

**REORGANIZE THE RELATIONSHIP BETWEEN SUSTAINABLE
LEADERSHIP, CSR AND ORGANIZATIONAL PERFORMANCE
AT KING POWER DUTY FREE**



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August 21, 2016



Aroonroong S.

.....
Ms. Aroonroong Srivaddhanaprabha
Candidate

Winai W.

.....
Asst. Prof. Winai Wongsurawat,
Ph.D.
Advisor

RK

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

Annop Tan.

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

P. Punnakit.

.....
Asst. Prof. Prattana Punnakitikashem,
Ph.D.
Committee member

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Aroonroong Srivaddhanaprabha

**THE RELATIONSHIP BETWEEN SUSTAINABLE LEADERSHIP,
CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL
PERFORMANCE AT KING POWER DUTY FREE**

AROONGROONG SRIVADDHANAPRABHA 5749084

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: Asst. Prof. Winai Wongsurawat,
Ph.D., Assoc. Prof. Roy Kouwenberg, Ph.D., CFA, and Asst. Prof. Prattana
Punnakitikashem, Ph.D.

ABSTRACT

The objective of this paper is to identify and demonstrated that the relationship between 3 organization concepts: sustainable leadership (SL), corporate social responsibility (CSR) and Organization Performance (OP) of King Power Duty Free is genuine. The paper would like to verify the hypothesis that these concepts' relationships does support King Power excellent financial performance. This research finding will be useful for large corporations in Thailand and in emerging countries.

The research employed qualitative method, data collection via questionnaire, with numerical scales of 1-5 (5 being strongly agreed). The questionnaire is distributed between King Power Retail/Administration/Supervisor staffs and the company leadership. The research collected 177 (n=177) for the study. The data from numerical scales can be convert into statistical date for 2 and 3 Dimension regression analysis to identify the 3 organization concepts relationship.

The statistical result verified that the paper hypothesis is satisfactory for King Power Duty Free. The result can be justified by strong statistical relationship between Organization Performance and Sustainable Leadership (benchmark by Rhineland Characteristics)/Corporate Social Responsibility. Nevertheless, the finding could be different for other organization. A more accurate result can be represented in this paper if larger sample size is available (minimum sample size for the study n=368).

KEY WORDS: King Power/Sustainable/Rhineland Model/ CSR/ Organization
Performance

44 Pages

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CHAPTER I

INTRODUCTION

This research focuses on the relationship between sustainable leadership, corporate social responsibility (CSR), and firm performance in a single case study – King Power, the leading duty-free retail firm in Thailand. The research seeks to fill a gap in understanding about firm leadership and CSR in rapidly emerging economies. This chapter introduces the background and rationale of the study, presents its aims and objectives, and briefly explains the significance of the study and why it was conducted. This sets the stage for the following chapters and establishes the importance of the study topic and findings.

1.1 Research Background and Rationale

1.1.1 The duty-free retail segment

The duty-free retail segment is a relatively small retailing segment, typically located in brick-and-mortar premises in international airports or other international travel terminals (Chevalier & Gutsatz, 2012). Duty-free retail typically operates under special international retail trade rules that allow a small amount of products to be exported for personal use without taxes or import duties, provided they are not used in their country of origin. Thus, they are often able to offer cheaper prices on luxury retail goods, such as fashion, cosmetics, perfume, alcohol, or electronics. Duty-free retailers often also sell tourist products, such as souvenirs, and may offer additional product lines. In some places, ‘duty-free’ is a misnomer because of elimination of import duties, but these locations may also be able to reduce prices due to local tax rules. Duty-free operators often control a concession from an airport, and often offer both general and specialist boutiques within the airport (Chevalier & Gutsatz, 2012).

