Measuring Blue Ocean Leadership activities in public organizations: field research in the Ministry of Communications

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Abstract. This study aims to identify the level of application of blue ocean leadership activities in public organizations and to build a conceptual and cognitive framework around this concept. The study adopted a descriptive-analytical approach, and the research sample consisted of (95) individuals from the senior management working at the center of the Iraqi Ministry of Communications (director general, department manager, section head). The data analysis technique used is structural equation modeling (SEM) and the Statistical Package for the Social Sciences (SPSS). The results indicate that the senior management in the Ministry of Communications is working to adopt the blue ocean leadership style through its activities, but not to the level that highlights the role of this leadership style and its importance in achieving gains and leadership goals, by coordinating the efforts of employees and extracting the best of their ideas and innovative solutions that add value to the services provided by the ministry. This study differs from previous studies in that it was studied at the level of the public sector, and it examines the level of availability of blue ocean leadership activities in public organizations.

Keywords. Public organizations, Blue ocean strategy, Blue ocean leadership, Iraqi Ministry of Communications

Introduction

Public organizations have existed for thousands of years and have long been equated with bureaucracy. The Roman and Chinese civilizations are classic examples of bureaucracy. With the Roman army, the bureaucratic structure emerged around 2500 years ago. This led to the emergence of the concept of (good administration) and bureaucracy based on traditional military ideals, which helped to shape the modern concept of bureaucracy. Bureaucratic structures helped traditional organizations ensure high efficiency in work performance by promoting compliance and obedience and eliminating error. Bureaucratic structures rely on formal rules, centralization of decision-making, and specialized tasks (Pillay, Bilney, 2015:14). Public organizations are often portrayed as static entities unable to change the way they operate, as being resistant to change, slow, and inefficient. However, in the contemporary society, change is essential for organizations as a means of keeping up with evolving market requirements and maintaining competitiveness. Both practitioners and scholars agree that

change is everywhere and can be triggered unexpectedly by external and internal forces. These factors force organizations to study the characteristics that encourage innovation in inputs, structures, internal procedures, and outputs, as well as enhancing effectiveness by understanding the process of learning, behavioral changes, and improvements (Tajeddini,2016:134-135).

The world is changing, and so is the concept of leadership. The old image of the command-and-control leader is gone, as is the more recent view that leaders are charismatic heroes. Instead, leadership is about values, vision, empowerment, and coaching. It is also about motivating and influencing others and empowering them to contribute effectively to the success of their organizations. Leaders generally rely on different forms of influence, including covert persuasion and direct application of authority, to ensure that subordinates have the clarity of role and motivation needed to achieve specific goals. Leaders work to arrange the work environment, such as changing communication methods and allocating resources, so that subordinates can achieve the organization's goals more easily (McShane, Von Glinow, 2008:402). Leadership refers to the process of influencing others to understand and agree on what needs to be done and how to do it, and to facilitate individual and collective efforts towards achieving shared goals. Motivating employees to perform their work effectively and achieve organizational objectives is considered the cornerstone of effective leadership (Ouakouak et al., 2020:258). Leaders also play a prominent role in guiding followers towards achieving a vision and collective goals by shaping the attitudes and behaviors of followership (Lim, Moon, 2021:485). Depending on the situation, leaders need to adopt different leadership styles to effectively solve problems. For example, the democratic leadership style may be effective with a cohesive and homogeneous team in terms of experience and enthusiasm for performing tasks. On the other hand, the autocratic style may be more effective in emergencies where there is limited time to reach a consensus among team members. Therefore, the leadership style is a product of the leader's personality, experience, and philosophy of the influential relationship between leaders and followers (Loh et al., 2019:278). It has become clear that the 21st century needs a different kind of leadership. It is an era characterized by many complexities and challenges. And blue ocean leadership represents new patterns of leadership presented by "Kim and Mauborgne" in 2014 (WAN et al.,2016:53). The basic idea of blue ocean leadership is to achieve a rapid and low-cost organizational leap in leadership strength, which translates into high business performance. This is done by transforming less engaged employees into active participants in the performance of the organization (Mauborgne,2014:3)(Oh et al.,2022:1647)(Jian et al.,2020:929) (Daud,Hanafi,2018:819).

