

**SUSTAINABLE LEADERSHIP: STATISTICAL EVIDENCE IN
COFFEE SHOP BUSINESS IN THAILAND**



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Thematic paper
entitled
**SUSTAINABLE LEADERSHIP: STATISTICAL EVIDENCE IN
COFFEE SHOP BUSINESS IN THAILAND**

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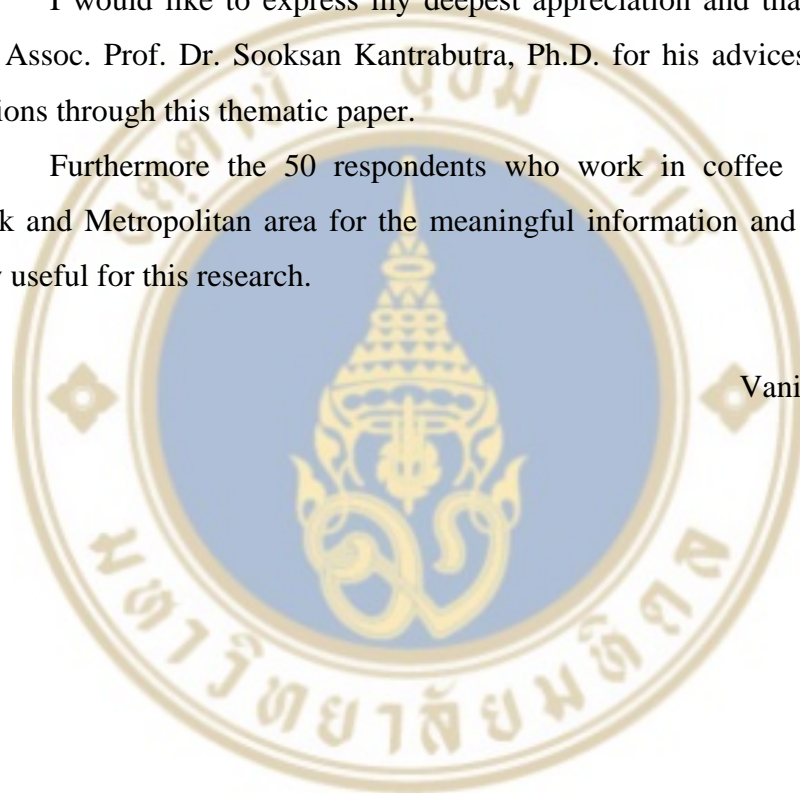
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SUSTAINABLE LEADERSHIP: STATISTICAL EVIDENCE IN COFFEE SHOP BUSINESS IN THAILAND

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ABSTRACT

This thematic paper focuses on the study of sustainable leadership practices known as Honeybee Leadership Philosophy which consists of 23 elements of practices as a framework to examine the leadership practices of the small business in Thailand. The purpose of this research is to explore step by step on each approach in detail in order to see the similarities and differences from the principle when applied to the real business operation. The applied research methodology is quantitative questionnaire based on 55 questions which being translated in Thai language. There are 13 approaches indicate all significant relationship toward five performance outcomes while 7 approaches show no significant relationship. Consequently, the analysis shall be discussed for sustainable development in the future.

KEY WORDS: Corporate Sustainability / Sustainable Leadership / Honeybee Leadership / Coffee Shop / SMEs Business

62 pages

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CHAPTER I

INTRODUCTION

Corporate sustainability has been widely discussed among corporate leaders and scholars. Although it is an important issue, only a few approaches to corporate sustainability have been examined in the Thai context.

The present study therefore adopts Aver and Bergsteiner's Sustainability Leadership concept that has been supported by previous studies as a relevant approach to corporate sustainability in Thailand. The study examines business practices of SME coffee shop in Thailand in order to determine if there is a fit between Sustainable Leadership practices and business field.

To determine the fit, the literature on Sustainable Leadership in Thailand is reviewed in Chapter 2. In Chapter 3, the methodology used to test the Sustainable Leadership concept is explained. This includes how to collect and analyze data. Chapter 4 presents findings, while Chapter 5 discusses the findings and concludes the study with practice recommendations to enhance the prospect of corporate sustainability for the case company.

CHAPTER II

LITERATURE REVIEW

Due to the economic fluctuation which caused from natural disasters, epidemics, war, global financial crisis (GFC) and oil crisis or even talent shortages resulting in many companies in Thailand whether the big company or the SME business strictly administrated their business in order to be able to survive and compete with their business rivals in terms of quality of product or service provided, brand and reputation, relationship with stakeholders, customer satisfaction etc.

To achieve those long term goals, the company has to focus not only the profitability but also other aspects that probably affect to the company performance such as stakeholders e.g. shareholders, employees, clients, communities, pressure group (Avery & Bergsteiner, 2011). The corporate sustainability had become one of the most important issues for business operation nowadays. This theory had initiated since the early of 1990s until it became a distinctive theme as in the present.

The sustainability had become the key elements for company long term success in the aspect of business growth and maximizes profit. Meanwhile the executives are facing with the challenges of management in terms of offering product or service that meet the customers' needs, fulfilling the expectations of people who involved with the company i.e. employees, customers, investors, suppliers, community, state and nation etc. while trying to make a return to the shareholders as much as possible at the same time.

According to Avery & Bergsteiner (2011), the objective of sustainable leadership is to maintain the company sustainability, manage risks derived from economic crisis, environmental and social development and create long-term value in an ethical ways (willson,2003) in terms of human management, knowledge management, social well-being, company prosperity, wealth of shareholders etc., meanwhile preventing fraud and damaging scandals (Avery & Bergsteiner, 2010).

2.1 The Anglo/US or Locust Principle

The Anglo/US or shareholder-first approach business model is generated from corporate leadership strategy called “Locust Principle”. This strategy reflects a philosophy of the business in a different aspect. It was claimed as a contrasting approach toward the other two practices because it focuses on short-term profit for the company and shareholders’ value without concerning other related factors or parties’ interest. The Anglo/US capitalism does not concern much on the society because the mission of this principle is to maximize owner’s wealth.

According to the research conducted through the countries in USA, UK, Australia, Europe and some in Asia found that the companies managed by using the Locust principle are less sustainable than the company that adopted Rhineland Leadership (Avery & Bergsteiner, 2011).

There are various approaches to ensure the company sustainability but the alternatives that shall be referred in this study are “Rhineland” or “Honeybee”. These are the approaches that can most clearly explain the meaning of sustainability. The above mentioned theory consider in long-term aspects which aimed at delivering better and more sustainable returns (Avery & Bergsteiner, 2010). The main objective of corporate sustainability is to create long-term consumer and employee value by using strategy that emphasize the importance of environment, pay close attention in every dimension of how business shall be operated in each situation under the ethical and transparency management to encourage the longevity of the company.

2.2 Rhineland Leadership

Rhineland Leadership is one of the approaches that widely adopted and applied in many European countries. Avery and Bergsteiner have examined the principles by showing how they are different in practice against to the groups that forms self-reinforcing systems by using a sample of 14 well-developed economic in European countries as a case study to show its effectiveness. This approach concerned about the long-term prosperity in terms of satisfying the firm’s direct, indirect and future stakeholders including society e.g. the next generation (Dyllick and Hockerts, 2002) and its relationship with many stakeholders, not just shareholders (Albert, 1993 and Kantabutra, 2012).

We found that the long term perspective influences all aspects of sustainable enterprises, ranking from strategic thinking, planning investment, growth and work processes, and retention of employees to long term stakeholders' relationship (Avery and Bergsteiner, 2010). This theory aims to support the brand reputation, enhance financial performance, long-term investors' returns and address a wide range of stakeholders interests (Kantabutra & Avery, 2011). Rhineland Leadership regards itself as part of society rather than simply being there to make profits for its shareholders.

2.3 Honeybee Leadership

The Honeybee Leadership concept is more resilient and humanistic approach. This approach was developed from Rhineland by Avery and Bergsteiner (Kantabutra, 2012). The Rhineland was originally proposed 19 criteria of practices, but after being improved to the Honeybee Leadership the lists of criteria have been expanded to 23 grid elements by recomposing some criteria and adding the four new elements. Furthermore the five performance outcomes have been specified in the update framework and then the approaches was renamed to "Honeybee" since then (Kantabutra & Avery 2013). Honeybee Leadership is considered to be the most holistic approach to ensure the company sustainability in terms of environmental sustainability, corporate and social responsibility and lastly financial success. Moreover this approach has been studied and developed from the universal principle that being research and testing until it is widely accepted its credibility.

2.4 The Explanation of Honeybee Leadership

The 23 grid elements of Honeybee Leadership were arranged in the pattern of pyramid by separated into 3 groups as follow; foundation practices, high level practices, and key performance drivers. The highest level of the pyramid contains the five performance outcomes which will be linked to the sustainability of the company (Kantabutra & Avery, 2013).