Globally, duty-free and travel retail (which includes items that are not technically duty-free, but are sold in duty-free areas of airports) reached US\$63.48 billion in 2014, rising from just US\$38.2 billion in 2009 (Generation Research, 2015). About 38.6% of this spending occurred in the Asia Pacific region, making it the biggest region for duty-free. Figure 1 shows expenditures in the most popular segments of duty-free retail, with fragrances and cosmetics, wine and spirits, and tobacco goods leading. Estimated duty-free retail sales are expected to reach \$US65 billion in 2016, rising to US\$85 billion by 2020 (Generation Research, 2015). Thus, while small, duty-free and travel retail is an important and rapidly growing market, especially in the Asia Pacific region.



Figure 1.1 Share of global duty-free spending by product group

Source: Generation Research, 2015, p. 2

1.1.2 Background of King Power Duty Free

The King Power Group is Thailand's main duty-free retail operator, with major concessions at Bangkok Suvarnabhumi and Don Mueang International Airports as well as online operations and a downtown Bangkok duty-free shopping mall (King

Power Group, 2015). The company was established in 1989 by founder and Chairman Vichai Srivaddhanaprabha. King Power's vision statement is "We aim to be the leading travel retailer providing the best travel-related businesses and services worldwide (King Power Group, 2015)." The company is acknowledged to be an industry leader in duty-free retail and has won a number of awards in recent years for its operations (King Power Group, 2015). The King Power Group's estimated revenues were 68 billion baht in 2015, estimated to rise to 85 billion baht in 2016 due to increased retail spending and improved revenues from its Leicester City F.C. (a British football team) (Temphairojana & Dhannananphorn, 2016). Overall, King Power is a highly successful duty-free retail company, making it an ideal case study to examine the role of sustainable leadership and CSR in that performance.

1.1.3 Sustainable leadership, CSR, and firm performance

Sustainable leadership can be understood as leadership that addresses not just short-term profit considerations, but the long-term survival of the company and the well-being of those involved in the company at multiple levels (Hargreaves & Fink, 2012). Sustainable leadership bases actions on seven principles, including depth, endurance, breadth, justice, diversity, resourcefulness, and conservation. The purpose of sustainable leadership made under these principles is that the firm's actions do not just meet immediate needs, but are made for long-term requirements for economic, social, and environmental sustainability (Hargreaves & Fink, 2012). Corporate social responsibility (CSR) practices, which devote firm resources and adapt firm processes to meet stakeholder needs, are one of the tools sustainable leaders can use to meet their non-economic contributions (Avery & Bergsteiner, 2011). However, not all firms use CSR in the context of sustainable leadership, as for some CSR is a marketing-related activity or does not encompass changes in business practice to promote long-term security (Avery & Bergsteiner, 2011). Thus, it cannot be presumed that all firms using CSR strategies also have a sustainable leadership approach, even though such strategy may be focused by a leader with sustainable characters.

1.1.4 Rationale of the study

Sustainable leadership and CSR activities have been linked to the firm's financial performance, although a direct linkage model has not been determined. For example, one author suggested that sustainable leadership and actions as part of the firm's brand identity can help improve consumer response, thus increasing revenues (Gupta & Kumar, 2013). It has also been proposed that Scandinavian firms, which typically use a highly sustainable leadership model and engage in CSR activities, are partly successful because of these activities (Strand & Freeman, 2015). Furthermore, studies of a Thai healthcare firm and Siam Cement Group (SCG) showed that sustainable leadership (as demonstrated by the Rhineland principles) is broadly consistent with Thai firm leadership (Kantabutra, 2011; Kantabutra & Avery, 2011). However, there have not been any studies that have followed the chain of action from sustainable leadership through CSR to firm performance in a Thai context.

The rationale for this study is that it will examine these related contexts using a case study of a duty-free retail provider (King Power). Previous studies have shown that sustainable leadership is in use in Thai firms, but have not followed this finding through to examine its impact on firm processes and outcomes. There is also relatively little in the academic research that follows this process chain outside the sector. By studying this topic, it will be possible to fill the research gap and provide useful information about sustainable leadership as practiced in Thailand.