Literature review
The concept of blue ocean leadership (BOL)

Before we delve into the concept of blue ocean leadership, we must first understand the idea of the blue ocean and its strategy. The outlines of its emergence began in the late 2000s, when there was intense competition between organizations, known as "blood competition," which forced these organizations to consider adopting the concept of "blue ocean strategy," which began in 2005 by the professors (Kim & Mauborgne) and represents a model of markets that are far from competitors and a suitable place for innovation and value generation (Kim,Mauborgne,2014a:2). The term "blue ocean" is one of the modern terms, which is derived from the color of clear blue water, and represents a development of the concept of strategic management. Strategy is a unique process through which competition is conducted faster and cheaper, and the blue ocean is a simile for a broad and deep description of markets that have

not yet been discovered and are devoid of sharks, which represent red or bloody competition (Kirfi et al., 2013). The contributions of writers and researchers have varied in finding a concept and definition for blue ocean strategy. (Omansky,2014) and Omansky defined it as "the generation and creation of new demand and a new market away from the competition of others." It also refers to "the realization of patterns of strategic thinking in creating unknown and undefined markets that are away from competition and have the potential for growth and expansion and achieving the goals of the organization" (Al haddi, 2014). That is, the blue ocean strategy is concerned with how to generate and create undisputed markets in a wide space (Kirfi et al, 2013). As well as knowing the best way to overcome all limits and search for new markets to achieve the maximum level of high efficiency and creativity and thus maximize profits (Kotler, 2008:74). The most important principles for formulating this strategy are the following:

- Overcoming basic barriers: In order for the organization to succeed and stand out, it must solve the conflicts to avoid problems that may arise later when it moves to the blue ocean.
- Redefining the boundaries for new markets: In order for the organization to get rid of competitors and search for the blue ocean with innovative products that add new value to the organization.
- Overcoming problems and obstacles: When the organization begins to implement this strategy, it will face several obstacles in its way that it must try to reduce and limit, such as moral obstacles, political obstacles, and motivation obstacles (Siegemund, 2008:12).

With the increasing challenges and diverse tasks in light of the changing external environment and its continuous dynamic fluctuations, the leaders of organizations began to adapt their personal characteristics and skills related to change management, effective leadership, communication, problem-solving negotiation, and other technical skills that are positively associated with them and affect the investment of infrastructure and the internal environment and financial measures of organizations, where they were called "blue ocean leaders" (Shawosh, 2018:3). It is an approach that is primarily based on implementing the activities and procedures that leaders may reduce and remove from what their subordinates do, and they also work to increase and innovate new procedures to become leaders at a distinguished administrative level (Wan noordiana et al., 2016:14). Blue ocean leadership represents an approach to improving leadership practices that increase unused talent and workforce to drive organizational excellence, and applying leadership practices that make employees feel involved and appreciate their contribution to changing the organization (Oh et al., 2022:1648). It is also one of the leadership styles that can achieve a targeted transformation with the least time and effort possible, as they focus on employees and their potential and employ their goals towards the activities and businesses through which a strategy can be applied that determines the true value of performance and innovation, by monitoring competition factors and adding new elements that distinguish the organization from its peers (Lyana et al., 2015:75). Blue ocean leadership focuses on the work and activities of leaders, not their behaviors, traits, or values, and helps to leverage the vast ocean of untapped talent and energy within the organization, resulting in both qualitative and quantitative benefits (greater alignment, increased motivation, more energy, attracting talent, lower employee turnover and hiring costs, increased satisfaction and stronger financial performance) (Mauborgne, 2014:2). Therefore, unleashing the talents and untapped energies of employees is something that only a few organizations can do, and visualizing blue ocean leadership compared to traditional leadership practices will help to successfully implement this leadership style (Kim,Mauborgne, 2014b:5). Blue ocean leadership style differs from traditional leadership styles as shown in Table (1).

Table (1) Comparison between blue ocean leadership and traditional leadership

	Blue ocean leadership	Traditional leadership
1	Continuously evaluating activities and work.	Evaluation of activities and work is temporary.
2	Involving employees in setting goals and making decisions.	Employee participation in decision-making is limited and they are directed in advance to achieve specific goals.
3	Focusing on the unexploited energies and potentials of leaders.	The focus is only on the work of senior management.
4	Influencing the behaviors of individuals and motivating them to achieve tasks better.	Forcing individuals to achieve goals and negatively affecting their behaviors.
5	A cooperative process between all parties in the organization.	It is limited to the leader and the employees only.
6	Leadership is distributed at all levels of the organization.	Leadership is only in senior management.
7	more effective and efficient through the innovation and increase of activities and the reduction of unnecessary ones.	less effective and efficient due to overlapping works and activities.

