

**EXAMINATION OF SUSTAINABLE LEADERSHIP PRACTICES IN
MUSIC SCHOOL INDUSTRY IN THAILAND**



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MUSIC SCHOOL INDUSTRY IN THAILAND**

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Miss Uthumphorn Rumjounjorn
Candidate

Assoc. Prof. Sooksan Kantabutra,
Ph.D.,
Advisor

Assoc. Prof. Roy Kouwenberg,
Ph.D., CFA
Chairperson

Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

Asst. Prof. Astrid Kainzbauer,
Ph.D.
Committee member

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Uthumphorn Rumjounjorn

EXAMINATION OF SUSTAINABLE LEADERSHIP PRACTICES IN MUSIC SCHOOL INDUSTRY IN THAILAND

UTHUMPHORN RUMJOUNJORN 5749104

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTRABUTRA, Ph.D., ASSOC. PROF.ROY KOUWENBERG, Ph.D., CFA. ASST. PROF. ASTRID KAINZBAUER, Ph.D.

ABSTRACT

This thematic paper determines the objective to test the correlation between Honeybee Leadership practices and the better corporate sustainability performance outcomes in “music school industry” in Thailand. For the scope of the paper, the theory of Honeybee Leadership by Avery & Bergsteiner is applied to test 50 music schools in Thailand using a quantitative approach.

The finding of this thematic paper is shortly called “MUSIC is GREAT” which means music schools should be Managed Under Shared Identity Culture of the corporations. Moreover, to gain the sustainability performance outcome, music schools should hold Good quality, Respect and Responsibility for stakeholders and environment, Ethics, Adaptability to new things, and Trust among people in the organization.

KEY WORDS: Sustainable Leadership/ Honeybee Leadership/ Corporate Sustainable/ Music School Industry

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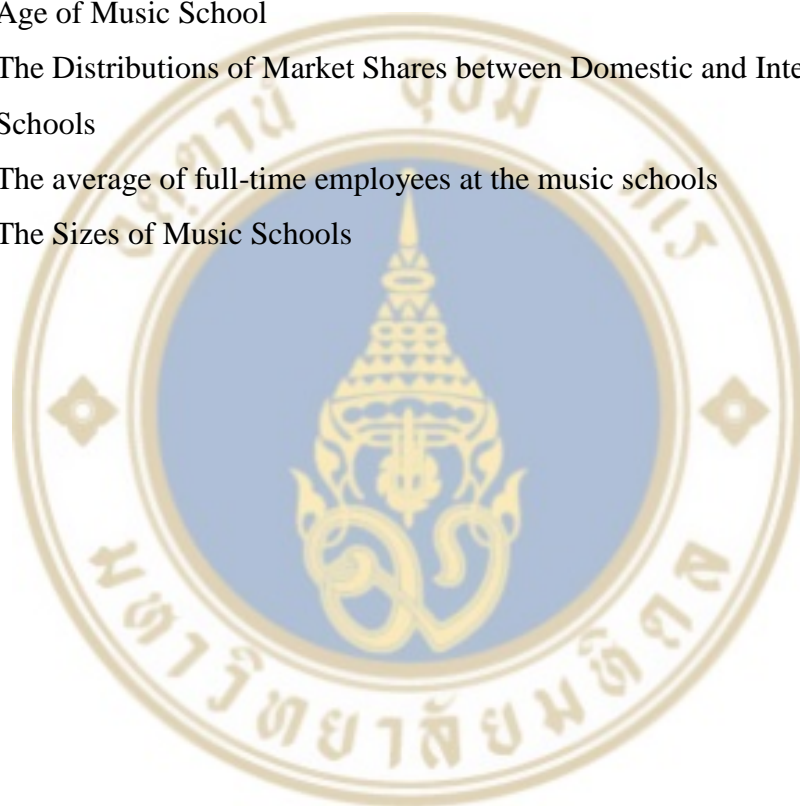
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CHAPTER I

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 Avery and Bergstein's Sustainable Leadership concept that has been supported by previous studies as a relevant approach to corporate sustainability in Thailand. The study examines business practices in the music school industry in Thailand to determine relations between Sustainable Leadership practices and those of the case company.

“Music school” defined by The National Education Act B.E. 1999 (revised B.E. 2002) and the Compulsory Education Act B.E.2002 is the type of music school which is included in special vocational group. The special vocational education provides trains learners to develop specific vocational skills and require expertise a long period of training from childhood. Therefore, music school provides the specific skill in music.

Table 1.1 The number of Music schools in the non-formal school system Thailand in 2004-2014

BCE	Number of Music Schools
2004	171
2005	202
2006	222
2007	239
2008	241
2009	274
2010	287
2011	258
2012	328

Table 1.1 The number of Music schools in the non-formal school system Thailand in 2004-2014 (Cont.)

BCE	Number of Music Schools
2013	344
2014	357

Source: Office of the private education commission, 2004-2014 educational statistics in brief. (Updated 5 September 2014)

According to Table 1.1, the number of listed music school in Thailand been constantly increasing. It is only in 2011 that the number decreased from 287 schools to 258 schools. After that it has been continually increasing.

The growth of music school business comes from the need to develop skills in music as it is an advantage; it means bigger opportunity to get a career and huge income. Moreover, music education in Thailand steps farther in the form of the faculty of music or the music institution. Besides, stages of music competition opening the chance to show off music skills makes people more interested in music.

As mentioned earlier, the more the need, the bigger the business. Although each music school has its own unique, the main goal is the same: to develop music skills to its customers. To gain customers' satisfaction, some schools hold events to develop customers' music skills; some even develop modern instruments or curriculum at all time.

Due to the increasing number of music school in Thailand, high competition in the business follows. Some dies; some survive. To live for the long term, the schools need to develop staffs, instruments, curriculums, and some more. Reputation of the school is also a must in order to run the business with the high competition like this. Then, it's not surprising at all if the business need the concept of sustainable leadership to be its guide.

To determine the fit, the literature on Sustainable Leadership in Thailand is reviewed in Chapter 2. In Chapter 3, and used the methodology for testing the sustainable leadership concept is explained. This includes how to have been collected and analyzed the data. Chapter 4 presents the findings, while Chapter 5 discusses the finding and concludes the study with practical recommendations to enhance the prospect of corporate sustainability for the case companies.

CHAPTER II

LITERATURE REVIEW

As this thematic paper uses sustainable leadership to examine music schools in Thailand, this chapter will analyze the leadership theory by explaining the importance of corporate sustainability, Honeybee leadership, and comparison between Anglo/US and Rhineland. Additionally, findings of previous studies will be mentioned in this chapter.

Sustainable leadership mentions to the futures of company. The company provides business to survival and happiness stakeholder and shareholder. (Avery and Bergsteiner, 2010)

Corporate sustainability is becoming driving essential for business leaders, driven by many factors including shortage of energy and resources, global warming, unethical corporate practices, and enhancing corporate reputations. (Kantabutra and Suriyankietkaew, 2013)

Originally, there are two different leadership principles to lead an organization which are Anglo/US and Rhineland but now Rhineland was expanded practices become Honeybee leadership. Both of practices have been tested by firms in USA, UK, Australia, Europe, and Asia. The different result of Anglo/US and Rhineland shown that the firms which run with Anglo/US principles are less sustainable than Rhineland principles (Avery and Bergsteiner, 2011)

Anglo/US principle or called “Locust” is focusing maximizing short-term with higher profit and emphasis more on shareholder’s interest than stakeholder. Moreover, focus on short-term investor. In contrast, Rhineland leadership practice creates the long –term perspective. All stakeholders are associated. Run the business to the sustainable leadership and achieve the corporate sustainability. (Kantabutra and Suriyankietkaew, 2013)

To ensure corporate sustainability, Rhineland is the main approaches to sustain organization. Rhineland leadership consist of 19 grid practices (Avery, 2005)

Rhineland practices focus about the long-term sustainability of an enterprise and all relationships with many interest group, not only shareholders. (Albert, 1993) Many countries used these practices to develop the corporate sustainability.

