

**A CASE STUDY ON  
HUMANIZED ORGANIZATION AND CORPORATE  
SUSTAINABILITY**



**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
COLLEGE OF MANAGEMENT  
MAHIDOL UNIVERSITY  
2016**

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Thematic paper  
entitled  
**A CASE STUDY ON HUMANIZED ORGANIZATION AND  
CORPORATE SUSTAINABILITY**

was submitted to the College of Management, Mahidol University  
for the degree of Master of Management

on  
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## ACKNOWLEDGEMENTS

Firstly, I would like to express my sincere gratitude to my advisor, Asst. Prof. Winai Wongsurawat, Ph. D., for his encouragement to start and finish this research as well as his precious advice of writing this thematic paper. Furthermore, I would like to thank you the chairperson, Suparak Suriyankietkaew, Ph.D. and the committee, Benjalux Sakunasingha, D.B.A. for their recommendations.

Secondly, I would like to thank you LION Corporation (Thailand) Ltd., the origin of “Humanized Organization” concept which was derived from The Buddha’s perspective that encouraged me to initiate this research topic as well as I would like to thank you my supervisors and colleagues who provided fruitful recommendation and insight for supporting this research.

Thirdly, I would like to thank you every instructors and companions in CMMU, who give me knowledge and good experience in my study, and last but not least, I would like to express my sincere gratitude and thank you to my family for their encouragement and supporting me to complete my study in CMMU Master Degree.

Panyakan Tachawarinlert

## **A CASE STUDY ON HUMANIZED ORGANIZATION AND CORPORATE SUSTAINABILITY**

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M.M. (GENERAL MANAGEMENT)

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### **ABSTRACT**

Thanks to globalization and non-stop development of new technology helps increasing of market competitiveness, which leads to shrinking of average company lifespan. Many organizations apply new business model as well as shape the organization values to enhance the corporate sustainability.

The purpose of this research is to understand how business with ethics can extend company sustainably and to explore the implementation of business with ethics of Lion Corporation (Thailand) Ltd., that will be analyzed through the systemic relationship between values, experience, beliefs and world-view (Chippendale, P., 2010) and the Four Sublime States (Tuffley, D., 2012). The research methodology is used both in-depth interview and the result of questionnaires that officially conducted by Lion Corporation (Thailand) Ltd. to support this research output.

Findings from this research shows that the company realized the importance of “crafting good people” by starting from internal party, then share the values to external parties with belief that good people is the foundation of good things.

**KEY WORDS:** Corporate Sustainability / Business Ethics / The Four Sublime States

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## **CHAPTER I**

### **INTRODUCTION**

4,410,000 are number of searching result of “corporate sustainability” in Google website as of March 26’ 2016 (www.google.co.th, 2016, search for “corporate sustainability”)

Corporate sustainability means that your service or product does not compete in the marketplace only in terms of its product, power, speed, cost etc. Additionally, the business must deliver products or services to the customer in a way that reduces consumption, energy use, and pollution. (Hawken P., 1993, The ecology of commerce)

The average life span of the S&P 500 index, an American stock market index of 500 large corporations found that during 1958-2015 the average company life span was decreased from 61 years to 18 years, furthermore, by 2027, there will be new coming of companies which we never heard about them before listed in S&P index. (Perkin, N., 2015, Is the Life Expectancy of Companies Really Shrinking?), whereas, Fortune-500, the rank 500 of the largest U.S. corporations by total revenue, mentioned that the average life span of multinational corporation is about 40 to 50 years, in addition, the statistic guide that almost 50% of the Fortune 500 from 1999 had disappeared from the list in ten years later. (Goodburn, M., 2015, What is the life expectancy of your company?)

Both S&P 500 and Fortune 500 represented the same direction that life span of corporate is shirked and existing corporations will be replaced by new comers.

At the present, several large corporations and mid-size corporations have been starting to implant the concept of corporate sustainability as its long-term vision and setting the corporate strategies to get along with this concept, although this vision is time-consuming process as it is going to take time to let the stakeholder rely, trust and loyal to the corporate. Nowadays, this is the critical issue of many organizations that they need to set up their own framework and start implement as soon as possible



in order to survive among competitive market that force by internal and external competitors including unstable of international or local political, disruptive technology and other uncontrollable factors.

Previously, the corporate's objective was only profit-maximization in order to satisfy shareholder, which the output can be measured by key performance indicators (KPI) for example company's revenue , company's market share etc., meanwhile, the concept of corporate sustainability still recognizes about business growth but including how well the company bring goodness to stakeholder and community.

However, each corporate has different structure, background, business field, size, objective, culture and belief etc., therefore, each corporate has its own style.

The motivation of this research is the framework that company "A" has been developing and approaching to employees in the organization in order to ensure that business grows sustainably and create mutual benefits among customers, partners, communities and societies by create the concept under "business with ethics" which is adopt from the Buddha's teach and become "humanized organization" one of the highlight policies of company "A".

Humanized organization concept is good people will bring goodness not only to organization, but also to society and others. Therefore, apart from business issue – company "A" has been trying to develop employee's spirit and mind in the organization by encourage and motivate employees to participate in the activities that company approached to, however, changing people's belief and behavior is not that easy as different people has different background.

Although, humanized organization is more likely conceptual policy because the result cannot be evaluated within few years as well as it quite difficult to exactly evaluate on people's belief, however, referring to evaluation result of company "A" which will be discussed in the details in chapter IV; findings part can be interpreted that that "humanized organization" is one of the key success factors that prolonging the company life span.