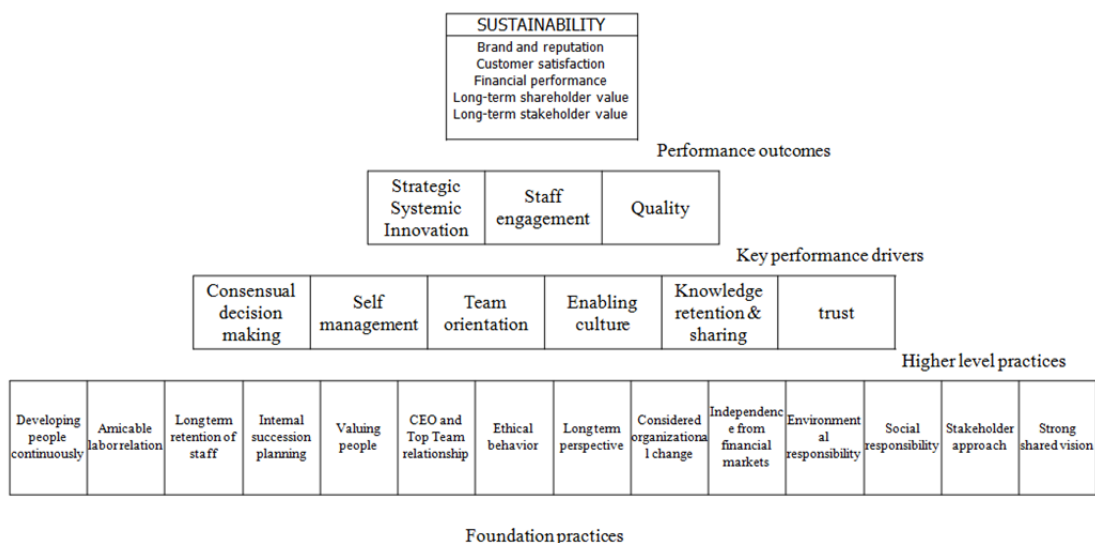


Figure 2.1 The Sustainable Leadership Pyramid from Avery and Bergsteiner

2.5 Foundation Practice

The 14 foundation of practices were placed at the pyramid base as a basic principle in practice. This level consists of setting programs for developing people, attempting to create good relationship among the labors, maintaining long term employees and avoiding layoffs, creating internal succession plan, valuing people who work within the organization, determining the role of CEO and top management, ensuring ethical behavior, encouraging long term perspective, considering and managing organizational change, attempting for independence from financial markets, supporting environmental and social responsibility, balancing stakeholder benefits and certifying strong shared vision.

2.6 Higher Level of Practice

The second level of pyramid consists of supporting consensual decision making, generating self-management, empowering the team orientation, enabling culture, sharing knowledge and raising the trust among stakeholders. When the 14 foundation of practices are already in place, the practices in second level of pyramid will help to support the higher development or emergence for example; staffs shall be able to succeed in the self-management stage, if they obtain sustainable training session which resulting in

continuous improvement, having a strong shared corporate vision between the operation level and management level including long term perspective.

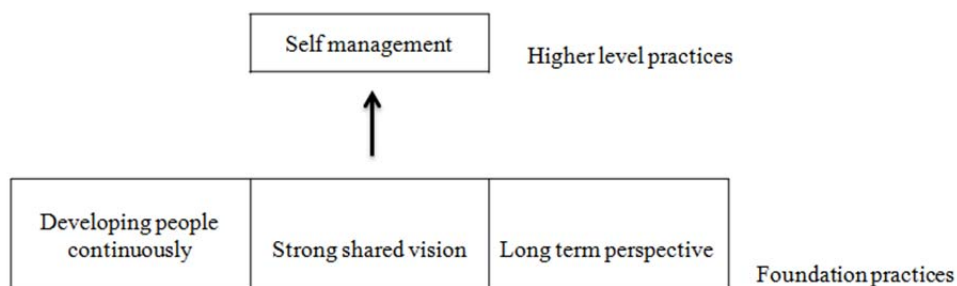


Figure 2.2 Higher level of practice

In other words, to fulfill the higher level of practices would require combination of several foundations of practices as key elements.

2.7 Key Performance Drivers

The key performance drivers are considered to be the third level of pyramid which is very essential to drive the organization performance. This level comprises with innovation, staff engagement and quality. To achieve this stage of practice, this level requires various combinations in the earlier stages for example; when the staffs have been trained and practiced properly, they would become skilled and efficiency staffs. Therefore they shall be able to apply the knowledge and skills in their present work or even share with other inferior staffs within the organization. These things will directly enhance the quality of products or services provided to the end-customer.

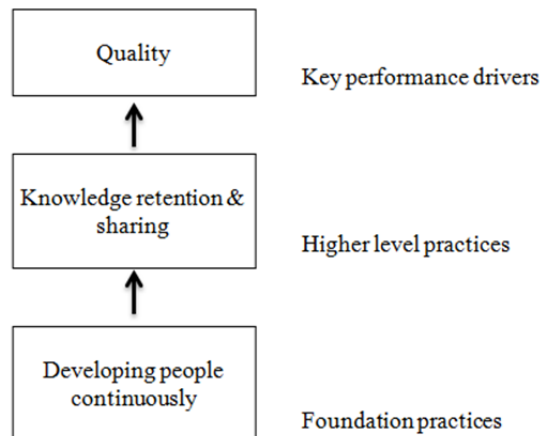


Figure 2.3 Key performance drivers

In conclusion, the key performance drivers arise from diversified of practices in the lower level of pyramid.

2.8 Performance outcome

The apex of pyramid shows the five performance outcomes that generated to sustainable leadership. The 23 elements stated in the lower levels shall drive; Integrity of brand and reputation, Enhanced customer satisfaction, Solid operational financial, Long-term shareholder value and Long-term value for several stakeholders.

All the hierarchies of pyramid are having a coherent approach to sustainable leadership. In other words, the company shall rely on the connectivity of several practices which will lead to better performance outcomes over the long-term perspectives.

Briefly, the foundation practices can be implemented at any time the firm is willing to do, while higher-level practices depend on the existence of some or all of the foundation practices then the key performance drivers will shape the customer experience eventually (Kantabutra & Avery, 2013).

CHAPTER III

RESEARCH METHODOLOGY

To answer the research question, the quantitative approach survey is adopted as the data collection. The sample is convenient as respondents are the business people who are willing to participate in the study without influence from others. The main objective of the study is to analyze the correlation between Honeybee Leadership Strategy whether it has the positive effect toward the corporate sustainability in coffee shop business in Thailand in terms of brand and reputation, customer satisfaction, financial performance, long-term shareholder value and long-term stakeholder value.

3.1 Sample Selection

This research will be conducted base on 50 coffee shops where located in Bangkok and metropolitan area under the condition that the selected coffee shops are required to have a minimum employees of three people (exclude manager). The quantitative questionnaire will be launched to the members who work in those selected coffee shop in a different position for example manager, barista, accountant, cashier etc. by selecting only one person from each coffee shop in order to gather the required data based on fact for prior analysis.

3.2 Data Collection Methodology

The information obtained from the quantitative research can be used to identify and define the opportunity and problems, generate, refine and evaluate action plan, and monitor the performance of the firm (McDaniel & Gates, 2001:5). The quantitative data refer to studies that use mathematic analysis which can reveal statistically significant differences (McDaniel & Gates, 2001:98). Quantitative research is defined as research involving the use of structured question in which the response options have been predetermined and a large number of respondents are involved.

Following the previous studies (Kantabutra and Avery, 2010, Kantabutra, 2012, Kantabutra and Suriyankietkaew, 2013, Kantabutra and Thepa-Apiraks, 2014, Kantabutra 2014b, Kantabutra 2011), Honeybee leadership is adopted as the framework to collect and analyze the data in Thai enterprise comprised of large and listed companies and also non-listed SMEs. It also shows that even publicly-listed company can resist pressures to conform to business-as-usual practices and adopt the long-term, socially responsible principles of “honeybee” sustainable leadership (Kantabutra & Avery, 2013).

Accordingly, a questionnaire¹ is adapted from Avery & Bergsteiner, 2010 where reverse scoring is used to counteract a phenomenon in psychology known as “response bias”. The questionnaire has been translated back and forth between English and Thai by two independent translators to ensure the validity before distributed to the respondents.

Table 3.1 Honeybee Leadership Framework

Leadership Elements		Sustainable leadership "Honeybee" philosophy	Shareholder-first "Locust" philosophy
		Sophisticated, stakeholders, social, sharing	Tough, ruthless, asocial, profit at any cost
Foundation practices			
1	Developing people	Develops everyone continuously	Develops people selectively
2	Labor relations	Seeks cooperation	Acts antagonistically
3	Retaining staff	Values long tenure at all levels	Accepts high staff turnover
4	Succession planning	Promotes from within wherever possible	Appoints from outside wherever possible
5	Valuing staff	Is concerned about employees' welfare	Treats people as interchangeable and a cost
6	CEO and top team	CEO works as top team member or speaker	CEO is decision maker, hero
7	Ethical behavior	"Doing-the-right thing" as an explicit core value	Ambivalent, negotiable, an assessable risk
8	Long-or short-term perspective	Prefers the long-term over the short-term	Short-term profit and growth prevail
9	Organizational change	Change is an evolving and considered process	Change is fast adjustment, volatile, can be ad hoc
10	Financial markets orientation	Seeks maximum independence from others	Follows its masters 'will, often slavishly
11	Responsibility for environment	Protects the environment	Is prepared to exploit the environment
12	Social responsibility (CSR)	Values people and the community	Exploits people and the community
13	Stakeholders	Everyone matters	Only shareholders matter

¹ The SLQ instrument is not for use or publication without prior permission in writing from Honorary Professor Harald Bergsteiner at the Institute for Sustainable Leadership in Australia, and acknowledged its source.