Then, “Honeybee leadership” concept was expanded from Rhineland practices and adding from 19 to 23 elements. That is expanded by Avery’s (2005). Honeybee practices add a resilient and humanistic approach with 23 elements consist of 3 groups as followed figure 2.1

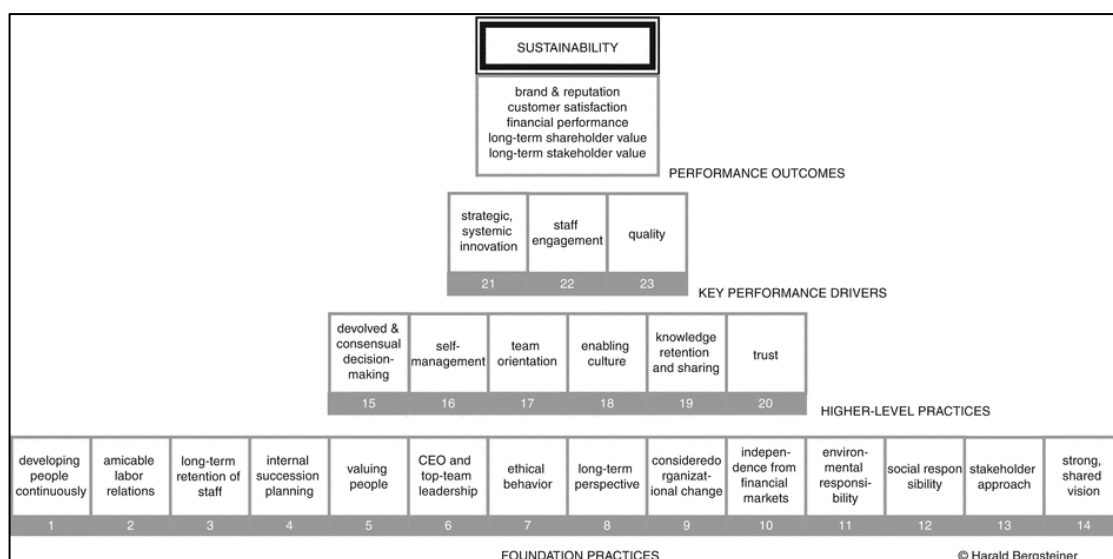


Figure 2.1 Sustainable Leadership Pyramid

Source: Avery, G., & Bergsteiner, H. (2010). Honeybee and locusts: The business case for sustainable leadership (p.39)

According to figure 2.1 the sustainable leadership pyramid shown how the 23 elements listed socializes in three levels driving five performance outcomes. Moreover, not only the elements in the same level influence each other but also the in the bottom-up and top-down level in the pyramid as well. So, the system is dynamic. (Avery and Bergsteiner, 2010)

Foundation Practices

The foundation practices consist of 14 elements as an investment in developing and training people continuously, maintaining good employee retentions, retaining staff or treating staff as a replaceable resource, focusing succession planning internal and external probability. Signaling staffs on how much they value, having CEO as a heroic or a top team manages the business, attitude towards ethical behavior,

dependence on or independence from the financial markets, environmental responsibility, social responsibility (CSR), and range of stakeholders to be considered and whether vision drives the business. The position on foundation level is the basic step in every organization is able to apply fourteen elements anytime. (Avery and Bergsteiner, 2010)

Higher-level practices

The second levels of pyramid consist of six elements that related to devolved and consensual decision, self-managing staffs, team orientation, the organizational culture, sharing, retaining knowledge, and trust. All of six elements discussed are required for a quality enterprise (Avery and Bergstein, 2010)

Key performance drivers

The third levels of pyramid including the innovation, engaged staff and quality. Most of them appear from the interactive effects of the 14 foundation elements and the six higher level practices. And that is what customers experience about product and service. Customer is affected by quality, innovative products, service, and positive staffs' engagement, particularly where service is involved.

Therefore, 23 elements of Honeybee practices driving five performance outcomes that supported corporate sustainability. These five performance outcomes are excellent brand, reputation, supplement customer satisfaction, complete financial and operational performance, long-term shareholder value and long-term stakeholder value.

Since Rhineland and Honeybee leadership overlapped, discussion in previous studies on Rhineland and Honeybee leadership in Thailand are as followed

Theptarin Hospital

Kantabutra (2009) used Rhineland leadership as a tool to examine Theptarin hospital. The result shows that it focused on a long-term perspective by investing in its future and not providing a short term profit for shareholders. Theptarin hospital used Rhineland tools in promoting staff from within as a staff development strategy. For example, a former receptionist became a department manager, and a director used to be a PR officer. Moreover, Theptarin also developed staff's skills through in-house training which is available to all Theptarin's staffs, not only for manager position. The organizational culture of Theptarin is deeply rooted in the

founder's value. Theptarin offered to develop its own manager and staff by avoiding lay off its people in struggle times. Besides, innovation is core of it. Theptarin is the origin of Thai healthcare. The hospital also provide incrementally and radically innovative. For example, the first peripheral distal bypass surgery in Thailand was performed by the Theptarin diabetes team in 1993 and the first "Foot Clinic" opened in 1999. Not only within hospital but also developed the outsider too. Social responsibility is one of Theptarin's core values. Theptarin shared their knowledge with other healthcare institutions because its goal not just to provide the best service to clients but also want to be the model for other institutions in raising the standard of diabetes care nationality. Moreover, Theptarin focused on ethical behavior because their business is health care for clients. Below is the example of comment from the patient in the research; *"I trust that this hospital will not cheat on me. My parents and relatives have been patients here for many years"* this comment from customer representative shown that this hospital provide service to customer with ethics. In addition, Uncertainty and change can be seen as a managed process when the hospital continuously innovates its services and when its decided not to invest in the latest medical equipment to avoid risks associated with over investment.

Siam Cement Group (SCG)

Kantabutra and Avery (2011) examined Rhineland leadership with Siam Cement Group or and Asian model for sustainable leadership. The result shown that SCG did not focusing on maximize the profit in short term but challenging its investors to take a long term perspective. SCG is the first industrial conglomerate in Thailand that specially invested in sustainable development, including producing a sustainability report for shareholders as well. Moreover, SCG focused on investing in its own staff because the top management considers staffs as the most important asset. The company pays at the 75 percentile of leading companies in Thailand. The relationship within SCG has been amicable. Furthermore, SCG always provide training to all employees. Training programs divided in three categories: 1) functional training for job related skills, 2) business management and leadership, and 3) overseas expansion to prepare selected staffs to work abroad. SCG has never selected outsiders to be as CEO or to put into the management team rather preferring as insider instead.

Succession plan of SCG are also in place for top management, including for the CEO. In addition, the organizational culture of SCG is deeply rooted in shared value and vision. In case of innovation, SCG provided research and development in order to create more value for products, services, processes, and new business models. The product innovation of SCG is come from idea of employees as well. Moreover, SCG focus on social and environmental responsibility for outside. SCG are stimulated its staffs to initiate environmentally and socially beneficially projects because the company wants its own employees to be a good citizens and generates the benefit to the community and shows the responsibility to all stakeholders. Finally, the ethical is an integral part of SCG culture and the organizational culture of SCG is deeply rooted in shared value and vision.

Bathroom Design Company

Kantabutra (2012) examined Rhineland leadership with Bathroom Design Company. The finding is to maintain the long-term perspective that committed to be an adaptive and innovative. Its three main missions are to maintain sufficient incomes and profit for sustainable growth always return added values and benefits to all stakeholders and debut new products with innovative design and function in every six months. From the mission, the company also heavily invests in many aspects for long-term gain. Moreover, the long term perspective also includes an investment for customer's loyalty. Bathroom design provides the longest warranty period for products and service in every six month for customers. The Bathroom Design Company prefers to promote employees from within the organization and supports the staff to study abroad by giving the scholarship to staff and relatives. The organizational culture at Bathroom Design is deeply rooted in shared values and vision. The vision of company is to be among the world's top five leading producer of bathroom products with innovative design, function, and technology. The company also has continued to introduce innovative products to the world and actively promoted incremental innovation throughout the entire organization. This idea called as "creative Saturdays" that means all employees are gathering to make suggestions for an improvement. CSR of Bathroom Design Company is aware of all environmental consideration. Then, ethics is an integral part of the company's culture.