The intention of this research is to share the concept of business operating under "humanized organization" or "good people foundation" through perspective and

activities of company “A” that approach to internal and external parties as well as discuss about advantages and drawbacks of this concept that may useful for others, more or less.

*Rome was not built in a day as well as corporate sustainability development*

## **1.1 Case study background**

On 2<sup>nd</sup> July 1997, the Thai Government announced the devalued of Thai baht - it was depreciated by more than 50%. This crisis known as Asian financial crisis (the Tom Yum Goong crisis), at that time, the Thai stock market move downward, lots of companies were shut down and bankrupted, thousands of employee were layoff, the remaining companies were suffered from the situation. (Laplamwanit, N., 1999, A Good Look at the Thai Financial Crisis in 1997-98).

Company “A” was one of those suffered company due to devalue of Thai Baht, at that time, company debt was suddenly double increased – the accumulated profit of company for over 28 years was gone in a day. Fortunately, all debts have been settled within seven years instead of ten years as per expectation. Such crisis provoked the company “A” to analyze circumstances and initiate preventive actions to minimize future loss., Mr. “B”, Managing Director, realized about “corporate sustainability” the propose of this policy is not only for company benefit, but also for customers, partners, communities, and societies. Mr. “B” interested in Buddha preaches, therefore, “humanized organization” initiated since 2003 - at the present. (company “A” journal, 2015, Anti-Corruption)

## **1.2 Research Question**

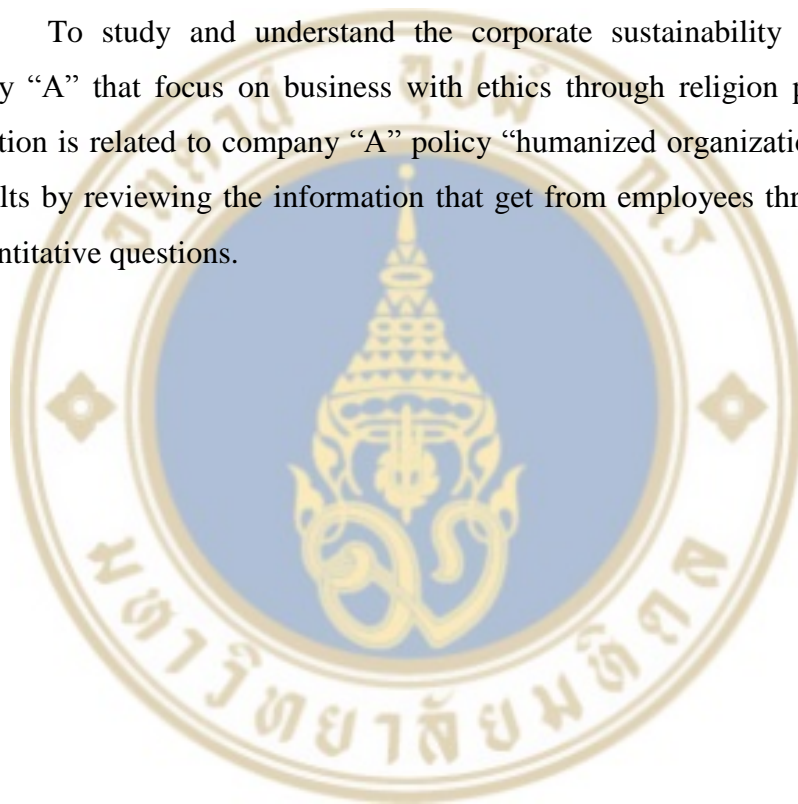
- How religion goes along with business affair?
- Why business with ethics is important in the organization?
- What are the interesting points of “humanized organization”?
- How “humanized organization” enhance company sustainable?
- How “humanized organization” shape employee behavior and belief?

### **1.3 Research purpose and objective**

- To understand how business with ethics extend company sustainably.
- To understand how business with ethics develop employee's spirit and mind.

### **1.4 Research framework**

To study and understand the corporate sustainability development of company "A" that focus on business with ethics through religion perspectives, the information is related to company "A" policy "humanized organization". To evaluate the results by reviewing the information that get from employees through qualitative and quantitative questions.



## **CHAPTER II**

### **LITERATURE REVIEW**

This research is to study the concept of business with ethics under the concept of “humanized organization”, this chapter use three literature reviews that guide preparation and adaptation of oneself to be ready to offer goodness to others likewise the small light from a small candle that connect to thousands of candle and shine the bright light.

Firstly, to describe how company “A” approach and fulfill the basis needs of employees in order to make them ready to support others through “Hierarchy of needs by Abraham Maslow”. Secondary, explain the root of one’s value and belief that represent to individual behavior and attitude through “the systemic relationship between values, experience, and beliefs” Lastly, point out how people living together in this world with happiness through “the four sublime states”

#### **2.1 Hierarchy of needs by Abraham Maslow (Maslow, A. H., 1943, A theory of human motivation)**

Most of the people think of themselves before others – this is the truth that everyone loves their own life, company “A” serves basis needs to employees in order to encourage and motivate them willing to do/offer good things for others. Referring to hierarchy of needs by Abraham Maslow - human being has basic needs in five levels, and those levels are required to be fulfilled in order, here are the approach of company “A” that related to this theory.

**2.1.1 Physiological Needs** – this is the first basis step that all human being is required to live, it is included all standard needs such as water, food, home, medicine, clothes, and will not look for another step unless this step is fulfilled.