Table 3.1 Honeybee Leadership Framework (cont.)

Leadership Elements		Sustainable leadership "Honeybee" philosophy	Shareholder-first "Locust" philosophy
		Sophisticated, stakeholders, social, sharing	Tough, ruthless, asocial, profit at any cost
14	Vision's role in the business	Shared view of future is essential strategic tool	The future does not necessarily drive the business
Higher level practices			
15	Decision making	Is consensual and devolved	Is primarily manager-centered
16	Self-management	Staff are mostly self-managing	Managers manage
17	Team orientation	Teams are extensive and empowered	Teams are limited and manager-centered
18	Culture	Fosters an enabling, widely-shared culture	Culture is weak except for a focus on short-term-results that may or may not be shared
19	Knowledge sharing and retention	Spreads throughout the organization	Limits knowledge to a few "gatekeepers"
20	Trust	High trust through relationships and goodwill	Control and monitoring compensate for low trust
Key performance drivers			
21	Innovation	Strong, systemic, Strategic innovation evident at all levels	Innovation is limited and selective; buys in expertise
22	Staff engagement	Values emotionally committed staff and the resulting commitment	Financial rewards suffice as motivators, no emotional commitment expected
23	Quality	Is embedded in the culture	Is a matter of control

These 23 frameworks are associated with the five performance outcomes which will become the important tools to analyze the information gathered from questionnaire in terms of;

- 1) Integrity of brand and reputation
- 2) Enhanced customer satisfaction
- 3) Solid operational financial
- 4) Long-term shareholder value
- 5) Long-term value for several stakeholders

3.3 Honeybee leadership and Hypothesis

H1: The more business develops people in terms of accessing to the training and development, the better the sustainability performance outcome;

H1.1: Brand and reputation

H1.2: Customer satisfaction

H1.3: Financial performance

H1.4: Long-term shareholder value

H1.5: Long-term stakeholder value

H2: The more cooperative the relationship between labor union and top management, the better the sustainability performance outcome;

H2.1: Brand and reputation

H2.2: Customer satisfaction

H2.3: Financial performance

H2.4: Long-term shareholder value

H2.5: Long-term stakeholder value

H3: The longer the average tenure in all level, the better the sustainability performance outcome;

H3.1: Brand and reputation

H3.2: Customer satisfaction

H3.3: Financial performance

H3.4: Long-term shareholder value

H3.5: Long-term stakeholder value

H4: The more people are promoted from within the organization, the better the sustainability performance outcome;

H4.1: Brand and reputation

H4.2: Customer satisfaction

H4.3: Financial performance

H4.4: Long-term shareholder value

H4.5: Long-term stakeholder value

H5: The more company concerns about the employee welfare, the better the sustainability performance outcome;

H5.1: Brand and reputation

H5.2: Customer satisfaction

H5.3: Financial performance

H5.4: Long-term shareholder value

H5.5: Long-term stakeholder value

H6: The less CEO performs as a decision maker, the better the sustainability performance outcome;

H6.1: Brand and reputation

H6.2: Customer satisfaction

H6.3: Financial performance

H6.4: Long-term shareholder value

H6.5: Long-term stakeholder value

H7: The more people adhere and behave in ethical way as a core value, the better the sustainability performance outcome;

H7.1: Brand and reputation

H7.2: Customer satisfaction

H7.3: Financial performance

H7.4: Long-term shareholder value

H7.5: Long-term stakeholder value

H8: The more company prepare for long term perspective, the better the sustainability performance outcome;

H8.1: Brand and reputation

H8.2: Customer satisfaction

H8.3: Financial performance

H8.4: Long-term shareholder value

H8.5: Long-term stakeholder value

H9: The more the change is considered and managed in the organization, the better the sustainability performance outcome

H9.1: Brand and reputation

H9.2: Customer satisfaction

H9.3: Financial performance

H9.4: Long-term shareholder value

H9.5: Long-term stakeholder value

H10: The more independent the company from stock market, the better the sustainability performance outcome;

H10.1: Brand and reputation

H10.2: Customer satisfaction

H10.3: Financial performance

H10.4: Long-term shareholder value

H10.5: Long-term stakeholder value

H11: The more company concerns on environment protection, the better the sustainability performance outcome;

H11.1: Brand and reputation

H11.2: Customer satisfaction

H11.3: Financial performance

H11.4: Long-term shareholder value

H11.5: Long-term stakeholder value

H12: The more company values people and community, the better the sustainability performance outcome;

H12.1: Brand and reputation

H12.2: Customer satisfaction

H12.3: Financial performance

H12.4: Long-term shareholder value

H12.5: Long-term stakeholder value

H13: The more company is responsible for wide range of stakeholder, the better the sustainability performance outcome;

H13.1: Brand and reputation

H13.2: Customer satisfaction

H13.3: Financial performance

H13.4: Long-term shareholder value

H13.5: Long-term stakeholder value

H14: The more people in the organization share the cooperate vision, the better the sustainability performance outcome;

H14.1: Brand and reputation

H14.2: Customer satisfaction

H14.3: Financial performance

H14.4: Long-term shareholder value

H14.5: Long-term stakeholder value

H15: The more consensual decision making in the organization, the better the sustainability performance outcome;

H15.1: Brand and reputation

H15.2: Customer satisfaction

H15.3: Financial performance

H15.4: Long-term shareholder value

H15.5: Long-term stakeholder value

H16: The more the self-managing staff in the organization, the better the sustainability performance outcome;

H16.1: Brand and reputation

H16.2: Customer satisfaction

H16.3: Financial performance

H16.4: Long-term shareholder value

H16.5: Long-term stakeholder value

H17: The more the extensive and empowered teams are in the organization, the better the sustainability performance outcome;

H17.1: Brand and reputation

H17.2: Customer satisfaction

H17.3: Financial performance

H17.4: Long-term shareholder value

H17.5: Long-term stakeholder value

H18: The more the culture is fostered and shared within the organization, the better the sustainability performance outcome;

H18.1: Brand and reputation

H18.2: Customer satisfaction

H18.3: Financial performance

H18.4: Long-term shareholder value

H18.5: Long-term stakeholder value

H19: The more the knowledge is shared and retained within the organization, the better the sustainability performance outcome;

H19.1: Brand and reputation

H19.2: Customer satisfaction

H19.3: Financial performance

H19.4: Long-term shareholder value

H19.5: Long-term stakeholder value

H20: The more the trustworthy relationship among employees within the organization, the better the sustainability performance outcome;

H20.1: Brand and reputation

H20.2: Customer satisfaction

H20.3: Financial performance

H20.4: Long-term shareholder value

H20.5: Long-term stakeholder value

H21: The more company supports the strong, systemic and strategic innovation evident at all levels, the better the sustainability performance outcome;

H21.1: Brand and reputation

H21.2: Customer satisfaction

H21.3: Financial performance

H21.4: Long-term shareholder value

H21.5: Long-term stakeholder value

H22: The more company value emotionally committed staff and their commitment, the better the sustainability performance outcome;

H22.1: Brand and reputation

H22.2: Customer satisfaction

H22.3: Financial performance

H22.4: Long-term shareholder value

H22.5: Long-term stakeholder value

H23: The more the quality is embedded in the corporate culture, the better the sustainability performance outcome;

H23.1: Brand and reputation

H23.2: Customer satisfaction

H23.3: Financial performance

H23.4: Long-term shareholder value

H23.5: Long-term stakeholder value

The hypothesis will be tested in the coffee shop business since it became one of the most popular and attractive businesses. Everyone foresees the possibility to gain the profit with low budget of investment, in comparison to the restaurant, pub or bar, while the number of customer is increasing steadily. Therefore it is not surprising that there are several groups of investor, both Thai and foreigner, are interested in this business field nowadays.

Another reason could be there were many large coffee shops from overseas that launched in Thailand nowadays e.g. Starbucks, Harrods tea room etc., so these extremely create a huge effect in terms of stimulating excitement and awareness of the coffee industry at the moment.

Meanwhile the customer behaviors have been changed. Previously the majority of Thai customers prefers to drink an instant coffee rather than roasted coffee, but currently Thai people prefer to drink the roasted coffee in the coffee shop where individually decorated with pleasant atmosphere (Kasikorn Research Center, 2012). However the study found that there are many shops that have to be closed because of failure management. Therefore the study of sustainable leadership would help to understand and plan for the operation more effectively in order to survive in every crisis and achieve sustainable success in long run.