Thailand's True Corporation

Kantabutra (2012) examined Honeybee leadership with True Corporation. The finding of True Corporation with 23 elements of Honeybee leadership is the company does not make short-term profit rather make long-term perspective for all stakeholders. True Corporation also invest a lot of retaining the best employees which is help the company run the business in future. Moreover, the company offers a competitive salary in line with their role and responsibilities, and treats them as family with opportunities to grow professionally. Every staffs is provided by training and development program. The company focuses the value of teamwork to enhance creativity. Moreover, the company builds the small meeting room for employees brainstorm their idea to the team. Then, True Corporation provides the reward for employees who has the innovative idea. True Corporation has a strong culture. It has core attributes called “four CS” consist of caring, creative, credible, and courageous. These four CS reflect what the company do, say, and think when they deal with stakeholders. The four CS are also the key attribute to led True Corporation social responsibility (CSR) vision. The company has divided an annual budget for their CSR activities because CSR is True Corporation's value. Moreover, True Corporation also maintain an ethical relationship with its client and stakeholders as its principles is “customer is always right”

A leading Asian industrial conglomerate

Kantabutra and Avery (2013) examined Honeybee leadership with a leading Asian industrial conglomerate. The finding is the company focusing on long term profit rather than maximizing short term profit. Moreover, the company challenges their investors to take a long-term perspective by paying stable dividends while maintaining its share price. The company invests long-term culture and management development, product and service quality, society, the environment, and uncertainty and change management. The conglomerate focuses on sustainable development including balancing economic, social and environmental commitments over time. Furthermore, staff development is considered an employee as the most important asset. They are paying employees at the 75th percentile of leading Thai companies and investing on employees ‘health, knowledge and competencies.

Developing people for promotion relies on extensive training and development programs being available. Moreover, the conglomerate provides scholarship for employees to studying for technical and MBA degrees. The training budget has never been cut for short term purposes. The company always focuses on retaining skill of staffs. The organizational culture rotates around to share value and vision. The CEO personally briefs new staffs on the vision, core values, corporate philosophy and code of conduct during their one-month orientation course prior to the values and understand the company vision because in their view this enables the business to steer through the tremendous challenges, keen competition and rapid changes it facts. The top manager promoted from within because nurtures a strong organizational culture. Employees have been able to put the firm's interests ahead of individual interests, and in turn the interest of society and other stakeholders over the firm's interests. Innovation is one of the corporate goals. The conglomerate creates activities to promote a collaborative working environment to drive innovations among its employees. Social responsibility is the core to its culture, embraces a range of stakeholders, consider the society where it do a business, and can lead it to act against its own short-term interests in favor of broader long-term national conglomerate maintain and even enhances its long-term future by helping create a stable national economy. The company's ethical are focusing on social responsibility are strongly evident in many aspects of the business, along with their concern for other stakeholders beyond shareholders.

Sa Paper Preservation House

Kantabutra and Suriyankietkaew (2013) examined Rhineland leadership with Sa Paper Preservation House. The finding is the company focuses on long-term perspective. Growth of company has come from inside. Always give priority to staffs by treating them as a family. The company focuses on nurturing happiness among employees because happy is a key to produce innovative products for the business. Moreover, the employee's satisfaction will generate the best performance. Sa Paper Preservation House's organizational culture is very strong with staffs sharing vision, value and beliefs, capacitated by its no layoff practice and lower employee turnover rate. The company has paid attention to stakeholders and shows great respect and

mindful of social and environment. The company also believes that the business cannot exist in the community where people do not have a good quality of life.

Thailand oldest university

Kantabutra and Saratun (2012) examined Honeybee leadership with Mahidol University. The beginning of university is for provides healthcare service to society by His Majesty King Chulalongkorn (King Rama V) The His Majesty King Rama V and His son, His Royal Highness Prince Mahidol of Songkhla became a role of moral values that is the core value of altruism and integrity. After the university expanded the new core value is harmony. Then the new core values of Mahidol University was included Harmony, Altruism, Mastery, Determined, Originality, Integrity and Leadership, which are lead the university developing to be a strong organizational culture. According to Kantabura and Avery (2010) the practices of long-term perspective, knowledge sharing, retention, quality, staff engagement and trust are shown in the university. Moreover, new staff necessary require to share the same value and innovation was developed continuously through the highest research performance in Thailand. The company also widely focusing on value staff, stakeholders and continue strong culture, social and ethical behavior in the organizational.

From the previous studied, it's showed that corporate sustainability in Thailand was successful. The Rhineland and Honeybee leadership are success to practice with the organization in Thailand. It is very useful for Thai company to apply these principle to lead the company sustain in the long term.

Since Sustainable Leadership has gained support in Thailand as an approach to ensure corporate sustainability and few quantitative researches has been conducted into businesses in Music School Industry, the present study adopts the Honeybee Leadership as a framework to examine the relationship between business practices of business in the proposed industry and their corporate sustainability performance outcomes. Methodology used for the present study is discussed in the next chapter.

CHAPTER III

RESEARCH METHODOLOGY

This chapter will discuss the methodology which is used in conducting the data collection process and data analysis. The Honeybee Leadership framework, the model & hypothesized relationships, and the Sustainable leadership Questionnaire from Avery & Bergsteiner (2010) are adopted to use as a framework in this paper. Fifty music schools in Thailand, our selected sample, responded to our questionnaire.

This chapter consists of these following parts:

- Methodology
- Hypothesis

3.1 Methodology

Are Honeybee leadership practices correlated with better corporate sustainability with better corporate sustainability performance outcomes in “music school industry” in Thailand?

To answer the research question shown as above, the quantitative approach (a survey) is adapted in order to collect information in the data collection process and data analysis. According to the research from Aliga and Gunderson (2000), the quantitative approach is explaining phenomena by collecting numerical data are analyzed by using mathematically based methods in particular statistics.

Thus, in this thematic paper, the research question will be examined and adopted by using the Honeybee Leadership framework, the model & hypothesized relationships, and the Sustainable leadership Questionnaire from Avery & Bergsteiner (2010). The sample is convenient as 50 respondents which all are in music school industry.

The questionnaire ¹which is used to collect and analyze the data is adapted from Avery & Bergsteiner (2010). In order to protect any bias, reverse scoring is applied once doing this survey. The questionnaire has been translated form English version to Thai version mainly for Thai music school. The questionnaire divided into 3 sections which are demographic section, corporate sustainable section and sustainability performance outcome section which shown as Table 3.1



¹The 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

LEADERSHIP ELEMENTS		HONEYBEE PHILOSOPHY sophisticated, stakeholder, social, sharing	LOCUST PHILOSOPHY tough, ruthless, a social, profit-at-any-cost
FOUNDATION PRACTICES			
1	Develop 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	Is concerned about employees' welfare	Treats people as interchangeable and a cost
5	Valuing staff	Promotes from within wherever possible	Appoints from outside wherever possible
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 profits 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 matters '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	Stakeholder consideration	Everyone matters	Only shareholders matter
14	Vision's role in the business	Shared view of future is essential strategic tool	The future does not necessarily drive the business

Table 3.1 Honeybee Leadership Framework (Cont.)

LEADERSHIP ELEMENTS		HONEYBEE PHILOSOPHY sophisticated, stakeholder, social, sharing	LOCUST PHILOSOPHY tough, ruthless, asocial, profit-at- any-cost
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	Innovations	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

According to table 3.1, Honeybee leadership practices were derived from “Rhineland Leadership” which consists of 19 grid practices (Avery & Bergsteiner, 2010). In order to gain more potential performance outcome, the grid are expanded into 23 practices and named as “Honeybee leadership”

The Honeybee leadership framework is investigating the music school industry lead to the sustainable leadership. There are 23 practices with 3 levels are foundation practices, higher-level practices and key performance driver. All of them can be the sustainable leadership by achieve 5 performance outcome consist of brand & reputation, customer satisfaction, financial performance, long-term shareholder value and long-term stakeholder value.