People may not think about other's life if they still lack of needs of this step. *For company "A" offers the basic needs to employee with salary, bonus, welfare, and medical treatment with standardize offering.*

**2.1.2 Security Needs** – this step is about looking for security in one's life, in work life, people expect to be permanent employee rather than part-time employee, expect not to be laid off in any crisis, and expect to work with the company until retirement. *For company "A" had proved that the company did served this needs to employees as during Asian financial crisis (the Tom Yum Goong crisis) in 1997 - none of employee were lay off at that time and the company still stick to this idea up to the present.*

**2.1.3 Belonging and Love** – this step is related to social attachment, relationship with colleagues, people expect to be accepted by others, expect to be a part of group not being alone, and expect for love and beloved. *For company "A" offers nursery's room with babysitter for taking care employee's child, mother can bring her child at any ages to company and leave to babysitter during working hours, and mother can go to see and/or feed breast milk to her child during the day and lunch break, this approach can fulfill mother's love to child, and mother happy to come to work.*

**2.1.4 Esteem Needs** – once first three steps are fulfilled, in work life people expect to have good career path in order to be respected by others. *For company "A" when a high position is vacant due to retirement of ex-person, then the company will consider and appoint internal employee who has potential and suit to that vacant position to be the successor rather than recruit new people from outside, this approach can be fulfilled esteem needs of employee's career path.*

**2.1.5 Self Actualization Needs** – the highest needs of human, people expect for further achievement and recognition in higher level, the desire is depends on person. *For company "A" approaches the opportunity to employees who already*



fulfilled with first three or four steps of their needs to observe Tzu Chi foundation in Taiwan for one week. This project started with top management team, then manager level, after that the manager will select an employee from his/her division to participate this program. The propose of visit Tzu Chi is to study and observe the ideas and practices that can be adopt and engaged to “humanized organization” this approach is to let employees realize the value of being giver through Tzu Chi principle



**Figure2.1: Maslow’s Hierarchy of Needs**

*Source: Maslow, A. H., 1943, A theory of human motivation*

## **2.2 The systemic relationship between values, experience, and beliefs (Chippendale, P., 2010, Values, Ethics, and Principles)**

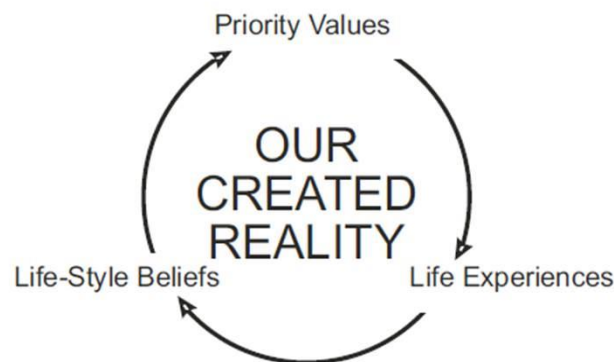
The individual value is formed and created by life experience and personal belief. Different people have different value. Some people have similar value as they have similar experience and some people share the mutual value to each other.

Mr. “B”, Managing Director of company “A” interested in Buddhism organization as religious is an organization founded by faith, philosophy, and optimistic belief. Each religion has the similar core principles about ethics. He realizes that business operating should not be focused on profit-maximization but people in organization; he believes that good people will bring goodness to organization and society. Here, one of the good stories that employees brought to the company – company “A” has awarded one million Baht from Ministry of Energy, first ever recognition from government for private company, employees collaborated with



company to save electricity and water expenses without any campaign to encourage or any prize to motivate employee to do so.

Once organization's value is strong enough, then the company can share its value to external parties to create new life experience which will lead to new life style or new belief, and these people will pass and share the value to other and other.



**Figure 2.2: The systemic relationship between values, experience, beliefs and world-view**

*Source: Chippendale, P., 2010, Values, Ethics, and Principles New Wisdom III*

### **2.3 The Four Sublime States (Tuffley, D., 2012, The Four Sublime States: The Brahmaviharas and Nyanaponika, T., 1958, The four sublime states)**

Humanized organization policy is derived from one of the Buddha's teaches that guide about how to live with others with peace and happiness; the guidance is suited for everyone.

The concept of The four sublime states is guide the practical value in how you related to the World and how to create harmony with others not only family and friends; benevolence, compassion, sympathetic happiness and mental calmness. It should be applied equally to everyone without discrimination on the basis of culture, belief, values, gender etc. (Tuffley, D., 2012, The Four Sublime States: The Brahmaviharas)

### **2.3.1 Love or Loving-kindness / Benevolence(metta)**

Metta is to wish others have happiness, the fact is everyone need love and happiness, so do not harm to others but love and wish them happy – open your mind to love without selecting and excluding.

### **2.3.2 Compassion (karuna)**

Kurana is to wish others get through suffering; the fact is no one wants to be distressed and tortured, so help those who suffering when you can.

### **2.3.3 Sympathetic Joy / Sympathetic Happiness (mutita)**

Mutita is to joy with others, the fact is everyone need joy, this world would be better if everyone not envy each other but share others happiness as if yours.

### **2.3.4 Equanimity / Mental Calmness (upekkha)**

Upekkha is to balance our own mind, the fact is no one can control everything that will happen to life, neither good or bad things - success or failure, happiness or sorrow, satisfaction or disappointment etc., so balance your mind – accept the truth that already happened, and take as lesson learned.

The above guidance will brought peace and happiness to this world as people living with less of harm and jealous, more love and understanding.

*Good habits are difficult to form but easy to live with.*

*Bad habits are easy to form but difficult to live with. (David Tuffley)*

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The research objective is to discuss on advantages and drawbacks of business with ethics, and to find out if the concept of “humanized organization” can enhance company sustainability and develop employee’s belief and value or not.