Source: Hanafi, W. N. W., Daud, S., & Baharin, N. L. (2018). Blue ocean leadership and emotional intelligence in government link companies (GLCs): Preparing for Industry 4.0. In SHS Web of Conferences,Vol. 56, p. 3.

The importance of Blue Ocean Leadership

1. Enhancing the capabilities of employees: This is achieved by providing them with a clear and targeted framework for understanding and discussing the developments and improvements that leaders need, and achieving them efficiently through taking decisions in a collaborative and reciprocal manner between leaders and followers, unlike traditional leadership.

2. Extracting the energies of employees: This is done by investing them in the best possible way by increasing incentives and giving them the freedom to carry out work and activities, which affects reducing work turnover and better performance (Mahmoud, Ismail,2018:9).

3. Investing time: This is done by reducing time wastage and making the most of it to achieve outstanding performance, and implementing new leadership practices and procedures and adding them to the existing routine work to enhance them at a lower cost and time (Hanafi et al., 2016:55).

4. Optimal distribution of leadership: Leadership is distributed at the upper, middle, and executive levels, which enhances the implementation of all concepts, procedures, and policies in a comprehensive manner to reach their implementation in an innovative manner that is in line with environmental requirements.

5. The comprehensive vision of leaders: It helps strategic leaders to look comprehensively in discovering their core strengths and focusing on innovation in performance to achieve competitive advantage (Zakaria et al ,2017:13).

6. Reducing the rate of turnover and absenteeism: The absenteeism is automatically reduced and the costs of recruitment and training are reduced by increasing employee participation, enhancing their ability to achieve, motivating them, and attracting them to work (Kim ,Mauborgne ,2014a).

7. Openness to criticism: This is done by involving all stakeholders and asking them what they need to achieve prosperity, as unfulfilled expectations can create obstacles and provoke excessive criticism against the organization.

8. Taking quick decisions: Blue ocean leadership revolves around achieving a balance between emotion and reason and making quick decisions that have a positive impact on all stakeholders (Joy,2017:51).

9. Focusing on activities and procedures: This is done by eliminating and reducing unproductive activities and procedures, so that it can add and improve more productive activities and procedures that achieve the organization's vision and mission (Pujianto,Larassaty,2022:181)

Blue ocean leadership activities
1- Empowerment and coaching oriented
In light of the developments in the new organizational reality, theorists and academics believe that leadership is a key driver for empowered organizations. Therefore, the leadership styles and hierarchical structures that have traditionally dominated administrative operations must be coupled with more modern administrative processes and practices aimed at empowering followers (Dewettinck et al., 2011:284). Empowerment is defined as access to support, resources, and opportunities to achieve positive outcomes, and that empowerment is associated with innovation where employees are given the freedom to make decisions, thus positively impacting their job performance (Gold,2022:924). Providing employees with autonomy and decision-making authority is considered one of the key resources for team and organizational effectiveness, and leadership empowerment behavior creates trust between employees, signaling that leaders trust that their employees are capable of handling difficult interpersonal interactions and relationships with colleagues (Adamovic et al.,2020:2). Many organizations prefer their leaders to adopt a coaching approach, giving employees autonomy in their work, and then rewarding them for actively participating in contributing new ideas and achieving the desired improvements (Loh, Mohd, 2020:362).

2- Two-way effective communication

It refers to the flow of information in both directions and equal dialogues between leaders and subordinate employees to manage any conflicts and support common organizational interests. This global view of communication is characterized by its emphasis on trust, credibility, openness, feedback, negotiation, and conflict resolution strategies to achieve the best for both employees and the organization. Simply put, "listening" and "responding" are the two key words of two-way communication, where managers and employees reach a consensus that supports the organization's goals (Rabiul et al.,2022:1222). Leaders need to communicate with employees during work to understand standards and set them, implement them, and disseminate policies throughout the organization. Effective communication leads to better dissemination of company information and strategies, especially in quality improvement management. The clear vision and mission must be communicated to all levels of the organization, and leaders must check the level of progress in the goals set in relation to the vision and mission daily (Loh,Mohd,2020:363).