3.2 Hypothesis

To examine the 23 practices with 5 performance outcomes, thus, the researcher has set a tentative explanation that accounts for a set of facts or called “Hypothesis” shown as followings:

H1: The more businesses develop people, the better the sustainability performance outcomes:

- 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 outcomes:

- 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 of employee at all levels, the better the sustainability performance outcomes:

- 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 better the sustainability performance outcomes:

- 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 Company concerned on the employees' welfare, the better the sustainability performance outcomes:

- 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 more between CEO work as a top team member, the better the sustainability performance outcomes:

- 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 ethical behavior in this organization, the better the sustainability performance outcomes:

- 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 preferred long term perspective, the better the sustainability performance outcomes:

- 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 change is considered and managed, the better the sustainability performance outcomes:

- 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 independence company is from the stock market, the better the sustainability performance outcomes:

- 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 protect the environment, the better the sustainability performance outcomes:

- 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 value people and community, the better the sustainability performance outcomes:

- 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 respect and response for the wide range of stakeholders and others, the better the sustainability performance outcomes:

- 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 corporate vision, the better the sustainability performance outcomes:

- 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 within organization and developed, the better the sustainability performance outcomes:

- 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 self-managing staff in organization, the better the sustainability performance outcomes:

- 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 extensive and empowered team is in the organization, the better the sustainability performance outcomes:

- 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 culture is fosters and shared within an organization, the better the sustainability performance outcomes:

- 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 knowledge is shared and retention within the organization, the better the sustainability performance outcomes:

- 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 trustworthy relationship among employees within the organization, the better the sustainability performance outcomes:

- 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 evidence strong systemic strategic innovation is within the organization, the better the sustainability performance outcomes:

- 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 outcomes:

- 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 quality is embedded in the culture, the better the sustainability performance outcomes:

- 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

All 23 hypotheses will be examined on “music school industry in Thailand”. Music schools become more popular and also the number of music schools in Thailand is increasing every year (but in 2010). Different classes and types of music school such as music institute, music academy, and SMEs music school are provided to fulfill customers’ needs these days. It is very competitive. This hypothesis will be tested by 50 music schools to check the correlation with Honeybee leadership practices whether the music school industry has sustained in long run.

The 23 Honeybee variables

The five performances outcome variables

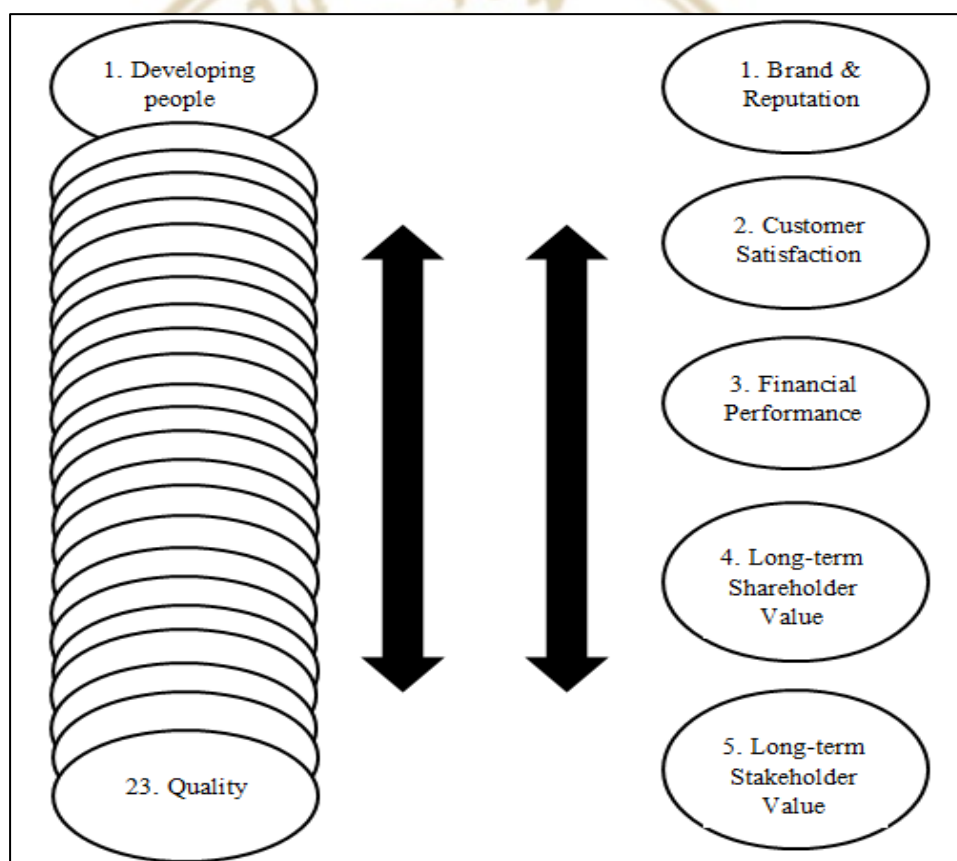


Figure 3.1 The Model & Hypothesized Relationships

Refer to figure 3.1, the Model & Hypothesized Relationships explain honeybee leadership framework with 23 elements can be driven Thai music school industry to achieve five performance outcome variables which consist of brand & reputation, customer satisfaction, financial performance, long term shareholder value, and long term stakeholder value.

The Statistical Package for the Social Science (SPSS) will be used to analyze the data in this thematic paper. The software helps analyze descriptive statistics and correlative statistics.

In conclusion, this chapter presented the research question, the research framework, the research method, data collection and analysis. After collecting the data by following the processes above, all collected data from this chapter will be shown and discussed in the next chapter.



CHAPTER IV

FINDINGS DISCUSSION

This chapter will present the research findings following the instruction which was designed and developed in the previous chapter. The results of this study will be presented in two sections as follows:

- Descriptive Statistics
- Correlation Statistics

4.1 Descriptive Statistics

This section describes the demographic results of 50 music schools which are the sample of this study.

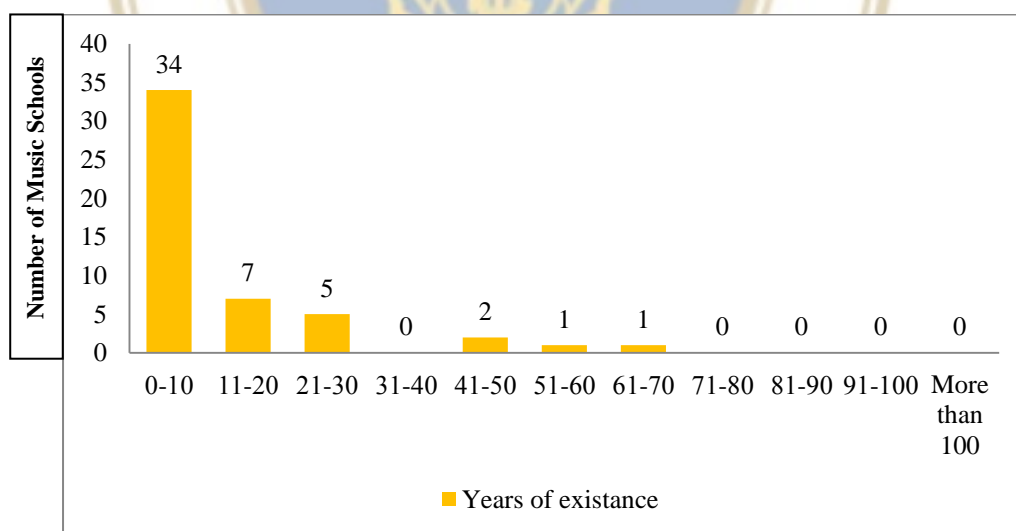


Figure 4.1 Age of Music School

Figure 4.1 shows the correlation between the age and frequency. 34 of the examined schools are between 1 and 10 years old, 7 between 11 and 20 years, 5

between 21 and 30. Only 2 schools are 41-50 years old, 1 between 50 and 60 and the oldest can survival school is oldest than 60 years.