To ensure that data derived are based on the same criteria and meet the objectives of this research, therefore the first part of questionnaire shall consist of demographic questions as follow;

- 1) The range of operating period
- 2) The share of percentage between domestic and international
- 3) Number of employees who currently work in the organization
- 4) Information about SET
- 5) Company size

The next part of the questionnaire is related to the corporate sustainability which will help to identify the achievement on performing business in terms of sustainable leadership. This part is consisting of 55 varieties of question both in Thai and English which will be categorized into 23 elements afterward. The respondents shall rate for each topic, starting from strongly agree, agree, neutral, disagree and strongly disagree, that matches with the way of practice of the company at present.

The last part of this questionnaire related to personal opinion of each respondent toward the administration of the organization when compared to the competitors in terms of;

- 1) Brand / image of the brand
- 2) Customer satisfaction
- 3) Profitability
- 4) Benefit to the investors
- 5) Contribution to a wide range of stakeholders including the community

Descriptive statistics and correlation analysis are adopted as the analytical methods for the present study on the following chapter.



CHAPTER IV FINDINGS

The findings are analyzed from data gathered from various respondents based on Avery and Bergsteiner's (2011) research framework. This chapter will show the correlation between 23 frameworks toward five performance outcomes in order to prove which hypotheses are consistent with the business field or which are not.

Based on the data collected from questionnaires, the result will be shown in 23 tables. If the subject matter has significant relationship with the five performance outcomes, the star sign will be appear on the number in topic "Pearson correlation" in the first vertical row of the table. If any topics have this symbol as mention above, it shall be categorized as "Accepted". However if the symbol does not appear, that topics shall be categorized as "Rejected".

Table 4.1 Developing People

		Correlations					
		DevelopPeopl e	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
DevelopPeople	Pearson Correlation	1	.464**	.423**	.487**	.215	.529**
	Sig. (2-tailed)		.001	.002	.000	.133	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.464**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.001		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.423**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.002	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.487**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.215	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.133	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.529**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H1: The more business develops people in terms of accessing to the training and development, the better the sustainability performance outcome;

H1.1: Brand and reputation Accepted

H1.2: Customer satisfaction Accepted

H1.3: Financial performance Accepted

H1.4: Long-term shareholder value Rejected

H1.5: Long-term stakeholder value Accepted

The correlation analysis result indicates four significant relationships between developing people and brand reputation, customer satisfaction, financial performance and long-term stakeholder value, therefore H1.1, 1.2, 1.3 and 1.5 are accepted, one hypothesis is rejected.

Table 4.2 Labor Relation

		Correlations					
		LaborRelation	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
LaborRelation	Pearson Correlation	1	.651**	.532**	.552**	.588**	.393**
	Sig. (2-tailed)		.000	.000	.000	.000	.005
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.651**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.532**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.552**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.588**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.393**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.005	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H2: The more cooperative the relationship between labor union and top management, the better the sustainability performance outcome;

H2.1: Brand and reputation Accepted

H2.2: Customer satisfaction Accepted

H2.3: Financial performance Accepted

H2.4: Long-term shareholder value Accepted

H2.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.2.1-2.5 are accepted.

Table 4.3 Retaining staff

		Correlations					
		EmployeeRetention	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
EmployeeRetention	Pearson Correlation	1	.124	.164	.140	.144	.100
	Sig. (2-tailed)		.390	.254	.331	.318	.490
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.124	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.390		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.164	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.254	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.140	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.331	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.144	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.318	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.100	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.490	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H3: The longer the average tenure in all level, the better the sustainability performance outcome;

H3.1: Brand and reputation Rejected

H3.2: Customer satisfaction Rejected

H3.3: Financial performance Rejected

H3.4: Long-term shareholder value Rejected

H3.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H3.1-3.5 are rejected.

Table 4.4 Succession planning

		Correlations					
		SuccessionPlan	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
SuccessionPlan	Pearson Correlation	1	.223	.053	.086	.131	-.141
	Sig. (2-tailed)		.120	.717	.553	.364	.330
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.223	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.120		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.053	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.717	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.086	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.553	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.131	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.364	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	-.141	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.330	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H4: The more people are promoted from within the organization, the better the sustainability performance outcome;

H4.1: Brand and reputation Rejected

H4.2: Customer satisfaction Rejected

H4.3: Financial performance Rejected

H4.4: Long-term shareholder value Rejected

H4.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H4.1-4.5 are rejected.

Table 4.5 Valuing staff

		Correlations					
		ValuePeople	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
ValuePeople	Pearson Correlation	1	.631**	.572**	.450**	.387**	.538**
	Sig. (2-tailed)		.000	.000	.001	.006	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.631**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.572**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.450**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.001	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.387**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.006	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.538**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H5: The more company concerns about the employee welfare, the better the sustainability performance outcome;

H5.1: Brand and reputation Accepted

H5.2: Customer satisfaction Accepted

H5.3: Financial performance Accepted

H5.4: Long-term shareholder value Accepted

H5.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H 5.1-5.5 are accepted.

Table 4.6 CEO and Top Team

		Correlations					
		CEOTopTeam	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
CEOTopTeam	Pearson Correlation	1	.574**	.586**	.542**	.405**	.343*
	Sig. (2-tailed)		.000	.000	.000	.003	.015
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.574**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.586**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.542**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.405**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.003	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.343*	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.015	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

H6: The less CEO perform as a decision maker, the better the sustainability performance outcome;

H6.1: Brand and reputation Accepted

H6.2: Customer satisfaction Accepted

H6.3: Financial performance Accepted

H6.4: Long-term shareholder value Accepted

H6.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H 6.1-6.5 are accepted.

Table 4.7 Ethical behavior

Correlations

		Ethics	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Ethics	Pearson Correlation	1	.732**	.653**	.551**	.508**	.567**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.732**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.653**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.551**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.508**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.567**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** Correlation is significant at the 0.01 level (2-tailed).

H7: The more people adhere and behave in ethical way as a core value, the better the sustainability performance outcome;

H7.1: Brand and reputation Accepted

H7.2: Customer satisfaction Accepted

H7.3: Financial performance Accepted

H7.4: Long-term shareholder value Accepted

H7.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H 7.1-7.5 are accepted.

Table 4.8 Long-term perspective

		Correlations					
		LongTerm	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
LongTerm	Pearson Correlation	1	.032	.084	-.284*	.039	-.219
	Sig. (2-tailed)		.827	.561	.046	.788	.126
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.032	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.827		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.084	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.561	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.284*	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.046	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.039	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.788	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.219	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.126	.000	.000	.000	.000	
	N	50	50	50	50	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

H8: The more company prepares for long term perspective, the better the sustainability performance outcome;

H8.1: Brand and reputation Rejected

H8.2: Customer satisfaction Rejected

H8.3: Financial performance Rejected

H8.4: Long-term shareholder value Rejected

H8.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H 8.1-8.5 are rejected.

Table 4.9 Organizational change

		Correlations					
		OrganizationalChange	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
OrganizationalChange	Pearson Correlation	1	.745**	.673**	.588**	.544**	.647**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.745**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.673**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.588**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.544**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.647**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H9: The more the change is considered and managed in the organization, the better the sustainability performance outcome;

H9.1: Brand and reputation Accepted

H9.2: Customer satisfaction Accepted

H9.3: Financial performance Accepted

H9.4: Long-term shareholder value Accepted

H9.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H 9.1-9.5 are accepted.

Table 4.10 Financial markets orientation

		Correlations					
		FinancialMarkets	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
FinancialMarkets	Pearson Correlation	1	.115	.152	.084	.183	.106
	Sig. (2-tailed)		.428	.291	.564	.203	.462
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.115	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.428		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.152	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.291	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.084	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.564	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.183	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.203	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.106	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.462	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H10: The more independent the company from stock market, the better the sustainability performance outcome;

H10.1: Brand and reputation Rejected

H10.2: Customer satisfaction Rejected

H10.3: Financial performance Rejected

H10.4: Long-term shareholder value Rejected

H10.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H 10.1-10.5 are rejected.

Table 4.11 Responsibility for environment

		Correlations					
		ResponsibilityEnvironment	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
ResponsibilityEnvironment	Pearson Correlation	1	.114	.134	.205	.118	.201
	Sig. (2-tailed)		.429	.353	.154	.416	.162
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.114	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.429		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.134	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.353	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.205	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.154	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.118	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.416	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.201	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.162	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H11: The more company concerns on environment protection, the better the sustainability performance outcome;

H11.1: Brand and reputation Rejected

H11.2: Customer satisfaction Rejected

H11.3: Financial performance Rejected

H11.4: Long-term shareholder value Rejected

H11.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H 11.1-11.5 are rejected.

Table 4.12 Social responsibility (CSR)

		Correlations					
		SocialRespo nsibility	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
SocialResponsibility	Pearson Correlation	1	-.058	-.006	-.005	-.040	-.084
	Sig. (2-tailed)		.687	.966	.975	.785	.564
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.058	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.687		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	-.006	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.966	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.005	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.975	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.040	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.785	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.084	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.564	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H12: The more company values people and community, the better the sustainability performance outcome;

H12.1: Brand and reputation Rejected

H12.2: Customer satisfaction Rejected

H12.3: Financial performance Rejected

H12.4: Long-term shareholder value Rejected

H12.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H 12.1-12.5 are rejected.