3- Motivation

Motivation is a psychological or physiological desire that drives people to act. Individuals make choices about what they want to achieve, how much effort they will put in, and how long they will persist in pursuing what they want to achieve. Motivation therefore affects both choice, effort, and perseverance (Barling et al., 2008:318). It also refers to the psychological processes that cause the arousal, direction, and persistence of voluntary goal-directed behavior (Joseph, 2011:151). Recognizing employees' role in the administrative process and their achievements, no matter how small, is vital to encouraging and motivating them. Employees will then do the right things to help achieve the organization's vision and maintain its strategic success. In return, there must be a strong relationship between leaders and followers to motivate them through informal meetings to make them feel important in enhancing the organization's competitive advantage (Loh, Mohd, 2020:364).

4- Genba-Kaizen

After World War II, Kaizen was established in Japan, which means "continuous improvement", and it comes from the Japanese words "kai" meaning correction, and "zen" meaning good. Kaizen represents a system that includes all employees from top management to the cleaning staff, where everyone is encouraged to offer improvements and small suggestions in an organized manner. These activities are continuous, not just once a month or year (Daiya, 2012:1). The application of Kaizen in organizations leads to many benefits, including: concerted efforts and employee involvement, a focus on change, morale boosting, and teamwork (Single, Single, 2009:52). Gemba refers to the actual place where actual work and all value-adding activities, as well as core activities related to product development and sales, take place (Daiya, 2012:1). The basic idea behind using Gemba Kaizen is that initiatives involve all individuals within the organization to make gradual and organized improvements without significant capital investment. It harnesses individuals' strengths in a deliberate collective effort, providing senior management with opportunities for reflection and correction during implementation. This approach helps organizations reduce risks and achieve sustainability (Cherrafi et al., 2019:388). When a leader adopts the Gemba Kaizen approach, they will directly engage with employees to uncover problems and weaknesses that need improvement and gain a better understanding of the situation. The Gemba process also motivates employees by guiding them to solve problems

and individually attend to each employee, thus benefiting from the learning process, as opposed to the leader providing the solution alone to the employee, which hinders the learning process (Loh, Mohd, 2020:365).

Research Methodology

1- Research problem

Despite the existence of many studies that focus on leadership in public organizations, they seem relatively few compared to the private sector. According to Murphy et al. (2017), both general management and leadership scholars see increasing concerns that current leadership models may not fully accommodate all the dynamics of leadership operating in today's complex environments. There is also an emphasis on the importance of leadership processes in enabling change and transformation in complex public sector systems. However, many of these studies rely on building leadership based on "classical management and role theory". Public organizations today have a fundamental role in meeting the needs of society and achieving the desires of the public. This has led public organizations to face great pressures to keep pace with the developments and changes taking place in the global environment, face competition, and achieve entrepreneurial success. Therefore, there must be real leadership that thinks outside the box and works to invest the efforts of employees and their creative ideas to create high value for their organizations. The Iraqi Ministry of Communications is one of the vital ministries that is concerned with providing modern digital infrastructure, telecommunications systems, postal services, and internet networks, which have become the language of the era and the basis of communication between internal and external organizations. Therefore, this ministry must be at a high level of performance to provide the best services to citizens, state institutions, and private sector companies, and be proactive in adopting new ideas and investing in information and communications technology. This ministry suffers from many internal and external problems, including the failure of services provided to the public, the lack of complete clarity of the development reality and digital transformation, in addition to the slowness of internet services compared to developed countries. Therefore, the senior management of the Ministry of Communications must work together to clarify the ministry's vision and strategic direction, and the goals it seeks to achieve, through investing in external opportunities and creative ideas, addressing internal problems, working in a spirit of teamwork, enhancing effective communication between all departments of the ministry, empowering employees and giving them the independence and freedom to perform work in a way that stimulates their spirit of innovation, and relying on continuous improvement processes to address the obstacles and complexities that the ministry suffers from. Based on the above, the research seeks to answer the following questions:

- Is there interest from the Ministry in the concept of Blue Ocean Leadership?
- What are the levels of blue ocean leadership activities in the Iraqi Ministry of Communications?

2- research importance

- The significance of research lies in enhancing the conceptual aspect of the blue ocean leadership topic and reviewing the foremost intellectual and philosophical literature related to this domain.
- Combining two important fields in management the field of strategic management and the field of organizational behavior.

- Statement delineating the extent of the researched organization's interest in implementing blue ocean leadership activities within public and particularly in vital Iraqi ministries such as the Ministry of Communications, which is concerned with providing digital and electronic services, internet services, and communications in a manner that emulates services in advanced nations.
- The current research differs from previous research in that it deals with the study of blue ocean leadership activities on the part of governmental organizations, as to the best of the researchers' knowledge, they did not find any study on this leadership style in public organizations or a clear and specific model, as most of them were studied in the private sector.