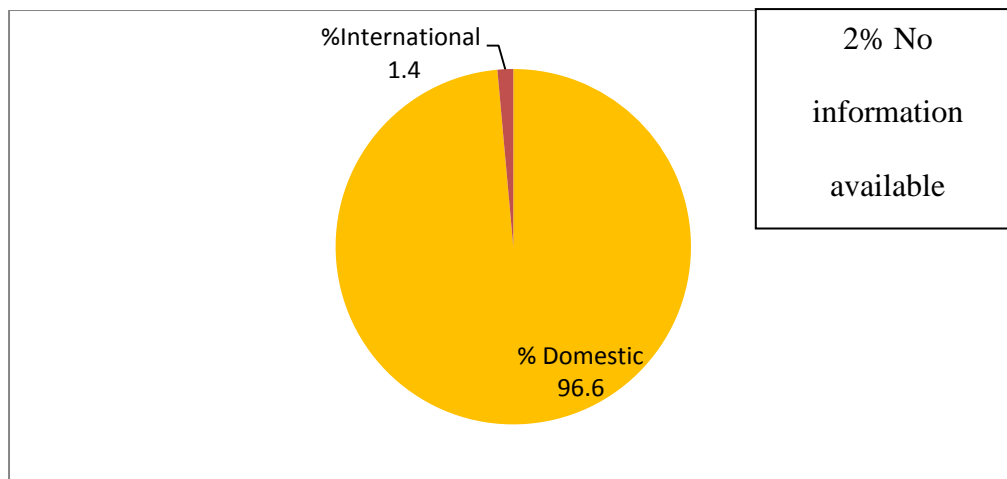


Figure 4.2 The Distributions of Market Shares between Domestic and International Schools

Figure 4.2 shows the distribution of market shares between domestic and international music schools. The international music schools have only shares of 1.4% whereas the domestic music schools dominate the market with 96.6%

Q of full time employees (N)	Average (N)
1,298	25.96

Figure 4.3 The average of full-time employees at the music schools

According to the figure 4.3 the average of full time employees, there are approximately “26” people among 50 sampling. Based on raw data collection, most music school hire skill person for a part time that less full time employees.

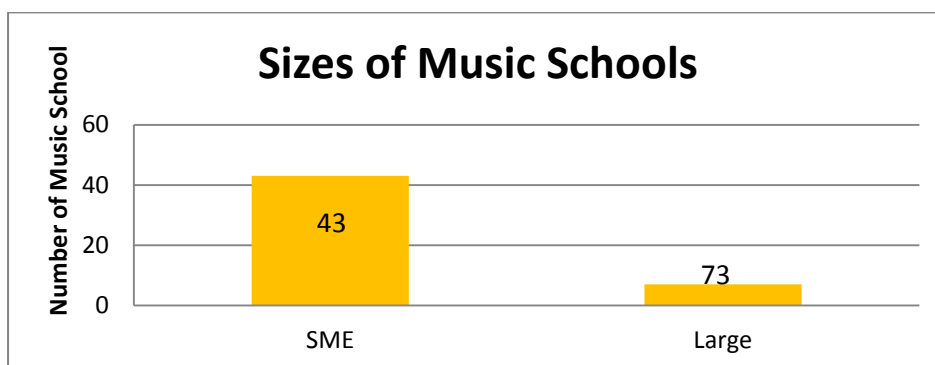


Figure 4. 4 The Sizes of Music Schools

Refer to the figure 4.4, the frequencies results of 50 samples which are 43 of sample are SME Business and 7 of sample are Large Business.

In the descriptive analysis of demographic, not one of 50 music schools appears in the SET Index.

4.2 Correlation Statistics

The correlation analyses present the findings of hypothesis testing of research question “Are Honeybee Leadership practices correlated with better corporate sustainability with better corporate sustainability performance outcome in music school industry in Thailand.”

The results testing came out with the correlation of each variable. Only 10 Honeybee Leadership practices are significant or correlated with performance outcome among 50 samplings of music school industry.

Table 4.1 The correlation analysis of developing people

		Correlations					
		DevelopPeople	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
DevelopPeople	Pearson Correlation	1	-.006	.104	.021	.085	-.084
	Sig. (2-tailed)		.965	.473	.884	.560	.562
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.006	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.965		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.104	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.473	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.021	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.884	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.085	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.560	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.084	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.562	.000	.223	.079	.097	
	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).

H1: The more businesses develop people, the better the sustainability performance outcomes

- H1.1 Brand and reputation is rejected
- H1.2 Customer satisfaction is rejected

- H1.3 Financial performance is rejected
- H1.4 Long-term shareholder value is rejected
- H1.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H1.1-H1.5 are rejected

Table 4.2 The correlation analysis of labor retention

		Correlations					
		LaborRelation	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
LaborRelation	Pearson Correlation	1	.193	-.021	-.033	.113	.089
	Sig. (2-tailed)		.179	.884	.819	.435	.538
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.193	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.179		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	-.021	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.884	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.033	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.819	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.113	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.435	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.089	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.538	.000	.223	.079	.097	
	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).

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

- H2.1 Brand and reputation is rejected
- H2.2 Customer satisfaction is rejected
- H2.3 Financial performance is rejected
- H2.4 Long-term shareholder value is rejected
- H2.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H2.1-H2.5 are rejected

Table 4.3 The correlation analysis of employee retention

		Correlations					
		Employee Retention	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
EmployeeRetention	Pearson Correlation	1	.245	.223	-.057	.082	.015
	Sig. (2-tailed)		.086	.119	.694	.571	.916
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.245	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.086		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.223	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.119	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.057	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.694	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.082	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.571	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.015	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.916	.000	.223	.079	.097	
	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).

H3: The longer the average tenure of employee at all levels, the better the sustainability performance outcomes:

- H3.1 Brand and reputation is rejected
- H3.2 Customer satisfaction is rejected
- H3.3 Financial performance is rejected
- H3.4 Long-term shareholder value is rejected
- H3.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H3.1-H3.5 are rejected

Table 4.4 The correlation analysis of succession planning

		Correlations					
		Succession Plan	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
SuccessionPlan	Pearson Correlation	1	.043	-.079	-.174	.104	-.169
	Sig. (2-tailed)		.765	.586	.228	.473	.242
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.043	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.765		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	-.079	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.586	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.174	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.228	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.104	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.473	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.169	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.242	.000	.223	.079	.097	
	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).

H4: The more people are promoted from within, the better the sustainability performance outcomes:

- H4.1 Brand and reputation is rejected
- H4.2 Customer satisfaction is rejected
- H4.3 Financial performance is rejected
- H4.4 Long-term shareholder value is rejected
- H4.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H4.1-H4.5 are rejected.

Table 4.5 The correlation analysis of value people

		Correlations					
		ValuePeople	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
ValuePeople	Pearson Correlation	1	.034	.123	-.274	-.109	.225
	Sig. (2-tailed)		.813	.394	.054	.453	.116
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.034	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.813		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.123	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.394	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.274	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.054	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.109	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.453	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.225	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.116	.000	.223	.079	.097	
	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).

H5: The Company concerned on the employees' welfare, the better the sustainability performance outcomes:

- H5.1 Brand and reputation is rejected
- H5.2 Customer satisfaction is rejected
- H5.3 Financial performance is rejected
- H5.4 Long-term shareholder value is rejected
- H5.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H5.1-H5.5 are rejected.

Table 4.6 The correlation analysis of CEO Top team

		Correlations					
		CEOTopTeam	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
CEOTopTeam	Pearson Correlation	1	-.044	-.007	-.112	.138	.077
	Sig. (2-tailed)		.762	.959	.438	.339	.596
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.044	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.762		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	-.007	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.959	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.112	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.438	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.138	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.339	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.077	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.596	.000	.223	.079	.097	
	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 more between CEO work as a top team member, the better the sustainability performance outcomes:

- H6.1 Brand and reputation is rejected
- H6.2 Customer satisfaction is rejected
- H6.3 Financial performance is rejected
- H6.4 Long-term shareholder value is rejected
- H6.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H6.1-H6.5 are rejected.