Table 4.13 Stakeholders

		Correlations					
		Stakeholders	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Stakeholders	Pearson Correlation	1	.377**	.284*	.296*	.491**	.367**
	Sig. (2-tailed)		.007	.045	.037	.000	.009
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.377**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.007		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.284*	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.045	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.296*	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.037	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.491**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.367**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.009	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

H13: The more company is responsible for wide range of stakeholder, the better the sustainability performance outcome;

H13.1: Brand and reputation Accepted

H13.2: Customer satisfaction Accepted

H13.3: Financial performance Accepted

H13.4: Long-term shareholder value Accepted

H13.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H 13.1-13.5 are accepted.

Table 4.14 Vision's role in the business

		Correlations					
		Vision	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Vision	Pearson Correlation	1	.572**	.497**	.378**	.418**	.497**
	Sig. (2-tailed)		.000	.000	.007	.002	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.572**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.497**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.378**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.007	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.418**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.002	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.497**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H14: The more people in the organization share the cooperate vision, the better the sustainability performance outcome;

H14.1: Brand and reputation Accepted

H14.2: Customer satisfaction Accepted

H14.3: Financial performance Accepted

H14.4: Long-term shareholder value Accepted

H14.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.14.1-14.5 are accepted.

Table 4.15 Decision making

		Correlations					
		DecisionMaki ng	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
DecisionMaking	Pearson Correlation	1	.389**	.411**	.345*	.233	.146
	Sig. (2-tailed)		.005	.003	.014	.103	.311
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.389**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.005		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.411**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.003	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.345*	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.014	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.233	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.103	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.146	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.311	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

H15: The more consensual decision making in the organization, the better the sustainability performance outcome;

H15.1: Brand and reputation Accepted

H15.2: Customer satisfaction Accepted

H15.3: Financial performance Accepted

H15.4: Long-term shareholder value Rejected

H15.5: Long-term stakeholder value Rejected

The correlation analysis result indicates three significant relationships between decision making and brand reputation, customer satisfaction and financial performance, therefore H.15.1-15.3 are accepted, those two other hypotheses are rejected.

Table 4.16 Self-management

		Correlations					
		SelfManaging	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
SelfManaging	Pearson Correlation	1	.526**	.561**	.426**	.225	.368**
	Sig. (2-tailed)		.000	.000	.002	.117	.009
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.526**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.561**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.426**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.002	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.225	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.117	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.368**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.009	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H16: The more the self-managing staff in the organization, the better the sustainability performance outcome;

H16.1: Brand and reputation Accepted

H16.2: Customer satisfaction Accepted

H16.3: Financial performance Accepted

H16.4: Long-term shareholder value Rejected

H16.5: Long-term stakeholder value Accepted

The correlation analysis result indicates four significant relationships between self-managing and brand reputation, customer satisfaction, financial performance and long-term stakeholder value, therefore H.16.1-16.3 and 16.5 are accepted, the other one hypothesis is rejected.

Table 4.17 Team orientation

		Correlations					
		TeamOrientat ion	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
TeamOrientation	Pearson Correlation	1	.151	.206	-.111	.068	.084
	Sig. (2-tailed)		.295	.150	.441	.637	.560
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.151	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.295		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.206	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.150	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.111	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.441	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.068	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.637	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.084	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.560	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** Correlation is significant at the 0.01 level (2-tailed).

H17: The more extensive and empowered the teams are in the organization, the better the sustainability performance outcome;

H17.1: Brand and reputation Rejected

H17.2: Customer satisfaction Rejected

H17.3: Financial performance Rejected

H17.4: Long-term shareholder value Rejected

H17.5: Long-term stakeholder value Rejected

The correlation analysis result indicates no significant relationships, therefore H.17.1-17.5 are rejected.

Table 4.18 Culture

		Correlations					
		Culture	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Culture	Pearson Correlation	1	.737**	.646**	.575**	.525**	.581**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.737**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.646**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.575**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.525**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.581**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H18: The more the culture is fostered and shared within the organization, the better the sustainability performance outcome;

H18.1: Brand and reputation Accepted

H18.2: Customer satisfaction Accepted

H18.3: Financial performance Accepted

H18.4: Long-term shareholder value Accepted

H18.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.18.1-18.5 are accepted.

Table 4.19 Knowledge sharing and retention

		Correlations					
		KnowledgeSharing	BrandReputation	CustomerSatisfaction	Profits	ShareholderValue	StakeholderValue
KnowledgeSharing	Pearson Correlation	1	.750**	.709**	.488**	.455**	.579**
	Sig. (2-tailed)		.000	.000	.000	.001	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.750**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.709**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.488**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.455**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.001	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderValue	Pearson Correlation	.579**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H19: The more the knowledge is shared and retained within the organization, the better the sustainability performance outcome;

H19.1: Brand and reputation Accepted

H19.2: Customer satisfaction Accepted

H19.3: Financial performance Accepted

H19.4: Long-term shareholder value Accepted

H19.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.19.1-19.5 are accepted.

Table 4.20 Trust

		Correlations					
		Trust	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Trust	Pearson Correlation	1	.724**	.618**	.546**	.545**	.578**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.724**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.618**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.546**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.545**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.578**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H20: The more the trustworthy relationship among employees within the organization, the better the sustainability performance outcome;

H20.1: Brand and reputation Accepted

H20.2: Customer satisfaction Accepted

H20.3: Financial performance Accepted

H20.4: Long-term shareholder value Accepted

H20.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.20.1-21.5 are accepted.

Table 4.21 Innovation

		Correlations					
		Innovation	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Innovation	Pearson Correlation	1	.469**	.467**	.469**	.485**	.621**
	Sig. (2-tailed)		.001	.001	.001	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.469**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.001		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.467**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.001	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.469**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.001	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.485**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.621**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H21: The more company supports the strong, systemic and strategic innovation evident at all levels, the better the sustainability performance outcome;

H21.1: Brand and reputation Accepted

H21.2: Customer satisfaction Accepted

H21.3: Financial performance Accepted

H21.4: Long-term shareholder value Accepted

H21.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.21.1-21.5 are accepted.

Table 4.22 Staff engagement

		Correlations					
		EngagedEmp loyees	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
EngagedEmployees	Pearson Correlation	1	.716**	.635**	.610**	.598**	.704**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.716**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.635**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.610**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.598**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.704**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H22: The more company value emotionally committed staff and their commitment, the better the sustainability performance outcome;

H22.1: Brand and reputation Accepted

H22.2: Customer satisfaction Accepted

H22.3: Financial performance Accepted

H22.4: Long-term shareholder value Accepted

H22.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.22.1-22.5 are accepted.

Table 4.23 Quality

		Correlations					
		Quality	BrandReputat ion	CustomerSati sfaction	Profits	ShareholderV alue	StakeholderV aule
Quality	Pearson Correlation	1	.692**	.567**	.541**	.540**	.603**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.692**	1	.834**	.580**	.550**	.518**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.567**	.834**	1	.562**	.469**	.519**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.541**	.580**	.562**	1	.480**	.559**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.540**	.550**	.469**	.480**	1	.537**
	Sig. (2-tailed)	.000	.000	.001	.000		.000
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.603**	.518**	.519**	.559**	.537**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

H23: The more the quality is embedded in the corporate culture, the better the sustainability performance outcome;

H23.1: Brand and reputation Accepted

H23.2: Customer satisfaction Accepted

H23.3: Financial performance Accepted

H23.4: Long-term shareholder value Accepted

H23.5: Long-term stakeholder value Accepted

The correlation analysis result indicates all significant relationships, therefore H.23.1-23.5 are accepted.

Referring to the results displayed in the table, we can see there is no significant relationship in some topics while there are some topics that have strong relationships between the frameworks and performance outcomes. The discussion regarding to the result will be analyzed on the following chapter.

CHAPTER V

DISCUSSION AND CONCLUSION

The discussion shall be analyzed and explained based on Avery and Bergsteiner's research framework (2011) by referring to outcome from data collection gathered from 50 respondents previously. According to the outcome, I found that there are some practices in Honeybee Leadership theory that have strongly has correlation with the five performance outcomes while the some practices have no significant relationship altogether.

5.1 Foundation Practices

5.1.1 The investment in developing and training people

According to the theory, the direct hidden benefits of training are often overlooked in evaluating labor costs and productivity. A skilled workforce will support the three key performance drivers shown in the Sustainable Leadership Pyramid namely staff engagement, innovation and quality. Among the higher level practices, training and development can enhance self-managing and team work as well as strengthen the organization's culture and promote trust (Avery & Bergsteiner, 2010).

Training and development in coffee shop business is considered to be the subject matter for business operation. Due to the nature of work requires specific skills such as brewing the coffee, improving and creating new recipes, selecting ingredients, dealing with customer needs and unexpected situation, maintaining the quality of products etc. The owner provides a regular training for apprentice and experienced staffs, both in customer-facing and production workers, with the objective to enhance their skills and performance, ensure service quality and increase productivity, profit and stakeholders' value. Since it will directly have an impact on the sales volume and customer satisfaction which will eventually lead to the brand and reputation at the end.