The research methodology is used both quantitative and qualitative questions. The data and information are collected from two sources:

#### **A) Distribute questionnaire to respondents and face to face interview**

The researcher utilize some parts of information that conducted the survey by company “A” in 2015 by using quantitative questions and interview face to face to understand employees’ opinion; the sampling size is account for three quarters of total sampling target, the more number of representative sampling, the more researcher have confidence on information as it is conducted by based on majority of target.

#### **B) Interview with open-ended questions**

The researcher use open-ended questions to ask in order to let the interviewees feel free to give the answer and share their ideas. And in order to get different insight and viewpoint, researcher selects the interviewees by considering on below criterions:

- The interviewees with different nationality as the interviewees have different background and belief, so they can share different point of view.
- The interviewees with the period of working more than five years as the interviewees have good awareness of humanized organization policy, and they have seen and get involved in what company “A” approached and implement for a period of time.

### 3.1 Sampling Frame, Quantitative Questions (conducted by company “A”)

Objective : to find out happiness index of employees and evaluate the result of implementation of “humanized organization” in company

Sampling target : employees of company “A”

Sampling size : n=893 which is account for 75.4% of total sampling target

Sampling frame : use questionnaires and interview face to face

Conduct Period : 21<sup>st</sup> September 2015 – 16<sup>th</sup> October 2015

Part 1: General information of respondents; gender, age, and working period

Part 2: Scoring happiness level of employees in organization (work and personal life)

Part 3: Question about opinion toward implementation of “humanized organization”

**Table 3.1 sampling size of quantitative questions**

Office Site	Sampling	%	Remark
Office in Bangkok	232	26%	n= 232 (=76.1% of total target)
Office and factory in Chonburi	661	74%	n= 661 (=75.2% of total target)
<b>Total</b>	<b>893</b>	<b>100%</b>	<b>n= 893 (=75.4% of total target)</b>

\*\* Note: Total sampling target n=1,184 (305 in Bangkok, 879 in Chonburi)

**Table 3.2 sampling questions of quantitative questions**

No.	Questions	Choice of Answers
1	What is your happiness level in work and personal life?	Score 1-10
2	Do you have awareness on activities of this project?	Yes / No
3	Do you participate in the activities of this project?	Yes / No
4	Do you satisfy the participation of activities?	Unsatisfied/ Neither / Satisfied
5	Do you get benefits for participating in the activities?	Yes/No/Don'tknow

### 3.2 Sampling Frame, Qualitative Questions (conducted by researcher)

Objective	: To know insight toward “humanized organization” policy
Sampling target	: 1 Japanese, 1 Thais
Sampling size	: 2 persons
Job Level	: 1 from top management level, 1 from manager level
Work Site	: Bangkok office
Gender	: 1 Male, 1 Female
Sampling frame	: In-depth interview with open-ended questions
Conduct Period	: 16 <sup>th</sup> February 2016 (11.10–11.40 a.m. and 6.20-6.45 p.m.)
Part 1:	General information of interviewee; age, job type and working period
Part 2:	Question about viewpoint toward “humanized organization” that related to company sustainability and personal belief and value.

**Table 3.3: Sampling questions of qualitative questions**

No.	Quantitative Questions
1	What kind of aspects that make LION’s business with ethics differentiating from other organizations?
2	Do you think that “humanized organization” can be enhanced company sustainability?
3	Do you think that implanting “good people” concept in the organization is abstract?
4	Does implementation of “humanized organization” shape your personal belief and value?
5	Should other organizations embrace business with ethics as its company’s value?

**Interviewee-1:** Mr. T.M, Deputy Managing Director, Japanese representatives of parent company, he joined the company since 2012 - at the present.

**Interviewee-2:** Ms. W.B, Section Manager of Export Business Division, Thais employee who joined the company since 2000 - at the present.

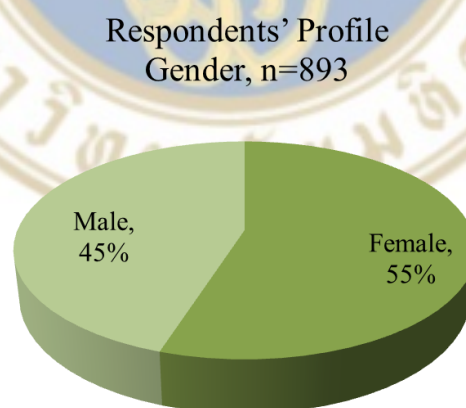


## CHAPTER IV

### FINDINGS AND ANALYSIS

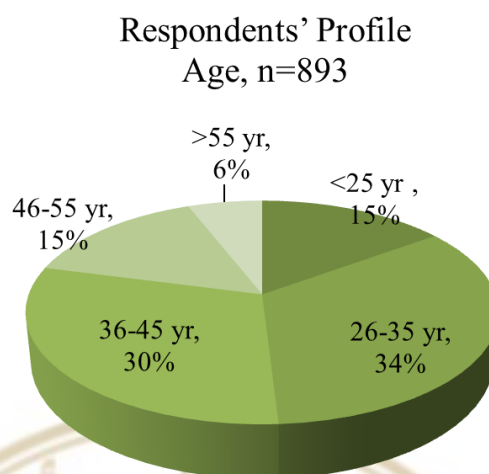
According to the methodology, this research utilize two sources of information by using survey result of company “A” which conducted during September to October 2015 by using combination of quantitative questions and interview face to face to understand employees’ opinion, furthermore, researcher also interview two more respondents with open-ended questions to get the answer of this research objective that would like to understand how business with ethics extend company sustainably and how business with ethics develop employee’s spirit and mind.