Table 4.7 The correlation analysis of ethics

		Correlations					
		Ethics	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Ethics	Pearson Correlation	1	.299*	.376**	.095	.258	.285*
	Sig. (2-tailed)		.035	.007	.512	.071	.045
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.299*	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.035		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.376**	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.007	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.095	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.512	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.258	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.071	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.285*	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.045	.000	.223	.079	.097	
	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).

H7: The more people ethical behavior in this organization, the better the sustainability performance outcomes:

- H7.1 Brand and reputation is accepted
- H7.2 Customer satisfaction is accepted
- H7.3 Financial performance is rejected
- H7.4 Long-term shareholder value is rejected
- H7.5 Long-term stakeholder value is accepted

The correlation analysis result indicates three significant relationships between ethics with brand reputations, customer satisfaction and long-term stakeholder value. Then, H7.1, H7.2 and H7.3 are accepted. In contrast, the correlation analysis results indicate between ethics with financial performance and long-term shareholders are rejected because there are no significant relationships. Then, H7.3 and H 7.4 are rejected.

Table 4.8 The correlation analysis of long term perspective

		Correlations					
		LongTerm	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
LongTerm	Pearson Correlation	1	-.090	.165	-.097	-.011	-.162
	Sig. (2-tailed)		.536	.253	.505	.939	.260
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.090	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.536		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.165	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.253	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.097	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.505	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.011	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.939	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.162	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.260	.000	.223	.079	.097	
	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).

H8: The more company preferred long term perspective, the better the sustainability performance outcomes:

- H8.1 Brand and reputation is rejected
- H8.2 Customer satisfaction is rejected
- H8.3 Financial performance is rejected
- H8.4 Long-term shareholder value is rejected
- H8.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H8.1-H8.5 are rejected.

Table 4.9 The correlation analysis of organizational change

		Correlations					
		Organizational Change	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Value
Organizational Change	Pearson Correlation	1	.312*	.104	.236	.304*	.341*
	Sig. (2-tailed)		.027	.473	.100	.032	.015
	N	50	50	50	50	50	50
Brand Reputation	Pearson Correlation	.312*	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.027		.009	.009	.050	.000
	N	50	50	50	50	50	50
Customer Satisfaction	Pearson Correlation	.104	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.473	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.236	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.100	.009	.644		.000	.079
	N	50	50	50	50	50	50
Shareholder Value	Pearson Correlation	.304*	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.032	.050	.415	.000		.097
	N	50	50	50	50	50	50
Stakeholder Value	Pearson Correlation	.341*	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.015	.000	.223	.079	.097	
	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).

H9: The more change is considered and managed, the better the sustainability performance outcomes:

- H9.1 Brand and reputation is accepted
- H9.2 Customer satisfaction is rejected
- H9.3 Financial performance is rejected
- H9.4 Long-term shareholder value is accepted
- H9.5 Long-term stakeholder value is accepted

The correlation analysis result indicates three significant relationships between organizational change with brand reputations, long-term shareholder value and long-term stakeholder value. Then, H9.1, H9.4 and H9.5 are accepted. In contrast, the correlation analysis results indicate between ethics with financial performance and long-term shareholders are rejected because there are no significant relationships. Then, H9.2 and H9.3 are rejected.

Table 4.10 The correlation analysis of financial markets

		Correlations					
		Financial Markets	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
FinancialMarkets	Pearson Correlation	1	-.006	.005	-.047	-.007	.131
	Sig. (2-tailed)		.968	.970	.744	.960	.365
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.006	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.968		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.005	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.970	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.047	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.744	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.007	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.960	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.131	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.365	.000	.223	.079	.097	
	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).

H10: The more independence company is from the stock market, the better the sustainability performance outcomes:

- H10.1 Brand and reputation is rejected
- H10.2 Customer satisfaction is rejected
- H10.3 Financial performance is rejected
- H10.4 Long-term shareholder value is rejected
- H10.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H10.1-H10.5 are rejected.

Table 4.11 The correlation analysis of responsibility environment

		Correlations					
		Responsibility Environment	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Responsibility Environment	Pearson Correlation	1	.130	.364**	.103	.102	.171
	Sig. (2-tailed)		.369	.009	.475	.480	.235
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.130	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.369		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.364**	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.009	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.103	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.475	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.102	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.480	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.171	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.235	.000	.223	.079	.097	
	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).

H11: The more company protect the environment, the better the sustainability performance outcomes:

- H11.1 Brand and reputation is rejected
- H11.2 Customer satisfaction is accepted
- H11.3 Financial performance is rejected
- H11.4 Long-term shareholder value is rejected
- H11.5 Long-term stakeholder value is rejected

The correlation analysis result indicates one significant relationship between responsibility environments and customer satisfaction. Then, H11.2 is accepted. Other hypotheses are rejected.

Table 4.12 The correlation analysis of social responsibility

		Correlations					
		Social Responsibility	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
SocialResponsibility	Pearson Correlation	1	-.136	-.089	-.232	-.189	-.079
	Sig. (2-tailed)		.346	.539	.105	.189	.585
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.136	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.346		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	-.089	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.539	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.232	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.105	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.189	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.189	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.079	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.585	.000	.223	.079	.097	
	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).

H12: The more company value people and community, the better the sustainability performance outcomes:

- H12.1 Brand and reputation is rejected
- H12.2 Customer satisfaction is rejected
- H12.3 Financial performance is rejected
- H12.4 Long-term shareholder value is rejected
- H12.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H12.1-H12.5 are rejected.

Table 4.13 The correlation analysis of stakeholders

		Correlations					
		Stakeholders	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Stakeholders	Pearson Correlation	1	.329*	.153	-.142	.050	.362**
	Sig. (2-tailed)		.020	.288	.327	.733	.010
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.329*	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.020		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.153	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.288	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.142	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.327	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.050	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.733	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.362**	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.010	.000	.223	.079	.097	
	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).

H13: The more company respect and response for the wide range of stakeholders and others, the better the sustainability performance outcomes:

- H13.1 Brand and reputation is accepted
- H13.2 Customer satisfaction is rejected
- H13.3 Financial performance is rejected
- H13.4 Long-term shareholder value is rejected
- H13.5 Long-term stakeholder value is accepted

The correlation analysis result indicates two significant relationships between stakeholders with brand reputations and long-term stakeholder value. Then, H13.1 and H13.5 are accepted. In contrast, the correlation analysis results indicate between stakeholders with customer satisfaction, financial performance and long-term shareholder value are rejected because there are no significant relationships. Then, H13.2, H13.3 and H13.4 are rejected.

Table 4.14 The correlation analysis of vision

		Correlations					
		Vision	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Vision	Pearson Correlation	1	.155	.182	.061	.154	-.083
	Sig. (2-tailed)		.283	.206	.673	.286	.566
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.155	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.283		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.182	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.206	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.061	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.673	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.154	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.286	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.083	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.566	.000	.223	.079	.097	
	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).

H14: The more people in the organization share the corporate vision, the better the sustainability performance outcomes:

- H14.1 Brand and reputation is rejected
- H14.2 Customer satisfaction is rejected
- H14.3 Financial performance is rejected
- H14.4 Long-term shareholder value is rejected
- H14.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H14.1-H14.5 are rejected.

Table 4.15 The correlation analysis of decision making

		Correlations					
		Decision Making	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
DecisionMaking	Pearson Correlation	1	-.161	.165	.107	.053	-.125
	Sig. (2-tailed)		.264	.252	.460	.713	.388
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.161	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.264		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.165	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.252	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.107	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.460	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.053	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.713	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.125	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.388	.000	.223	.079	.097	
	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 within organization and developed, the better the sustainability performance outcomes:

- H15.1 Brand and reputation is rejected
- H15.2 Customer satisfaction is rejected
- H15.3 Financial performance is rejected
- H15.4 Long-term shareholder value is rejected
- H15.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H15.1-H15.5 are rejected.