3- research Objectives
- The current research aims to demonstrate the extent of the sample's interest in the concept of Blue Ocean Leadership and its activities within the ministry.
- Measuring the level of implementation of Blue Ocean Leadership activities in the Ministry of Communications through its sub-dimensions.
- Working to provide a set of recommendations that help increase the awareness of the ministry's top management about the importance of investing in this leadership style, and address weaknesses to confront current and future challenges.

4- Sample and research scale
The research community was represented by the center of the Iraqi Ministry of Communications, and the research sample included (95) individuals from the top management of the ministry (general manager, department manager, and section head) as shown in table (2). This sample was selected due to their experience and being the most knowledgeable about the details of the work, the ministry's vision and strategic direction, the goals and technological developments in terms of communications, postal services, and internet networks that it seeks to achieve, and the problems that employees suffer from in the ministry.

The current research adopted the descriptive analytical approach, and relied on the questionnaire as a tool for collecting data according to the five-point Likert scale (5 = I completely agree, 4 = I agree, 3 = neutral, 2 = I do not agree, 1 = I completely disagree). The questionnaire consisted of (20) items distributed over four main dimensions, and each dimension includes (5) items (Loh, Mohd,2020).

Table (2) Sample characteristics

variables	Number	Percentage
Gender		
Male	59	62%
Female	36	38%
Total	95	100%
Age		
30 or less	9	9%
31 - 40	29	31%
41-50	42	44%
More than 50 years	15	16%
Total	95	100%

Academic Qualification		
middle school	0	0%
Diploma	18	19%
Bachelor's	37	39%
Higher Diploma	21	22%
Master	12	13%
PhD	7	7%
Total	95	100%
Years of service in position		
1- 5 years	4	4%
6 - 10	15	16%
11 - 15	29	30%
16 - 20	27	29%
More than 20 years	20	21%
Total	95	100%
Career Title		
Director general	3	3%
Department manager	29	31%
Section head	63	66%
Total	95	100%

5- Normality test

The normal distribution is used to identify the nature of the data, specifically the extent to which the data is distributed normally or not, for the purpose of diagnosing statistical indicators that are compatible with statistical analysis. These data may be parametric or non-parametric. This is done by relying on the skewness and kurtosis coefficients. The skewness coefficient expresses the symmetry or asymmetry of the data. Symmetric data is distributed normally. When the values of the skewness coefficient approach (0), it indicates that the data is distributed normally. The kurtosis coefficient diagnoses the height of the distribution. The extracted values, whether positive or negative, indicate the flattening of the distribution curve to the right or left. However, if the values are equal to (0), it indicates that the data is perfectly symmetrical. The values between (1.96 ±) can be used to judge whether the data is normally distributed or not (Hair et al., 2014:76). It is clear from Table (3) that the values of the (Skewness) and (Kurtosis) coefficients all approach (0), which indicates that the data is distributed normally.

Table (3) Normality test for the blue ocean leadership variable

Variables	N	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosi
ECO	95	0.00	-.004	.242	.322	.479
ECO	95	0.00	.175	.242	-.153	.479
ECO	95	0.00	-.657	.242	.395	.479
ECO	95	0.00	-.203	.242	-.577	.479
ECO	95	0.00	-.429	.242	.762	.479
TEC	95	0.00	-.523	.242	.721	.479
TEC	95	0.00	-.817	.242	.930	.479
TEC	95	0.00	-.772	.242	.281	.479
TEC	95	0.00	-.570	.242	.347	.479
TEC	95	0.00	-.652	.242	.210	.479
M	95	0.00	-.513	.242	.453	.479
M	95	0.00	.222	.242	-.481	.479
M	95	0.00	.437	.242	-.139	.479
M	95	0.00	-.183	.242	-.935	.479
M	95	0.00	-.394	.242	.168	.479
GK	95	0.00	-.794	.242	.761	.479
GK	95	0.00	-.305	.242	.797	.479
GK	95	0.00	-.513	.242	.626	.479
GK	95	0.00	-.698	.242	.631	.479
GK	95	0.00	.033	.242	-.501	.479

6- consistency test

Cronbach's Alpha is the most common way to measure the reliability of a scale or statistical reliability test. It is based on calculating internal consistency and giving an idea of the consistency of the questions with each other and with all the questions in general. It is clear from Table (4) that the values of Cronbach's Alpha coefficient range between (0.83 and 0.89) and are greater than (0.70). This indicates that the blue ocean leadership variable and its sub-dimensions have good internal consistency. As for the internal consistency coefficient (Cronbach's Alpha) of the scale in general, it has reached a value of (0.94), which means that the research scale has a good level of reliability.