Owing to the business is related to the sales of goods and services, therefore the shop owner must give priority to the quality, flavor, and impressive service. Thus, not only the technical skills are necessary to be developed but also people interpersonal, methodological and management skills must be considered as well. The training will be varying depending on availability in terms of financial of the shop. Some shop may organize an internal training by experienced staff, some may do "on-the-job training and coaching" or some may send their staff to join with the renowned institutions in order to get a diploma in brewing coffee. As we can observe that there is a new coffee shop opened almost every day, therefore the coffee shop has relatively high rate of competition. To survive in such this situation which the demand is less than the supply, the owner must emphasize on training and development even more by invest heavily budget in developing their people's skills when compared to the past.

5.1.2 Fostering cooperative or tolerating antagonistic labor relations

According to the previous studies and research, it shows that labor relations indirectly affect overall reputation and company performance, largely through their effects on customers (Avery & Bergsteiner, 2010).

A small business like coffee shop may not require a staff representative to represent the voice of employees as in the large enterprise. According to the demographic of coffee shop business which is newly opened (around 1-3 years) and the less number of staffs (approximately 3-5 persons), so the employees are able to participate at different levels in decision affecting their future or making key business decision with their employers directly according to the close relationship toward each other. In other words, the owners always foster excellent labor management relations as a regular basis while employees and managements treat each other as partners.

Most of the owner consider the participation of the employees as an essential issue, because it is presumed to lead to the improvement of job satisfaction and productivity and enhanced financial performance of the shop. As mentioned above, the collaboration between two parties shall assist in achieving business objectives in every aspect in the five performance outcomes. Therefore when the labor management is carried out fairly, the staff will feel satisfied and pride in their roles which will clearly express through the quality of work and individual performance. Thereafter business performance

appears to improve when the relationship among employees and management are cordial. In conclusion the labor relation can be positive or negative effects on a firm's performance depending on the nature of the cooperative relationship with management.

5.1.3 Retaining staff or treating employees as replaceable resource

Laid-off staff provides a firm with flexibility to quickly adjust to the changes in the market. It also allows firms to attack competition through lower prices. This can be advantage in producing cheap commodity items and restructuring an enterprise quickly. Referring to the Honeybee Leadership Philosophy, in sectors where innovation and quality are important, a hire-and-fire approach brings disadvantages because it is very difficult to impart and retain essential skills and knowledge. Therefore the company that attained through the Honeybee Leadership Principle will try to retain the staff even in difficult time (Avery & Bergsteiner, 2010).

In terms of coffee shop business, the result shows no significant relationship between staff retention and five performance outcomes. It is not necessary to retain the employees that much when compared to other type of businesses that require expertise or license to be worked. Owing to the roles and responsibilities of coffee shop staff, i.e. cashier, barista or cleaning staff, do not require any specialization, thus everyone can learn all working procedures through the training and continuous practice. In addition, the recipes of all beverages are clearly defined so the new staff can start their role without time-consuming. Therefore when the owner faced difficult times they probably decide to lay off their staffs easily in order to maintain the financial status by replacing the old one with high wages with another one that has lower wages.

Moreover they do not have a choice of career paths in an effort to retain employees who want to work in a different kind of career for example; the barista who has been working with the company for a long time shall become a highly skilled barista not the owner, because they are not an investor of the shop since the beginning.

Despite retaining staff is far better than laid-off in term of cost and time saving according to the Honeybee Leadership philosophy. However in the view of SMEs like a small coffee shop, it does not create a huge negative affect toward brand and reputation, customer satisfaction, profit or long term shareholders or stakeholders value as long as the quality of beverage and service provided remain unchanged.

5.1.4 Focusing succession planning on internal or external prospects

Honeybee leadership prefers to promote people from within the organization rather than hire new workers. In periods of rapid growth, filling every role from within is not feasible but the newcomers are carefully selected and introduced into the existing organizational culture. The study also concluded that it is not only the quality of leadership that most separates excellent companies from others but the continuity of quality leadership can preserve core organization values, maintains strong and consistent culture and helps ensure long term plans and strategies remain on the target (Avery & Bergsteiner, 2010).

As mentioned earlier on the issue about retaining staff, the career path and nature of work of the general staffs in coffee shop is not diversity when compared to the large enterprise. Due to a position is relatively limited as everyone has a clear job description for themselves, so it is very difficult to promote the staff to work in higher position in SMEs business. If there is a sudden vacant position, the person who works in other role is able to switch temporarily to replace such that vacancy without causing any difficulties.

Apart from that the management is always the same person who invests the money in opening and operating the business and also the same person who defines themselves as a general manager with full authority. It is almost impossible to hire the outsider to manage and set the direction of the shop unless the previous owner decided to discontinue the operation. In conclusion the succession planning is not extensively involved with the coffee shop since it is a small business and also does not have significant relationship toward the five performance outcomes.

5.1.5 Signaling to employees how much they valued

The firm's performance can be raised by focusing on the value that employees bring to the business. Honeybee Leadership Philosophy focuses on personal life-work balance and recognition rather than high wages and other incentives, rewards or bonus. Almost everyone expects to receive extraordinary benefits, experience high job satisfaction, have fun at work and find opportunity to balance their personal and work lives. Example include providing security of employment, recruiting for culture fit, sharing information, employee participation and empowerment, self-managing team work and multi-skilling,

and training staff across different activities. Moreover the positive work environments demonstrably pay off in financial performance compared with negative environments (Avery & Bergsteiner, 2010).

In coffee shop business the general welfares, such as on-site medical facilities, standardize workplace, hygiene toilet, profit sharing and bonus schemes etc., and wages are determined in accordance with the Thai Labor law. Therefore it does not cause a sense of disparity or unfairness between individual staffs and the owners. Most of them are able to achieve the goal by treating their staffs very well during the difficult times because of the small number of staffs.

According to the less number of staffs, the additional welfare such as health care plan, overtime pay, housing welfare, travelling expenses etc., are able to be allocated easier and more effective. Because the approval process can be done in a very short period of time due to the hierarchy of approval is not complicated if compared to the large enterprise where consists of hundreds of employees. Furthermore, the small number of staffs also allows the owner to have an opportunity to learn and understand their people very closely and continuously. By this means, the owner can generate strong loyalty toward the coffee shop which finally encourages brand and reputation, increase company revenue meanwhile reducing the staff turnover rate.

Owing to the Honeybee Leadership Philosophy recognizes employee as a key of success of the company therefore valuing staffs is another way to maintain good relationship. Referring to the result from data gathering, it can be assumed that a satisfied and happy workforce can enhance customer satisfaction and in turn raises financial performance of the company. On the other hand a shareholder value shall increase as a consequence of a skilled and motivated staff, adaptable workforce by creating an employee oriented in workplace.

5.1.6 A “heroic” CEO or a top team manages the business

A team-based approach is more characteristic of Honeybee Leadership Philosophy. The role of so-call CEO can be either the speaker of a group of equals or as the final authority. CEO shall identify themselves as a part of successful team. According to the previous study, well known management experts support a more

team base approach and urge the firms to reduce their dependence on the characteristic all powerful CEO (Avery & Bergsteiner, 2010).

According to the result it shows that this kind of business support the CEO or a top team manages practice. The coffee shop tends to have fewer members in their top team than larger company, normally there are only one or two people who have full authority in decision making called “the owner or manager” depending on company purpose. Since the administrative is not very complex therefore the communication between various segments within the shop can be achieved easily, precise and rapid due to the close relationship among all employees.

The owners or managers hardly perform as a speaker of the group because these small businesses are always focusing on brainstorming process, since the essential skills are unlikely to be found in single person. Therefore the coffee shop where led by a top team based on group decision are more likely to generate outstanding performance than the shop that led by single owner.

5.1.7 Attitude towards ethical behavior

Honeybee organization seeks to deter wrong-doing by embedding ethical behavior in the organization’s culture. They required their people to do the right thing, binding people to a set of principles, codes of conduct and values that support ethical behavior in order to protect brand and reputation and to ensure the firm’s resources and technical skills are put to appropriate use. In this way, ethics become an integral part of good relationship. The ethic should involve more than avoiding fraud and scandals. People are expected to be virtuous and act in the best way as they can (Avery & Bergsteiner, 2010).

Conducting business ethically is very simple for the small business like coffee shop for example using good quality ingredients, selling product at fair price, removing expire raw materials, avoiding undersell with the suppliers, encouraging positive behavior of employees, not making trouble to the community, not taking advantage of the employees or even discrediting competitors by using trickery etc. The staffs tend to have confident in what they are doing, understand and commit to company value when they think their leaders achieve the ethical standard.

Acting ethically will help to protect the brand reputation, increase customer satisfaction meanwhile creating consistently and substantially profits, due to the ethical companies are more likely to generate higher market value if compared to the less ethical competitors. In other words, the coffee shops where concerned about the employees and communities are more likely to perform themselves in an ethical way which will lead to the long term benefit of stakeholders and shareholders values.