Table 4.16 The correlation analysis of self-managing

		Correlations					
		SelfManaging	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
SelfManaging	Pearson Correlation	1	-.120	.326*	-.099	.105	-.405**
	Sig. (2-tailed)		.405	.021	.492	.467	.004
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.120	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.405		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.326*	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.021	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.099	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.492	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.105	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.467	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.405**	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.004	.000	.223	.079	.097	
	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).

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

- H16.1 Brand and reputation is rejected
- H16.2 Customer satisfaction is accepted
- H16.3 Financial performance is rejected
- H16.4 Long-term shareholder value is rejected
- H16.5 Long-term stakeholder value is rejected

The correlation analysis result indicates one significant relationship between self-managing and customer satisfaction. Then, H16.2 is accepted. Other hypotheses are rejected.

Table 4.17 The correlation analysis of team orientation

		Correlations					
		Team Orientation	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
TeamOrientation	Pearson Correlation	1	.198	.013	.245	.274	.245
	Sig. (2-tailed)		.168	.930	.086	.054	.087
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.198	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.168		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.013	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.930	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.245	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.086	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.274	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.054	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.245	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.087	.000	.223	.079	.097	
	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).

H17: The more extensive and empowered team is in the organization, the better the sustainability performance outcomes:

- H17.1 Brand and reputation is rejected
- H17.2 Customer satisfaction is rejected
- H17.3 Financial performance is rejected
- H17.4 Long-term shareholder value is rejected
- H17.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H17.1-H17.5 are rejected.

Table 4.18 The correlation analysis of culture

		Correlations					
		Culture	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Culture	Pearson Correlation	1	.151	.433**	.183	.272	.067
	Sig. (2-tailed)		.297	.002	.204	.056	.645
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.151	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.297		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.433**	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.002	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.183	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.204	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.272	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.056	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.067	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.645	.000	.223	.079	.097	
	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).

H18: The more culture is fosters and shared within an organization, the better the sustainability performance outcomes:

- H18.1 Brand and reputation is rejected
- H18.2 Customer satisfaction is accepted
- H18.3 Financial performance is rejected
- H18.4 Long-term shareholder value is rejected
- H18.5 Long-term stakeholder value is rejected

The correlation analysis result indicates one significant relationship between culture and customer satisfaction. Then, H18.2 is accepted. Other hypotheses are rejected.

Table 4.19 The correlation analysis of knowledge sharing

		Correlations					
		Knowledge Sharing	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
KnowledgeSharing	Pearson Correlation	1	.394**	.020	.152	.209	.247
	Sig. (2-tailed)		.005	.891	.291	.146	.084
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.394**	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.005		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.020	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.891	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.152	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.291	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.209	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.146	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.247	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.084	.000	.223	.079	.097	
	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).

H19: The more knowledge is shared and retention within the organization, the better the sustainability performance outcomes:

- H19.1 Brand and reputation is accepted
- H19.2 Customer satisfaction is rejected
- H19.3 Financial performance is rejected
- H19.4 Long-term shareholder value is rejected
- H19.5 Long-term stakeholder value is rejected

The correlation analysis result indicates one significant relationship between knowledge sharing and brand reputation. Then, H19.1 is accepted. Other hypotheses are rejected.

Table 4.20 The correlation analysis of trustworthy

		Correlations					
		Trust	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Trust	Pearson Correlation	1	-.041	.331*	.173	.181	-.151
	Sig. (2-tailed)		.779	.019	.231	.210	.296
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	-.041	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.779		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.331*	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.019	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.173	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.231	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.181	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.210	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.151	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.296	.000	.223	.079	.097	
	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).

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

- H20.1 Brand and reputation is rejected
- H20.2 Customer satisfaction is accepted
- H20.3 Financial performance is rejected
- H20.4 Long-term shareholder value is rejected
- H20.5 Long-term stakeholder value is rejected

The correlation analysis result indicates one significant relationship between trust and customer satisfaction. Then, H20.2 is accepted. Other hypotheses are rejected.

Table 4.21 The correlation analysis of innovation

		Correlations					
		Innovation	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Innovation	Pearson Correlation	1	.170	.029	.142	.165	-.187
	Sig. (2-tailed)		.238	.842	.327	.252	.195
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.170	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.238		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.029	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.842	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.142	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.327	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	.165	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.252	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.187	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.195	.000	.223	.079	.097	
	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).

H21: The more evidence strong systemic strategic innovation is within the organization, the better the sustainability performance outcomes:

- H21.1 Brand and reputation is rejected
- H21.2 Customer satisfaction is rejected
- H21.3 Financial performance is rejected
- H21.4 Long-term shareholder value is rejected
- H21.5 Long-term stakeholder value is rejected

The correlation analysis result indicates no significant relationship. Therefore, H21.1-H21.5 are rejected.

Table 4.22 The correlation analysis of engaged employees

		Correlations					
		Engaged Employees	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
EngagedEmployees	Pearson Correlation	1	.147	.425**	-.013	-.022	-.054
	Sig. (2-tailed)		.308	.002	.929	.882	.708
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.147	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.308		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.425**	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.002	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	-.013	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.929	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.022	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.882	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	-.054	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.708	.000	.223	.079	.097	
	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).

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

- H22.1 Brand and reputation is rejected
- H22.2 Customer satisfaction is accepted
- H22.3 Financial performance is rejected
- H22.4 Long-term shareholder value is rejected
- H22.5 Long-term stakeholder value is rejected

The correlation analysis result indicates one significant relationship between engaged employee and customer satisfaction. Then, H22.2 is accepted. Other hypotheses are rejected.

Table 4.23 The correlation analysis of quality

		Correlations					
		Quality	Brand Reputation	Customer Satisfaction	Profits	Shareholder Value	Stakeholder Vaule
Quality	Pearson Correlation	1	.330*	.340*	.270	-.049	.121
	Sig. (2-tailed)		.019	.016	.058	.734	.403
	N	50	50	50	50	50	50
BrandReputation	Pearson Correlation	.330*	1	.367**	.367**	.279*	.514**
	Sig. (2-tailed)	.019		.009	.009	.050	.000
	N	50	50	50	50	50	50
CustomerSatisfaction	Pearson Correlation	.340*	.367**	1	.067	.118	.175
	Sig. (2-tailed)	.016	.009		.644	.415	.223
	N	50	50	50	50	50	50
Profits	Pearson Correlation	.270	.367**	.067	1	.638**	.251
	Sig. (2-tailed)	.058	.009	.644		.000	.079
	N	50	50	50	50	50	50
ShareholderValue	Pearson Correlation	-.049	.279*	.118	.638**	1	.237
	Sig. (2-tailed)	.734	.050	.415	.000		.097
	N	50	50	50	50	50	50
StakeholderVaule	Pearson Correlation	.121	.514**	.175	.251	.237	1
	Sig. (2-tailed)	.403	.000	.223	.079	.097	
	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).

H23: The more quality is embedded in the culture, the better the sustainability performance outcomes:

- H23.1 Brand and reputation is accepted
- H23.2 Customer satisfaction is accepted
- H23.3 Financial performance is rejected
- H23.4 Long-term shareholder value is rejected
- H23.5 Long-term stakeholder value is rejected

The correlation analysis result indicates two significant relationships between quality with brand reputations and customer satisfaction. Then, H23.1 and H23.2 are accepted. In contrast, the correlation analysis results indicate between qualities with financial performance, long-term shareholder value and long-term stakeholder value are rejected because there are no significant relationships. Then, H23.3, H23.4 and H23.5 are rejected.

In conclusion, the demography of 50 music schools was analyzed descriptively in this chapter. Moreover, this chapter presented the findings of hypotheses testing. The results showed 10 variables which correlated with the performance outcomes: ethics, organization change, responsibility environment, stakeholder, self-managing, culture, knowledge sharing, customer satisfaction and

quality. On the other hand, the other shown results did not correlate with the performance outcomes: develop people, labor retention, employee retention, succession plan, value people, CEO top team, long term perspective, financial market, social responsibility, vision, decision making, team orientation, and innovation.