Table (4) Internal consistency test

Scale	Number of paragraphs	Cronbach's Alpha Coefficient
Empower and coaching oriented	5	0.85
Two-way effective communication	5	0.87
Motivation	5	0.89
Genba-Kaizen	5	0.88
Blue ocean leadership	20	0.83
questionnaire in general	20	0.94

7- Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) is a type of structural equation modeling (SEM) that is used to verify the quality of a research scale and its construction, and to determine the ability of a model that has been pre-defined on the basis of theory and its compatibility with the data collected from the research sample. This is done through a set of indicators called (The indicators of conformity quality) as shown in Table (5).

Table (5) The indicators of conformity quality

Indicators	Goodness of fit index (GFI)
DF	Less than 5
Comparative Fit Index (CFI)	≥ 0.90
Tucker-Lewis Index (TLI)	≥ 0.90
Incremental Fit indices (IFI)	≥ 0.90
Goodness of Fit Index (GFI)	≥ 0.90
RMSEA	≤ 0.10

Source: Shek, D. T., & Yu, L. (2014). Confirmatory factor analysis using AMOS: A demonstration. International Journal on Disability and Human Development, 13(2), 191-204.

Confirmatory factor analysis of blue ocean leadership

Figure (1) shows the confirmatory factor analysis of the blue ocean leadership variable, which consists of four dimensions and includes (20) items. It is clear that all fit indices were within the required criteria, after the model was improved by deleting item (20) according to the recommendations of (Modification Indices). The CFA of the blue ocean leadership variable shows that the model obtained good values and can be used for subsequent statistical analyses (Chi-square = 242.932, DF = 164, CMIN/DF = 1.481, CFI = 0.930, TLI = 0.919, RMSEA = 0.071, IFI = 0.932, AGFI = 0.75.
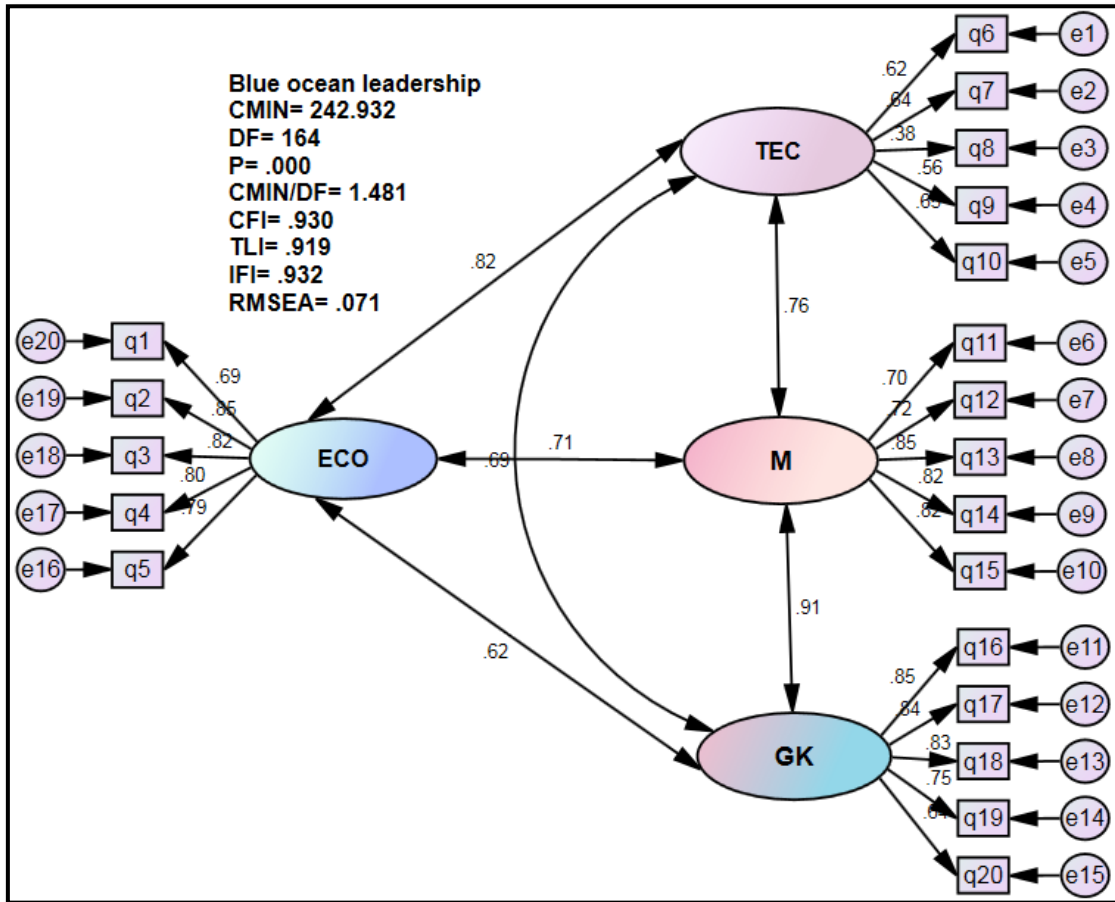
Figure1"Confirmatory factor analysis of blue ocean leadership"