#### 4.1 Findings of quantitative questions (conducted by company “A”)



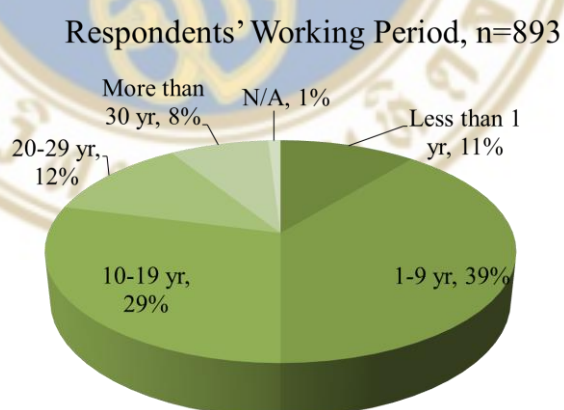
**Figure 4.1: Respondents’ profile; gender**





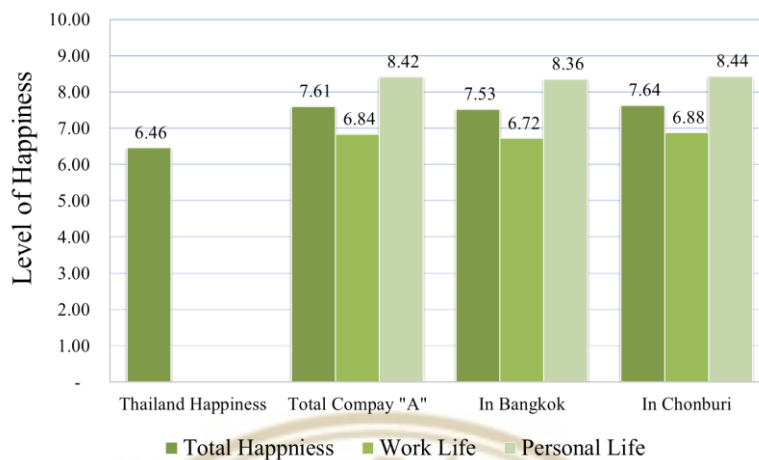
**Figure 4.2: Respondents' profile; age**

Referring to figure 4.1 and 4.2, based on 893 respondents, 55% of respondents are female and 45% are male and majority of respondents age are 26-35 years old, follow by 36-45 years old which is account for 34% and 30% respectively, remaining of respondents age are less than 25 years old, 46-55 years old and more than 55 years old which is account for 15%, 15% and 6% respectively.



**Figure 4.3: Respondents' working period in company "A"**

Referring to figure 4.3, working period of respondents are classified into 5 ranges as; less than 1 year, 1-9 years, 10-19 years, 20-29 years and more than 30 years which is account for 11%, 39%, 29%, 12%, 8% respectively and 1% data is not available – majority group has been working for 1-9 years, following by 10-19 years.



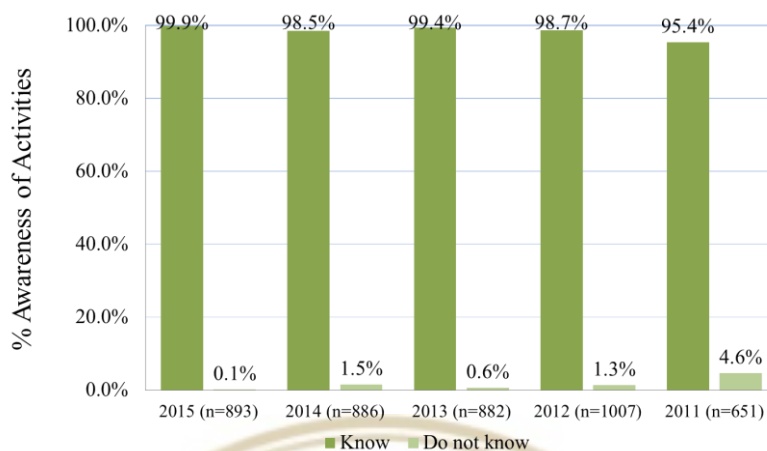
**Figure 4.4: Thailand happiness vs. Company “A” employee happiness**

Note: The scoring scale runs from 0-10 (0 = low, 10 = high level of happiness)

Referring to figure 4.4, it is comparison of happiness of company “A” vs. happiness level of Thais that conducted by “World Happiness Report” which is prepared by the Sustainable Development Solutions Network (SDSN), the report represented both the individual and national levels, measurement of well-being, evaluation of emotions and life including relationship of family and friendship at the individual level, leveling of trust and empathy at the community levels, and quality of life within nations and generations. The nations and communities are more resilient, when these fundamentals are available. According to ranking of happiness 2012-2014, Thailand ranked on 34 out of 158 countries, whereas, Switzerland, Iceland, and Denmark ranked on no. 1, 2 and 3 respectively. (World Happiness Report 2015 Ranks Happiest Countries, 2015)

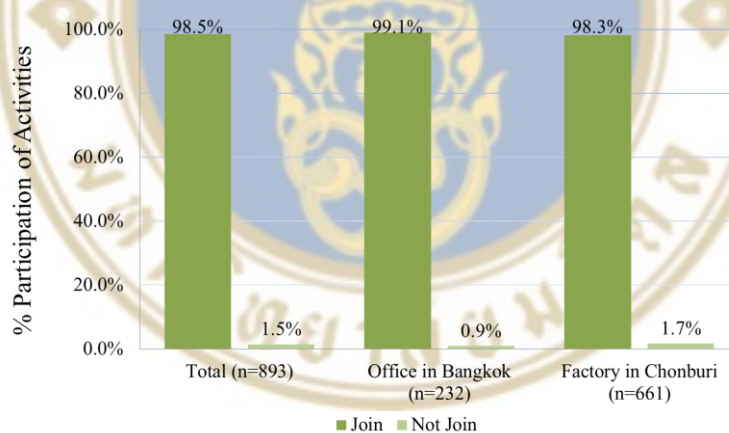
Company “A” apply the above concept to its organization - to measure happiness of employee in order to understand and analyze the strength of organization, if employees are happy, then they are willing and happy to work, eventually bring the successful to company and if employees are unhappy, then company can understand the reason and support them by based on possibility as much as possible.