1.2 Research Aims and Objectives

The research aims and objectives were formulated based on the research situation, including knowledge about sustainable leadership generally and its use in Thailand. The main aim of the study is to investigate the relationship between sustainable leadership, CSR and organization performance in King Power Duty Free. The objectives of the study break this problem down into smaller pieces. The objectives of the study include:

1. To evaluate characteristics of leaders at Thailand's King Power Duty Free in comparison with sustainable leadership characteristics identified from previous literature.

2. To examine the degree of CSR implementation at Thailand's King Power Duty Free.

3. To examine the relationship between sustainable leadership, CSR and organization performance at Thailand's King Power Duty Free.

These objectives will be undertaken using a quantitative method (see Chapter 3). The objectives are also supported and partially accomplished through a comprehensive review of the literature (Chapter 2). The main findings and conclusions are presented in Chapters 4 and 5.

1.3 Significance of the Research

This research and its findings are significant at several levels, including the firm, related firms, and the academic research. For King Power, this research will offer the opportunity to gain insight into its leadership strategy and outcomes, and to understand how the firm is viewed. This will give the firm the ability to adapt its strategy and improve its operational capabilities and CSR programs to better improve the financial performance of the firm. Since King Power is a highly successful duty-free retail firm, the findings could also give other firms in the segment the opportunity to learn about the importance of sustainable leadership and the use of CSR in order to improve their own leadership and operations. In the academic literature, this study has significance because it directly tests a relationship between sustainable leadership, CSR, and firm performance. Although these concepts are presumed to be related, they are rarely tested as a causal relationship. This study will also provide information about the use of sustainable leadership and CSR by Thai firms. This is potentially important not just for the Thai business literature, but also for general studies of rapidly emerging economies and their firm and leadership characteristics.

CHAPTER II

LITERATURE REVIEW

This chapter presents the literature review and analysis conducted for the study. A literature review is an organized review and critique of the existing peer-reviewed literature surrounding a research topic, with the goal of identifying relevant theories, empirical findings, and research gaps (Dawidowicz, 2010). The literature for this research was selected using a library and database search, with characteristics including relevance, peer review, and timeliness being considered. Topics addressed include sustainable leadership, CSR, and the relationship between these factors and firm performance. The chapter closes with a presentation of the research conceptual framework.

2.1 Sustainable Leadership

One of the core concepts of this study is sustainable leadership. In this section, the concept is defined and characteristics of sustainable leadership are identified.

2.1.1 The concept of sustainable leadership

Sustainable leadership is leadership that takes into account not just the immediate, short-term economic needs of the firm, but also the long-term needs of the firm, its employees, and communities (Avery & Bergsteiner, 2011). This principle is distinct from simple social responsibility, which is a technique used to attempt to offset the firm's stakeholder responsibilities through activities unconnected to its core processes. Avery (2005) and later authors have developed the concept of sustainable leadership through comparison of Western business models. The so-called Rhineland model, derived from German business practices, is indicative of sustainability in leadership, while the Anglo-American model, derived from American and British

leadership activities, is positioned as unsustainable (Avery, 2005; Avery & Bergsteiner, 2011). Sustainable leadership can be identified through several distinct organizational features (Kantabutra, 2012). Among these features include a long-term view, focus on employee development and cultivation of organizational culture, ethical principles and practices, social responsibility, and innovation (Kantabutra, 2012). The implementation of sustainable leadership norms in a firm can radically redefine the firm's priorities, culture, management control, and business activities (Morsing & Oswald, 2009). This means that sustainable leadership cannot be adopted by a firm without changing the way in which it does business (Morsing & Oswald, 2009). However, leaders may struggle to develop a concept of sustainable leadership, particularly if they have been trained in an unsustainable approach (Casserley & Critchley, 2010). As these authors noted, traditional teaching and training programs for leaders, such as university or career development programs, have typically paid little attention to sustainability at a personal, team, organizational, or society level. Thus, leaders may not have the appropriate tools to implement sustainable leadership, even when they have learned about the concept and see value in it (Casserley & Critchley, 2010). Thus, sustainable leadership represents a radical change of leadership practices, but this change is rooted in the leader's willingness to change herself or himself.