Table (6): Standard estimates for the Blue Ocean Leadership variable

			Dimensions	Estimate	S.E.	C.R.	P	Label
q5	<---	ECO		1.000				
q4	<---	ECO	Empower and	1.050	.124	8.448	***	par_13
q3	<---	ECO	Coaching	1.038	.120	8.659	***	par_14
q2	<---	ECO	oriented	1.129	.124	9.093	***	par_15
q1	<---	ECO		.893	.127	7.058	***	par_16
q6	<---	TEC		1.000				
q7	<---	TEC	Two-way	1.147	.231	4.974	***	par_1
q8	<---	TEC	effective	.761	.236	3.220	.001	par_2
q9	<---	TEC	communication	.835	.186	4.497	***	par_3
q10	<---	TEC		.995	.197	5.060	***	par_4
q11	<---	M	Motivation	1.000				

q12	<---	M		1.101	.165	6.681	***	par_5
q13	<---	M		1.211	.155	7.804	***	par_6
q14	<---	M		1.105	.147	7.533	***	par_7
q15	<---	M		1.272	.168	7.579	***	par_8
q16	<---	GK		1.000				
q17	<---	GK		.961	.095	10.169	***	par_9
q18	<---	GK	Genba-Kaizen	.990	.099	9.971	***	par_10
q19	<---	GK		.888	.104	8.541	***	par_11
q20	<---	GK		.755	.109	6.960	***	par_12

Table (6) shows the values of the regression weights, standard error, critical value, and significance level for the blue ocean leadership activities variable. It is clear that all (C.R) indicators are greater than the standard value (1.96), and the significance level is greater than (0.01), hence they represent good indicators that can be used for statistical analysis.

8- Descriptive analysis

This analysis aims to identify the reality of blue ocean leadership and its sub-dimensions, and the extent to which they are available in the Ministry of Communications Center. This is done by relying on a set of statistical methods, including the mean, standard deviation, variance coefficient, and level of importance for the dimensions of blue ocean leadership.

Table (7) Descriptive analysis of Blue Ocean Leadership activities

Variables	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance
Empower and coaching oriented	2.851	0.823	31.886	4
Two-way effective communication	3.411	0.721	21.137	1
Motivation	2.901	0.901	31.058	3
Genba-Kaizen	3.244	0.766	23.612	2
Blue ocean leadership	3.101	0.698	22.508	

Table (7) shows that the highest mean was for the dimension of (Two-way effective communication), with a mean of (3.411) and a rank of first importance. The standard deviation was (0.721), and the coefficient of variation was (21.137). This indicates that there is a clear interest from the senior management of the ministry in opening channels of communication with employees and maintaining upward and downward communications. This is due to their

role in identifying the problems that employees are facing and what ideas can be benefited from. Bidirectional communication helps to convey the organization's vision, policy, and goals to employees and work towards achieving them.

The lowest mean was (2.851) for the dimension of (Empower and coaching oriented), with a rank of fourth importance. The standard deviation was (0.823), and the coefficient of variation was (31.886). This indicates the weakness of the empowerment and training process for employees within the ministry. Employees do not enjoy sufficient freedom and independence in performing their work, or in participating in decision-making, providing ideas and solutions, determining work methods, and performing the required tasks.