5.1.8 Favoring short term or long term perspectives

The Honeybee model values the long term perspective in terms of developing strategy and increasing long term shareholder values. According to the theory, it shows that the numbers shown in each financial reporting period is outstanding specifically for the firms where apply Honeybee Leadership philosophy through their way of practice. However to achieve a solid performance over the long term is a major management challenge nowadays (Avery & Bergsteiner, 2010).

Since the questionnaires are conducted throughout the newly opened coffee shop surrounding Bangkok and metropolitan areas, therefore they probably not prepare themselves for the long term perspective because the primary issue that the respondents always emphasize is how to break even and return profit as soon as possible. This is the main reason that so many people fall under a lot of pressure and stress to find out and develop strategy in order to gain the profit in a short period of time while maintain the customer satisfaction. It is not surprising that most of the owner waste their time for worthless activities or focus on the wrong point. Thus, trying to generate profitability mostly affect the long term perspective.

In another aspect the investment for people development may not be fully achieved since the coffee shop must carefully plan for the monthly budget. The activity that is less important shall be postponed in order to save costs. In some cases when the shop faced turbulent situation regarding to financial crisis, Laid-off the staff may be the first option that the owner will probably do which is entirely contrary to the Honeybee leadership philosophy. This demonstrates that the company does not concern about long term perspective as much as they should.

In conclusion realizing a long term vision may require support of short term perspective in terms of financial until the benefit, strategy or work procedures have been aligned to fit with the company vision.

5.1.9 Approach to organizational change

Honeybee leadership encourages and rewards continuous improvement so when the major change is required in Honeybee enterprise, it is a plan and managed process whenever possible. In times of relative stability, changes can be carefully planned to make sure that new processes and behavior are compatible with the existing system unless the whole system requires modification. The employee behavior must adapt and of course they will need compelling reasons for doing so (Avery & Bergsteiner, 2010).

The major change that commonly found in SMEs business relating to product and service are “the customer behavior” and “consumer trend”. It is rapidly and continuously happened over particular time and no one is able to control it. The example of change in consumer behavior which related to coffee shop business as follow; previously the majority of Thai customers prefers to drink an instant coffee rather than roasted coffee, but currently Thai people prefer to drink the roasted coffee in the coffee shop where individually decorated with pleasant atmosphere.

Example of change in terms of customer trend as follow; “slow life trend” while people prefer to take their leisure time in coffee shop where decorated in unique style enjoying their favorite cup of coffee while reading books or "health conscious trend" while the customer prefer an organic materials rather than synthetic ingredients even they have to pay the higher price etc.

The owner must have broader vision and prepare for the change that may occur any time by developing and training new skills to their staffs, constantly follow economics news, create new recipes or improve quality of product and service all the time in order to create selling point which difference from the competitors and to protect brand and reputation including maintain financial performance.

5.1.10 Dependence on or independence from the financial markets (or from political masters in the case of government organizations)

Honeybee Leadership challenges financial in different ways due to the theory do not concern on short term variations in share price because maximizing profit is not the same as maximizing the wealth of the firm. Also between 50-80 per cent of the firm's value can be attributed to non-financial assets such as human, intellectual capital and brand. Therefore the firms always manage their growth targets by relying on their own resources and judging how well an enterprise is doing based on fluctuations in the share price (Avery & Bergsteiner, 2010).

Most of the coffee shops are managed under the private control since the owner and the shareholders are often the same person in small business, therefore they were not forced to achieve any financial targets, but still interest in profit. It's not necessary for them to increase share price or manage shareholders expectation as in the big company. However they are still interested in balancing the demands of their own sustainability.

The owners clearly acknowledge and understand the liquidity and company situation so that the result indicates no significant relationship toward five performance outcome. They tend to focus on short-term perspective in terms of stimulating financial performance within the shortest period than focusing on joining financial markets or the hedge fund which are not relevant to the coffee shop.

5.1.11 Environmental responsibility

Environmental responsibility is also one of the core values of Honeybee Leadership based on two conditions which are ethical and pragmatic. The ethical aspect is that people have no right to damage others' health, livelihood or quality of life of the future generation for example clean air, water, natural resources, non-toxic environment, wildlife etc. The pragmatic aspect is that degrading the context within which an enterprise operates poses a long term threat to a firm's own sustainability. The motivation for environment protection can come from investors, customers and employees as a part of sustainable leadership (Avery & Bergsteiner, 2010).

The nature of business including business activities do not associate with the environmental destruction just like the large industrial enterprise where required to

pass the ISO standard, because they believed that the existing standard were sufficient. Therefore the result shows no significant relationship toward those five performance outcomes. The coffee shops perform their business based on general standard like other SMEs business. They did not expect their supplier to do the same things. They do not provide any environmental audit report to the public or allocate specific budget for environment protection. In other words they concern about the cost rather than activities related to environmental issue.

But it is unable to conclude that they entirely ignore the importance of environment protection because some activities are still related to the environment preservation such as saving the water, saving energy, managing waste, recycling garbage, reducing the use of plastic bags/glasses, planting trees surrounding coffee shop areas etc.

5.1.12 Social responsibility (CSR)

CSR is a broad concept with many different dimensions to perform. Business that contribute positively to society over and above the employment, investment returns, and service and goods that they provide are demonstrated to corporate social responsibility. The CSR initiatives primarily for public relation purposes, it will help to contributes to business sustainability, support a good enterprise, protect a company reputation and potentially create competitive advantage of the firms (Avery & Bergsteiner, 2010).

The planning for expenditure for small business must be done very carefully because limited resources. Due to the questionnaires were conducted on the newly opened coffee shop, approximately 1-3 years, therefore it is not surprising that the result indicates no significant relationship toward five performance outcomes.

Most of them emphasize on selling and servicing and the operation costs than CSR activities, so that they do not allocate the budget for the donation or any sponsorship in environment or humanitarian project or establish charitable foundations like the large enterprise where it has more resources to engage in CSR. They tend to believe that their business is already served society well by providing jobs to the people in their local community and generating wealth for the shareholders. The owners do not consider sustainability to be an important factor since it rarely affects to the firm performance, so the reputation for giving CSR is a low priority to SMEs business.

5.1.13 Range of stakeholders to be considered

The stakeholders approach actively promotes the interests of a wide range of individuals and groups inside and outside an enterprise. The interests of shareholders and owners can best be met when the interests of all those who need to contribute to the task of enriching the shareholders are simultaneously taken care of. This includes employees, customers, suppliers, managers, board members, patrons, media, governments and politicians, regulators, alliances, other partners and future generations. The Honeybee Leadership accepts that many groups contribute to the success of the firm (Avery & Bergsteiner, 2010).

In terms of the stakeholders approach, the primary focus will be on staff issues as a major concern. Generally, talented and skillful people certainly prefer to work with good companies. Since employees are one of the crucial key success factors, so that maintaining staff happiness became a major concern of every company. The close relationship, trust and collaboration between owner and staff will help to solve the problems that probably occur during the operation hours.

When the staffs are satisfied with their current roles, it will result in better performance which will lead to customer satisfaction in the end. If the customers feel satisfied with the coffee shop, obviously the brand and reputation will gradually increase from time to time. When the coffee shop became famous, the revenue will be enlarged accordingly.

5.1.14 Vision drives the business

Vision refers to whatever provides a clear direction or higher-order purpose for an organization's future. Honeybee Leadership supports a strong vision that employees are expected to share the vision toward each other. The nature of vision varies in how it is used, its content and the context in which it occurs. The company's vision derives more from its brand and reputation than from explicit statements. It shall be embedded in the way of practice of all employees.

Honeybee enterprises will ensure that their people accept the organization's vision and the organizational culture supports the vision. The clearly stated and shared visions perform better on financial when compared to the company without the vision. The clearly stated and shared visions perform better on financial when compared to

the company without the vision. Customer and staff satisfaction are enhanced when the employees 'vision aligns with the firm vision (Avery & Bergsteiner, 2010).

Sharing vision encourages the quality of decisions because it is supported by several contributions of the people who work within the coffee shop. These can ensure that strategy and corporate culture will progress seamlessly. Everyone will gain benefit from sharing vision through better decision making, innovation and self-managing for example; increase staff motivation and performance, enhance customer satisfaction, initiate the new idea, generate more profit etc. On the other hand, the work of leader will decrease when staffs started to share vision and values because it will help them to understand the direction and the way to get there.

Vision of all coffee shops is almost identical which is "Good taste and impressive service" that create maximum satisfaction. Setting clear vision shows that the coffee shop featured on brand and reputation and also customer satisfaction as priority, profit shall be the outgrowth that comes later.

5.2 Higher-level Practices

5.2.1 Decision making

Under the Honeybee leadership, strongly participative and decision making is not concentrated at the top level. It tends to spread down to the lowest operational level of staff throughout the organization. In addition Honeybee Leadership encourages collaborative decision making to enhance the quality and acceptance of a decision (Avery & Bergsteiner, 2010).

