091	0.774	0.218	0.118	.421	1.000
R						0.377
R Square						0.142
F Value						11.771**

Source: Survey Data, 2020

** Significant at 5% level

From analysis on effect of the elements of BOL on city performance, only the firsthand discovery has significant positive effect on city performance. The YCDC committee members are going to the real places (city's townships) and wandering around the city. They discover the problem areas or areas for improvement on roads, in markets, on streets, within wards, and so on. They find the ways to solve these problems. They understand that they are elected by public for transformation the city to be developed. Thus, their firsthand discovery is leading to improvement of city performance especially for the esthetic of the city, improvement of road networks, and improvement of drainage, solid waste treatment, and waste-water treatment.

It is not easy for them to practice atomization because of time constraint and resource constraint. They have the pressure to show improvements within short time period because city people demand various transformation activities and results from committee members. Moreover, they cannot practice the fair process. Even though they know the individual strengths and weaknesses, they do not have the authority either to reduce workload of some subordinates or put more workload over some subordinates. They have to assign tasks equally if their subordinates are at the same position. They also do not have enough time to involve in their teams to understand the individual strengths and weaknesses of team members.

Conclusion

From this research, it is found that most of the YCDC committee members have been practicing the blue ocean leadership (BOL). However, they are focusing on only one aspect of BOL: firsthand discovery. Since the public elects them, they have been committing to the development of Yangon city. They have been devoting much of their time for improvement of city performance. They observe obviously the various aspects to be transformed: for water supply, for wastewater treatment, for solid-waste treatment, for city's esthetic, and for road network quality. They have been gathering information about the needs to be transformed. However, some issues are beyond their capacity and their control: the land utilization system, development tax system, construction permit system and so on. They have to emphasize on issues they can urgently

transform within their capacity. For improvement of Yangon city performance (in other words, the improvement of YCDC's performance), they need to collaborate with other organizations, ministries and associations. However, these collaborations are not supportive to city development. Different organizations have to focus on own issues. The structure and processes are also different each other. Thus, it is not easy to gain consensus decision, common goal, and mutual benefits. At present, only the firsthand discovery (understanding the real situations) of committee members is effective for YCDC's performance improvement.

Suggestions

By considering the findings of this research, YCDC committee members should emphasize on the development of their subordinates. Both solving urgent problem and nurturing the subordinates for better performance are equally important. The committee members should give hands to subordinates to walk step by step. They also need to devote time for trying to provide the feeling of involvement to their subordinates. They should build close relationship with their subordinates so that they can understand the individual differences, individual strengths and weaknesses. Although the members and their subordinates have the firsthand experience of city's problems and areas for improvements, they are lack in automation and fair process. Thus, committee members should try for real change by providing the confidence, feeling of not fearing, and feeling of ease to participate in this change process. Committee members should try for incremental change instead of radical change. Moreover, they should try for matching the subordinates' capabilities with work assignments.

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