The mean for the dimension of (Genba-Kaizen) was (3.244), with a rank of second importance. The standard deviation was (0.766), and the coefficient of variation was (23.612). This indicates that there is a certain interest in continuous improvement, especially Genba-Kaizen, but not at the level of ambition. This is due to the importance of this concept in leaders' follow-up of the problems that employees are facing from the real work site and knowing their weaknesses and working to address them and improve them on a continuous basis.

The mean for the dimension of (Motivation) was (2.901), with a rank of third importance, and a standard deviation of (0.901). The coefficient of variation was (31.058). This indicates that the senior management in the ministry does not give sufficient attention to motivating employees. This will affect their desire to perform tasks, and thus weaken the performance of the organization and its productivity.

Regarding the variable of (Blue ocean leadership), the overall mean was (3.101), at a medium level, with a standard deviation of (0.698). The coefficient of variation was (22.508). This indicates that the senior management shows a certain interest in the style of blue ocean leadership, but not at the level of ambition. This will reduce the organization's ability to invest in the capabilities of its employees in the best possible way, and generate creative ideas that help the ministry achieve its strategic goals and provide innovative services that enhance the ministry's leading position in providing telecommunications and internet services.

Conclusion

1- The results reveal that the senior management of the Ministry of Communications demonstrate a keen interest in bilateral communications, given its pivotal role in conveying the organization's policies, vision, and goals, disseminating them to all departments within the ministry, and working towards their realization in a manner that serves the ministry's objectives and strategic direction. Additionally, bidirectional communications aid in understanding the complexities and challenges faced by employees, enabling efforts to address and improve them in a manner that supports the ministry's interests.

2- The results also reveal a weakness in the senior management's commitment to empowering and training employees, and granting them the necessary freedom and autonomy in participating in decision-making and performing required tasks, as well as adequate training in how to perform tasks using new and advanced methods. This negatively impacts employees' desire to work and present innovative ideas and solutions to address issues and enhance operations, consequently affecting the performance and development of the ministry.

3- The sample surveyed at the Ministry of Communications demonstrates some interest in the Genba-Kaizen approach, but not to the level of ambition expected. A ministry of this size requires continuous improvement in both administrative processes and public services. This necessitates close proximity to the operational level, enabling the identification and resolution

of problems through active employee participation, ultimately fostering daily learning and growth.

4- It is also clear that top management in the ministry does not show enough interest in motivating and encouraging employees to work and participate in completing tasks, and developing their sense that they are an important part of the organization's performance and success. This reflects on the weakness of the employee's desire to complete tasks and innovate, and thus a decrease in the level of organizational performance.

5- The results revealed that the top management of the Ministry of Communications is working to adopt the Blue Ocean Leadership style through its activities, but not at the level that highlights the role of this leadership style and its importance in achieving pioneering gains and objectives. This is done by combining the efforts of employees and extracting the best of their ideas and innovative solutions that add value to the services provided by the ministry, meet the needs and desires of the public, and improve its organizational performance.

Recommendations

1- The Ministry of Communications should increase its attention to blue ocean leadership and invest in this leadership style, as it has a major role in adding value to the organization and its entrepreneurial success. It can also help the organization reach unprecedented levels of performance by achieving optimal investment in human capital and obtaining the best ideas and solutions that employees contribute to addressing the organization's problems and improving its strategic performance. Therefore, the ministry should hold seminars and workshops to introduce this leadership style its importance, and its role in achieving the ministry's entrepreneurial goals.

2- The ministry should also emphasize the importance of empowerment and training, and invest in this concept, as it is of particular importance in employees feeling free and independent in performing their work, and motivates them to provide new ideas that serve the interests of the ministry and its objectives. In return, it also reduces the pressure on senior management and the shift from absolute centralization to decentralization.

3- The ministry should also emphasize the importance of following the Genba-Kaizen philosophy and investing in it, as it has a fundamental role in continuous improvement from the point of action. This is because it keeps the ministry's leaders fully informed of all work developments from the real site identifies all the problems and complexities that employees face, and works to address them jointly, which increases the opportunities for employees' self-learning.

4- The ministry should also emphasize the importance of increasing employees' sense that they are an important part of the work of the ministry and its achieved goals, and to motivate them continuously and participate in completing tasks.

5- As for future studies, this concept can be applied in other public sectors such as the education sector and the productive sector, and include larger samples. It can also study the activities of blue ocean leadership and its role in digital transformation and entrepreneurial performance.

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