CHAPTER V

DISCUSSION AND CONCLUSION

This chapter will present the discussion and the conclusion of previous research in chapter 4. Moreover, this chapter will provide recommendations for the music school industry to achieve a sustainable leadership in the future.

This chapter consists of these following parts:

- Discussion
- Conclusion
- Recommendations

5.1 Discussion

Table 5.1 The results of examining Honeybee Leadership in Music School Industry

The 23 Honeybee Leadership Practices	Performance Outcome				
	Brand and Reputation	Customer Satisfaction	Financial Performance	Long-term shareholder value	Long-term stakeholder value
FOUNDATION PRACTICES					
1. Develop people					
2. Labor relations					
3. Retaining staff					
4. Succession planning					
5. Valuing staff					
6. CEO and top team					
7. Ethical behavior					
8. Long-or short - term perspective					
9. Organizational change					
10. Financial markets orientation					

Table 5.1 The results of examining Honeybee Leadership in Music School Industry (Cont.)

The 23 Honeybee Leadership Practices	Performance Outcome				
	Brand and Reputation	Customer Satisfaction	Financial Performance	Long-term shareholder value	Long-term stakeholder value
FOUNDATION PRACTICES					
11. Responsibility for environment					
12. Social responsibility (CSR)					
13. Stakeholder consideration					
14. Vision's role in the business					
HIGHER-LEVEL PRACTICES					
15. Decision-making					
16. Self-management					
17. Team orientation					
18. Culture					
19. Knowledge-sharing and retention					
20. Trust					
KEY PERFORMANCE DRIVERS					
21. Innovations					
22. Staff engagement					
23. Quality					

*****Significant*****

According to the table 5.1, the results have shown 10 variables which correlated with the performance outcomes: ethics, organization change, responsibility environment, stakeholder, self-managing, culture, knowledge sharing, customer satisfaction and quality. On the other hand, the other shown results did not correlate with the performance outcomes: develop people, labor retention, employee retention, succession plan, value people, CEO top team, long term perspective, financial market,

social responsibility, vision, decision making, team orientation, and innovation. The details of finding are described as follows:

5.1.1 Findings 10 Significant Results;

1. Ethical behavior: Ethical codes of conduct should be presented to employees in an organization. This helps build brand reputation, customers' satisfaction and long-term stakeholders.

2. Organizational Change: Employees' dealing with changes is very crucial to music school. Leader shouldn't make any sudden changes because the sudden changes can affect brand reputation, long-term shareholder and long term stakeholder value.

3. Responsibility Environment: Employees need to aware of environment in workplace. They all should be informed by employers about environment protections. This could affect customer satisfaction. Moreover, music can be treating the environment. Many music schools create an event of school for show the performance of music through responsibility environment. To illustrate, the donation concert of music school for help underserved or free classes for children's foundation.

4. Stakeholder Consideration: Leaders must see the importance of all stakeholders. Creation of good relationships with stakeholders helps build brand reputation.

5. Self-managing: Giving guideline of self –management to employees can lead to customer satisfaction. Music school provide music skill to customer, people who are employees necessary to hold their work and do the best because they need to development its skill all the time for keep the standard of themselves and school.

6. Culture: The way employees in an organization work – so called “culture”— and the way an individual employee work must go along well with each other. The research shows that customer satisfaction relates to culture shared in an organization. Many schools provide the deeply root culture in their school because culture like the guideline for employee to work together.

7. Knowledge sharing and retention: Sharing ideas and exchanging knowledge among employees can create brand reputation. Knowledge sharing is the

strong thing of music school necessary to do. People in the school need to share idea together for improvement the schools. Musician teacher is special skill. They always improvement their skill and they must share with others because the world of music is share music to others with happiness.

8. Trust: Customer satisfaction occurs when people in an organization share trust. Trustfulness can bring happiness to their working environment and also customers' satisfaction. Trust support music school to provide the best music skill to customer.

9. Staff engagement: Employees must be proud of their organization because it can make them work in a long period of time. Music school is not the big conglomerates that mean everyone works like a family. They also proud to say to other they work for music school and they is people who create and teach aesthetics to others.

10. Quality: An employer should focus on the quality. Quality must be the heart of music school's management. Brand reputation and customer's satisfaction occurs from the quality of the school. Quality is the strongest thing of music schools. Every music schools need to provide the best quality of course to customer with the best instrument and communicant. Moreover, everything creates with quality which is also present the best performance. The heart of music schools is offer quality of music to students.

5.1.2 Findings 13 Non-Significant Results:

1. Developing people: In the developing music skill of employees at music school, all of them are music specialist and usually practice and develop their skill in their own method, which is not required a training and development program from the school. Moreover, Most of music school is SME and have small budget for training and developing program. In the better way necessary to reward to the staffs who always improvement their skill because help them pay attention to develop their skills.

2. Labor Relations: This element is not significant because Music School business is not listed in labor union.

3. Employee Retention: Music school is SME and hires few employees, to layoff employee does not affect in the short term of financial.

4. Succession Planning: Music school is not a big company and not necessary to promote people with each position that make when they do not have staff they can recruit from outside.

5. Valuing Employees: Organization welfare is not the as important as personal life for employees. They highly concern on flexibility, privacy that organization are providing.

6. CEO and top team: Music school is small business, the owner necessary to make decision to solve the problem because they are SME and the company does not face the big problem to ask everyone in company to share idea on the problem.

7. Long term vs. Short –term perspective: Music trend has massive affect to the growth of music school industry so the CEO concern more on short term plan.

8. Financial Markets: Music schools are not listed in SET index so sources of fund are not from shareholders, which means stakeholders take financial risk and earn profit without sharing to shareholders. Moreover, music school has high expenses on equipment for starting up the business and maintenance cost after that so doing advertisement and promotions are very important to have more students for faster breakeven and profit earning.

9. Social Responsibility: Music School industry is the small organization, they do not concern too much to engage in community activities during work time because the less quantities of employee cannot do much more social responsibilities. Just only generating profits and providing jobs is considered sufficient contribution to the community.

10. Vision: The organization necessary to set up the future of business but in case of Music School set up the future is the one thing to do but in the current time to provide service offer to customer is necessary and can get the future to the business.

11. Decision Making: People in music school are the people who are skillful. They always make decision of work by themselves such as change the style to teach guitar for creating enjoyment on learning and fun experience to students. When company faced the big problem, the owner is the main person to make decision to solve the problem.

12. Team Orientation: Teamwork of music school is very necessary. In some schools where very few teachers teaching mostly work individually.

13. Innovation: Music is the tools for creating happiness. People of Music school can always share the idea at work. Sometime the leader cannot accept risk from innovative music instruments such as ukulele, EDM, and other new electronic instruments. He has to make sure if there are customers for those new costly instruments that he is going to buy in order to minimize the risk of investment.

5.2 Conclusion

To summarize all the 10 significant factors in the simple way, I give you “*MUSIC is GREAT*” sentence. First, “MUSIC” stands for “Manage Under Shared Identity Culture”, leaders must have identity culture and the culture must be shared to employees so that they can work under the same culture and go toward the same direction. Second, “GREAT” is the word combined from the key factors building brand reputation, customers’ satisfaction, long-term shareholder value and long-term stakeholder value: Good (quality), Respect (others), Ethics & Environment, Adjust (selves and others for changes including knowledge improvement), and Trust. Then, to manage music school, leaders need to keep in mind this simple sentence “Music is Great” but with the deeper meaning.

5.3 Recommendations

1. To create sustainable organization in music school industry with Honeybee leadership, the organization needs to develop human resources in order to get higher achievement of performance outcome. For example, training program for staffs to learn new music skills, recognition, and reward staff.

2. The author should also do qualitative analysis such as individual interview, focus group and in-depth interview in order to get in-depth information and be able to find the significant strengths and weaknesses of each organization.

3. In further research, the author should interview music school students to understand staff’s performance in customer viewpoint and be able to develop customer satisfaction.

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