Most of the staffs are entitled to make their own decision toward minor subjects to empower their work capability resulting from well prepared training and coaching. They can make decision after consultation with the team or independent decision for those urgently cases if necessary for example dealing with dissatisfied customers, handling complaints or ordering ingredients when urgently out of stock etc.

The consensual decision making shall be done on the major concerned issues which always happened after vision sharing, for instance; determining objective and goals of individual staff, setting job description for specific position, targeting company

position, deciding to change suppliers or adjusting recipes etc. By such this approach, the coffee shop will effectively develop their strategy by sharing about what should or should not do to improve service quality from perspective of the actual operation. The staffs who has courageous to make a decision tend to have higher level of loyalty and commitment to the coffee shop compared with non-involved staffs because they have the feeling of ownership. These will lead to better financial and business performance at the end.

5.2.2 Self-managing employees

Self-managing refers to the employees who control their own behavior, initiate and self-leading. Some may work toward a direction or shared vision prescribed by the leader or strong organizational culture, some may create their own vision and initiative based on their knowledge under the company approach. The self-managing person always determines how to do and what to do to achieve the goal in order to succeed in career path. Honeybee Leadership focuses on all members operating as part of a broad system rather than the individual leader. Under this view a well-educated and skills workers do not need to be instructed in how to perform their duties (Avery & Bergsteiner, 2010).

There are multiple levels of staff who work in the coffee shop, thus the self-managing system may not be applicable for everyone who works there due to the difference personality, preferences, skills and behavior. In reality, not everyone is able and willing to be self-managing. There are people who require higher supervision than the others.

Most employees who work in coffee shop are the group of people who classified as a low to middle class educational level. Some people have no education while some people graduated from elementary or secondary schools. Therefore some specific tasks still need to be controlled by the supervisor or leader until they became specialist.

5.2.3 Team orientation

To achieve business goals and increase competitive advantages, teamwork and collaboration shall be considered as an important factor because a team can provide flexibility and immediate responses to change, transfer knowledge, cultivate company value greater and faster than individual. Based on Honeybee Leadership approach self-management and good internal communication will lead to positive outcome on the team performance. Employees must have appropriate attitudes, skills and behavior to work in the team. Honeybee teams can bring out highly skilled individuals when everyone in the organization knows each other well and commits to the same vision and culture. Team orientation will bring higher productivity, initiative, quality of work and enhance overall performance of the company (Avery & Bergsteiner, 2010).

In coffee shop business where staffs are able to perform their duties alone whether brewing coffee, taking orders, calculating bills, washing, cleaning or serving etc. Each function does not require a team-based culture or knowledge sharing because it's clearly defined in the job description or some of them may not have coordination skills or other capability that necessary required for teamwork. Even if owner knows that teamwork can improve individual performance and generate profitability, but due to the demographic of business, teamwork might not be considered as the most important issue in first place. When the tasks can be solely done from the beginning until the end of process by spending short period of time, therefore the result indicates no significant relationship toward five performance outcomes.

5.2.4 Cultures

In Honeybee enterprise, organizational cultures shall be defined as a shared feeling, way of practice, beliefs and company shared value. It's clearly identified where their standpoint is and where the goal or destination is. As a consequence of shared cultures, employees can announce with the outsiders about how special their workplace is. Since the cultures might necessarily to be shared from top to the lowest level in the organization, thus maintain company cultures are very challenge for the management because it required long term perspective and time to ensure that everyone has the same understanding regarding to those shared cultures. Apart from that having a strong culture is very helpful in turbulent situation by preventing the company from adapting to the

circumstance in which volatile and uncertainty and flexible enough when necessary to be adjusted (Avery & Bergsteiner, 2010).

Creating and maintaining a consistence corporate cultures in SMEs business, like coffee shop, is relatively difficult due to the high turnover rate of staff. So the new staff will be chosen very carefully by emphasizing on attitude and interpersonal skills to ensure whether individual value match with the organization's culture or not. However the owner and staff are aware of the importance of corporate culture as I can see from the result which indicates all significant relationship toward five performance outcomes. When everyone has the same understanding regarding to the cultures, it will become driving forces for continuous development which clearly visible in terms of brand and reputation, customer satisfaction, return on investment and long term value to all concerned parties for example; when staffs have belief and faith in organization culture, in turns, it will lead to the positive effects on customer perception toward the brand and raises trust in it.

5.2.5 Knowledge sharing and retention

The long term vision of Honeybee Leadership approach helps to support knowledge sharing and keep it within the organization for example long term focus on valuing staff, people development, high trust culture, retaining good relationship with the employees etc. Basically knowledge usually come from employee experience, research, experiment or learning from surroundings and will be shared depending on the quality of relationship. Knowledge shall be transferred from one to another by communication especially informally communication. This transfer will result in cost and time saving and other intangible benefits such as exchange of idea and experience, enjoyment, relationship building etc (Avery & Bergsteiner, 2010).

The exchange of knowledge and attitudes are still considered to be important things to abide even in the small business as the result shows all significant relationship toward five performance outcomes. The exchange of knowledge in small business usually seen in unofficial ways such as a small group meeting after work hours, conversation during coffee break or lunch time, share experiences in the past etc. However due to the staff turnover rate is relatively high and staff retention is not the first priority to be

concerned, therefore collecting, maintaining and sharing of knowledge in SMEs is quite difficult as well.

5.2.6 Trust

In Honeybee Leadership enterprise, trust usually relies on good view and long term relationship rather than contract or regulation known as obligational contractual relationships (ORC). It assumes that the parties who have good relationship are more likely to commit to work together, flexible and willing to do more than they have contractually agreed to do. Everyone regard each other as dependable that can be relied on, not to take advantage of the other. Trust can help strengthen the relationship toward employees, suppliers, investors and other stakeholders but it is very complex and difficult to measure and manage for instance; the colleagues might trust each other rather than the management or the management might not trust some of their supporters. In summary, trust is the critical factor that creates loyalty which benefit to the company in various ways (Avery & Bergsteiner, 2010).

In coffee shop business, most of the owners usually have good relationship and trust toward their suppliers. Although the financial always be priority concerned, but the owner still have to maintain good relationship and trust with their suppliers even in the difficult time. If decided not to maintain trust, it probably create negative effects to their operations in long run. The reason is because the owners still demand quality ingredients to run their business otherwise the reputation and customer satisfaction may be degraded as well. Moreover trust can help saving company's expenditure in terms of monitoring cost and quality and also providing special discount in some cases.

5.3 Key performance drivers

5.3.1 Innovation

Systemic innovation in product, service, process and management is core to Honeybee Leadership since innovative idea could gain higher productivity growth and create additional value meanwhile reducing cost to the company. However embedding innovation process in the company might take time to change the business model and

it probably does not show tangible benefits immediately after applying. Many Honeybee Leadership enterprises have both formal and informal innovation processes of getting new ideas depending on the appropriate use of each company. New initiatives and ideas are requested from all levels within the organization in order to generate creative opportunities and future solutions (Avery & Bergsteiner, 2010).

Example of innovative ideas used in coffee shop business as follow; the use of paper bags instead of plastic glasses. This idea has been proven that it can be able to keep the cool better and longer, so that this concept is widely accepted and used among the coffee shop nowadays. Not only creating benefits to the customers but also reducing the expenses on operational costs due to the price of paper bags is much cheaper when compares to the plastic glasses. Secondly the ideas to promote the benefits of coffee grounds, in this way coffee shop shall be able to earn more from selling the coffee grounds and support the environmental responsibility at the same time.

5.3.2 Engaged staff

Staff engagement is a key performance driver which relating to staff motivation and satisfaction. Staff engagement refers to the extent in which employees are emotionally committed to their workplace, intention to stay with the company, motivation to create new ideas and perform excellent job and determination to achieve company's goals. The feeling of empowerment contributes to staff engagement and the level of satisfaction. Staff satisfaction, staff engagement and customer satisfaction always have correlation toward each other. Customer satisfaction is affected by how the staffs treated them. On the other hand, the satisfied staffs shall express positive attitude and mood to the customer when they receive greater support and engagement with the company (Avery & Bergsteiner, 2010).

Due to the close relationship within coffee shop where staffs always engage in almost every activities with other staffs, this could help enhancing team performance, trust, self-management, knowledge sharing and decision making which are critical to propel the organization forward in sustainability way.

5.3.3 Quality

The quality of product and services are considered to be the most important measurement of company's success. Thus achieving the highest quality and promoting excellence is the core value to the organizational culture in Honeybee enterprises (Avery & Bergsteiner, 2010).

The quality of products and services are the key success factors that will determine whether the coffee shop will survive in current economic conditions or not especially in the presence of high condition. The owners needed to create different and innovative strategies that can help differentiate them from the competitors to stimulate customer awareness and purchasing demand.

No matter the small or large business requires sustainable growth. To achieve such that goal, implementing various strategies must be priority concern. Honeybee Leadership is one of alternative ways to bring that success to the company.

The theoretical will contribute effective outcome when receiving the cooperation from employers and employees. Due to the study found that there're some topics showing no significant relationship, so that most important thing is to search for the way to change those issues into significant in order to achieve the sustainable development in the future.

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