As figure 4.4, total happiness of employees is 7.61 higher than happiness score of Thailand which is 6.46, although, happiness in work life is lower than personal life, but it still a bit higher than Thailand happiness.



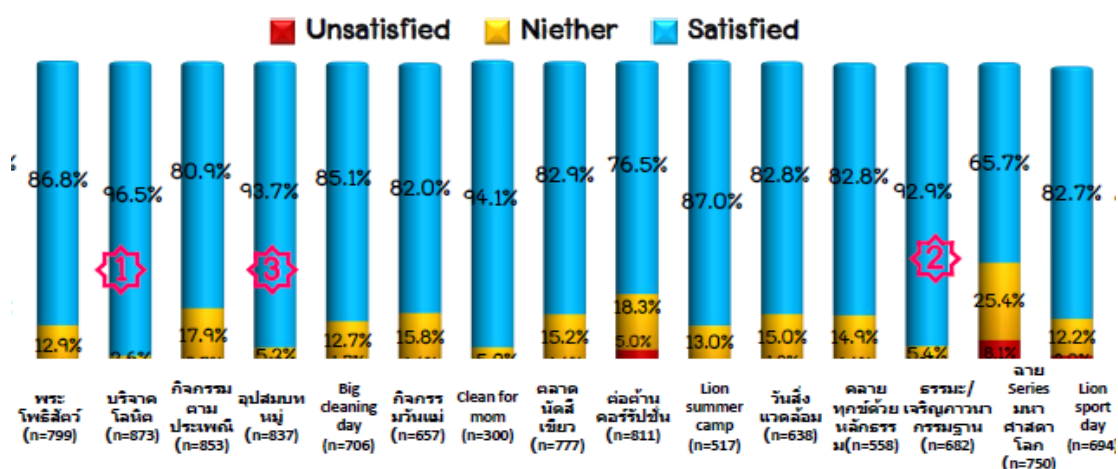
**Figure 4.5: Employee's awareness on humanized organization activities**

Referring to figure 4.5, most of employees have awareness on activities that company approach, awareness is increased year on year since 2012, except 2014 percentage slightly dropped from 2013, and however, it was reached to 99.9% in 2015 which is the highest level – overall percentage of awareness is quite impressive.



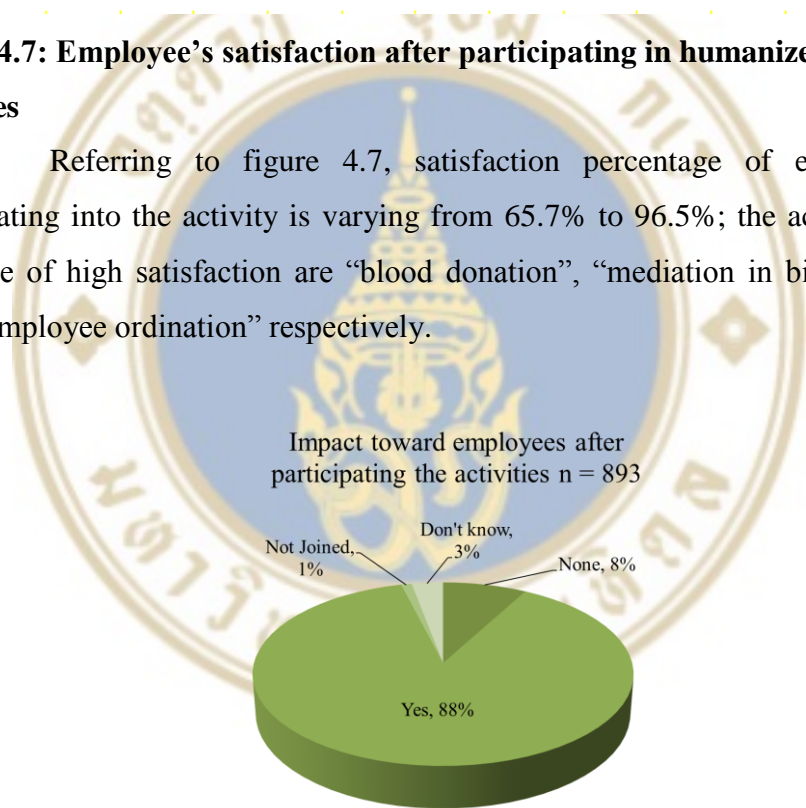
**Figure 4.6: Employee's participation in humanized organization activities**

Referring to figure 4.6, in 2015 98.5% of employees participated in activities, and 1.5% of employees have not participated, mainly of non-participating employees are work in factory site in Chonburi.



**Figure 4.7: Employee’s satisfaction after participating in humanized organization activities**

Referring to figure 4.7, satisfaction percentage of employees after participating into the activity is varying from 65.7% to 96.5%; the activities that got top-three of high satisfaction are “blood donation”, “mediation in birth month” and “male employee ordination” respectively.



**Figure 4.8: Impact toward employees after participating in humanized organization activities**

Referring to figure 4.8, there are 88% of employees answered that there was impact to their attitudes or overviews after participating in the activities, meanwhile, 8% answered no impact, 3% did not know and 1% did not join the activities.

As above results, most of employees have awareness, participate into activities and satisfy with those activities as well as those activities had impacted to employee's opinion such as knowing new friends, getting new knowledge, feeling happy and relax, making and getting merits, teamwork, apply religious principle to daily life, being giver, changing the attitude to be positive thinker and being good people etc.

This research would like to go deep down about employee attitude towards how humanized organization related to corporate sustainability and personal improvement, but it would be distorted if this research get the information by interview only few employees, so that using the survey result that company "A" conducted can be represented overall picture as background of this findings, then the information that get from in-depth interview is key content of this findings which directly focus on research objectives.

## **4.2 Findings of qualitative questions (conducted by researcher)**

### **Question 1: What kind of aspects that make LION's business with ethics differentiating from other organizations?**

**Mr. T.M:** I do not know much about business with ethics of other companies in Thailand, but I can point out the differentiate between company "A" and its parent company in Japan that mainly focus on external issues and shareholder expect for company growth, unlike company "A" that focus on both external and internal by encourage employees to involve in activities that company approached that related to Buddhism way "people should do a good thing" as we believe that being good people is the way to contribute society.

In additional, the company "A" also try to turn company core value "good people" to be more concrete not only announce the policy. I have joined one week visiting of Tzu Chi Foundation in Taiwan – to observe and study the concept of being giver through activities that created by Buddhist nun and get co-operation from volunteers who scarify his or her time to do something good for others without getting pay, but happiness of being giver – I like this idea.



**Ms. W.B:** Talking about corporate social responsible or CSR, company “A” did not announce its activities to public unlike others that seem to promote its company images, whereas company “A” do it to help each other. And try to push “humanized organization” to be more concreted through variety of activities by inviting schools and students who interested to the company core value to visit factory site to learn and understand more about “good people” concept.

**Question 2: Do you think that “humanized organization” can be enhanced company sustainability?**

**Mr. T.M:** Yes, but in fact the company can be sustained due to a combination of idealistic and realistic management. For idealistic is about convincing employee to be good people through the five precepts of Buddha’s teach 1) To abstain from taking life of living beings. 2) To abstain from taking what is not given or stealing. 3) To abstain from sexual misconduct. 4) To abstain from telling lies. 5) To abstain from alcohol or anything that lead to unconscious, for example if your boss involve with corruption, then no one happy to work with this kind of person as corruption may lead company to bankruptcy. For realistic is about goal achievement - increasing sales, launching new product, improving production skills. I believe that the balance combination of both idealistic and realistic can really enhance company sustainability.

**Ms. W.B:** Yes, as company “A” try to implant the concept of good people to employees, so the more employees follow those guidelines, the more company fundamental strong. Moreover, the company “A” also shares its values to external parties – this can be both indirect and direct support the company sustainably.

**Question 3: Do you think that implanting “good people” concept in the organization is abstract?**

**Mr. T.M:** Not really. Once a Japanese member from parent company visited company “A” and joined the activity “offer food to monks” on Monday morning and he asked one member of top management team that this activity can enhance company performance or not and the answer was yes as that top management



believes that making a merit can bring good thing in return. I, personally, think that if that Japanese asked me, then I would clarify him about the combination of both idealistic and realistic ideal as earlier mentioned in the answer of questions 2.

**Ms. W.B:** No, it is not abstract. The example of turning the abstract to concrete is “Sai-baht” activity on Monday morning – it is encouraged employee’s morale to start doing good thing at the beginning of week, then the employees are happy to work and once they are happy to work, then they will pay attention on their job and responsibility and this can bring the good output to company “A”

**Question 4: Does implementation of “humanized organization” shape your personal belief and value?**

**Mr. T.M:** If Japanese say that they are Buddhist - most of them have no religious. In daily life there is no Buddhism activity involves with; people go to temple only special occasion such as New Year unlike Buddhist in Thailand. I used to be one of them, but now I realize the value of life and know who I am through humanized organization activities, I am now become interested in Buddha’s teach. Here, most of employees have no time in the morning to go to temple to offer food to the monk as working hour start very early, so company “A” invite monks on Monday morning and let employees join the activity together. In my opinion, this activity can be shaped individual belief toward goodness.

**Ms. W.B:** Being good people will eventually getting good things in return, but it may not return by today, tomorrow – goodness has value in itself. Relating to work, I used to be self- centered and never care anyone or anything, however, now my attitude has changed from closed-minded to open-minded, I am now willing to collaborate with others, listen to the others, support them to solve the problem and support each other to achieve the company’s goal with harmonize and win-win situation.

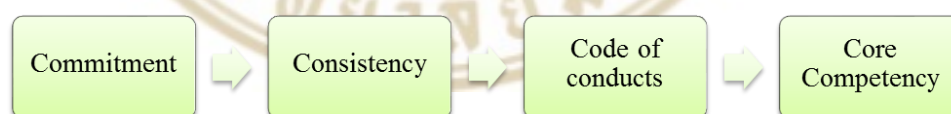
**Question 5: Should other organizations embrace business with ethics as its company’s value?**

**Mr. T.M:** As different organization has different goals and it is not easy to apply this concept as it need long term implement, by the way, it is very good if others can do so. There was one member from Japanese TV program visited company “A” asked for information and activities collection and on aired on the TV in Japan and several Japanese companies interested in the core value and implementation of company “A” and would like to adapt and apply to its organization; two of those companies are well-known in tire business and beverage (tea) business in Japan.

**Ms. W.B:** Although, wording of “business with ethics: seem that it is impossible to go along with each other, but it is possible, as if we are doing and giving good thing to business partners, suppliers, customers, then eventually, the consequence of goodness shall return to company, and can support company to extend its sustainably. Therefore, if other companies do the same thing, then the business environmental will be more pleasant and all stakeholders are happy due to mutual understanding and less of exploitation.

### 4.3 Finding Summary

Referring to above discussion, the key success factors of corporate sustainability of company “A” can be identified into four factors (4C) as below:



**Figure 4.9: Key successors (4C)**

**Commitment:** Company “A” shows strong commitment to strict to initiate idea of “good people” throughout several years by offering variety of activities. As well as sharing the company value and belief of good people is the fundamental of good society to both internal and external people by hoping that one day they will truly understand the point and adapt themselves to be a part of good society, although it is time-consuming process and not easy to turn one’s attitude and belief.

**Consistency:** Company “A” has consistency of approach new and existing activities to employees that related to “good people”, for short-term those activities can be shaped the basic concept of participants more or less; at least they can justify which behavior they should or should not do by consider on the consequence toward others not only themselves, for long-term, value and belief of participants can be developed by consider of living with meaningful for example sharing and giving good things to others as well as being a good role model to their families and friends, eventually, the belief can be turned from conceptual to concrete.

**Code of conducts:** Company “A” focus on code of conducts; ethical code as one of priority principles; after the company has announced its determination to Participate in the Private Sector Collective Action Coalition Against Corruption in 2014, then the company held on the activity by inviting management team and employees to sign their names as commitment to apply anti-corruption approach as a standard code. Besides, the company also held on internal lecture to clarify about proper code of conducts - all employees are invited to attend in order to ensure that the entire organization is move forward in the same direction.

**Core Competency:** Company “A” has developed its core competency to retain the market share in its business field as well as offer product with quality to customers, at the same time, the company also consider on environmental issue by improve the production process for carbon footprint reduction.

## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Conclusion**

'What is the purpose of life?' The answers of these questions are different even we ask the same person but in different period of time. This is because everyone has been involved with different people, society, religious and belief in their life time. Once they were children their life mainly related to family, when they were teenager they often go and hang out with friends, when there worked they mainly involved with company that they worked for. It can be said that family is one of the most important institute that influenced to personal belief and value, however, it can be changed when people have got new experience as shown in figure 2.2; the systemic relationship between values, experience, beliefs and world-view. The secondary institute that can influence personal belief and value is where people spend their most of the time and life with is workplace. Company "A" views that if individual foundation is good, then those people will share goodness to their other institutes such as family, friend and society etc., so it become key concept of humanized organization.

Related to external parties, company A" accomplish to improve its production process in order to reduce carbon emission, and get the Gold standard, is the most rigorous certification standard globally for carbon offset projects (World Wide Fund For Nature, 2016) for some products, in additional the idea and implementation of humanized organization has been shared to others organizations and education institutes.

Related to internal parties, recently company "A" held the half day seminar about Corporate Governance internally, the objective is to clarify employee's responsibility and ask for collaboration to follow code of conduct especially focus on anti-corruption that company has announced its determination to participate in the Private Sector Collective Action Coalition Against Corruption, however, ethics and code of conduct are overlapped; ethics is more personal belief and value, meanwhile,



code of conduct is norms of company. Some behaviors are argued if it is misconduct or not, as unclear mentioned of this topic in company rules and regulation, it also depends on the ethics of that person how he/she judge it.

Although the company “A” try to create the environmental of good people in workplace for employees, but the fact is employees have different beliefs and values and it is not easy to persuade all of them to get awareness and follow code of conduct. “Good People” policy as it take time to implement and not easy to measure the output within short period.

## 5.2 Recommendation

S.E.A.L is recommendation for company “A” further management in order to strengthen its value that can be enhanced corporate sustainability.

**Successor:** Up to now company “A” has been established for 47 years and “good people” concept has been developed and implemented in the organization in concrete action about six to seven years, however, the fact is there is turnover of top management team and employees; new people are in and ex-people are out either retirement or resign, that mean company will need to roll over the approach in order to ensure that new people attached and involved with company core value, therefore, successor is quite important, what if new management team would like to focus on market competitive rather than internal fundamental, then what company “A” has been doing for a decade may be gone within few years.

**Ethics:** Strict to the guidance of the Buddha’s teach and follow the philosophy of “Sufficiency Economy” (King Bhumibol Adulyadej) can be extended organization life span. Although, size and market share of company “A” still far away from the competitors and quite difficult to complete them, however, goodness can be start and apply to relevant societies without limitation.

*“My religion is very simple. My religion is kindness.*

*His Holiness, Tenzin Gyatso, the 14<sup>th</sup> Dalai Lama*

**Alliance:** Forming the group of organization that has the same/similar vision can enhance power and spread the concept or idea to mass level, furthermore, each organization can share its own knowledge and skill to each other for further improvement.

*“We are only as strong as we are united, as weak as we are divided.”*

*Rowling, J. K., & GrandPré, M*

**Love:** We all know that everyone needs love, no one want others hate themselves, thus treat others with true love like you treat yourself can bring peace and happiness to all. Company “A” should realize on this point toward its related parties; not only focus on internal, but also external party, if company “A” do things with “love”, then the tendency of positive result is more than negative one.

*“Love lights more fires than hate extinguishes.”*

*Ella Wheeler Wilcox*





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