2.1.2 Characteristics of sustainable leadership

A commonly used model of sustainable leadership was developed by Avery (2005). Avery's (2005) development of the Rhineland principles from cases of sustainable business as practiced in Germany and compared to Anglo-American (non-sustainable) practices has helped to identify 19 key principles or characteristics of sustainable leadership (Table 1). As this table shows, sustainable leaders can be seen to have distinctly different leadership characteristics than leaders using a non-sustainable approach, or an approach that simply does not consider sustainability (Avery, 2005). These principles are clearly defined and distinct, and can be easily differentiated, making them an ideal model of sustainable leadership principles.

Table 2.1 Summary of Rhineland principles and comparison to Anglo-American principles of leadership

Leadership Principle	Rhineland Model	Anglo-American Model
CEO concept/role	Top team speaker	Decision-maker, hero
Decision-making	Consensual	Manager-centered
Ethical behavior	Explicit value	Ambivalent
Financial markets	Challenge them	Follow them
Innovation	Strong	Mainly R&D
Knowledge management	Shared	Not systematically managed
Long-term perspective?	Yes	No
Management Development	Grow their own	Import managers
Organizational culture	Strong	A challenge
People priority	Strong	Lip-service
Quality	High	Difficult to deliver
Retaining staff	Strong	Weak
Skilled workforce	Strong	Challenged
Social responsibility	Strong	Underdeveloped
Environmental responsibility	Strong	Underdeveloped
Stakeholders	Broad focus	Shareholders only
Teams	Self-governing	Manager-centered
Uncertainty/change	Considered process	Fast adjustment
Union-management relations	Cooperation	Conflict

Source: Avery (2005), p. 30

Several previous studies have used the Rhineland model to define sustainable leadership, including studies in a Thai context. One study has examined leadership at Siam Cement Group (SCG), Thailand's largest cement supplier (Kantabutra & Avery, 2011). This study found that 18 of the Rhineland principles were in place fully, while only one (CEO concept) was mostly consistent with Anglo-American principles. A study at a Thai healthcare provider offered similar findings (Kantabutra, 2011), while

a study in a bathroom supplier demonstrated that these principles actually could serve as a vehicle for change (Kantabutra, 2012). These principles even apply within a small business, which can implement a more limited version of the Rhineland principles based on its available resources (Sooksan & Suriyankietkaew, 2013). Thus, the Rhineland model of sustainable leadership is suitable for assessment of leadership at King Power.

2.2 Corporate Social Responsibility

Corporate social responsibility (CSR) has classically been defined as follows: “the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (Carroll, 1979, p. 500).” This principle was later codified in the CSR pyramid, which presents the responsibilities of the firm (Figure 2). Carroll’s (1991) CSR pyramid is based on the traditional economic responsibilities of the firm to remain profitable, but it rejects the idea that this is the firm’s only responsibility. Instead, the model argues that firms also have legal, ethical, and philanthropic responsibilities as part of the moral obligation of the organization to society (Carroll, 1979). For example, firms are morally bound to obey the law. They also have ethical responsibilities even where there are no legal requirements, for example to avoid polluting the environment or harming others. Finally, the firm has philanthropic responsibilities, or a moral obligation to give back to the communities and stakeholders it takes from (Carroll, 1991). These obligations are based on a broad, stakeholder oriented view, which requires that the firm produce not just shareholder value but value for a much wider set of groups with interests in the operation of the firm (Carroll, 1991). Thus, in principle, CSR is a moral obligation that requires the firm to engage in business in a certain way.

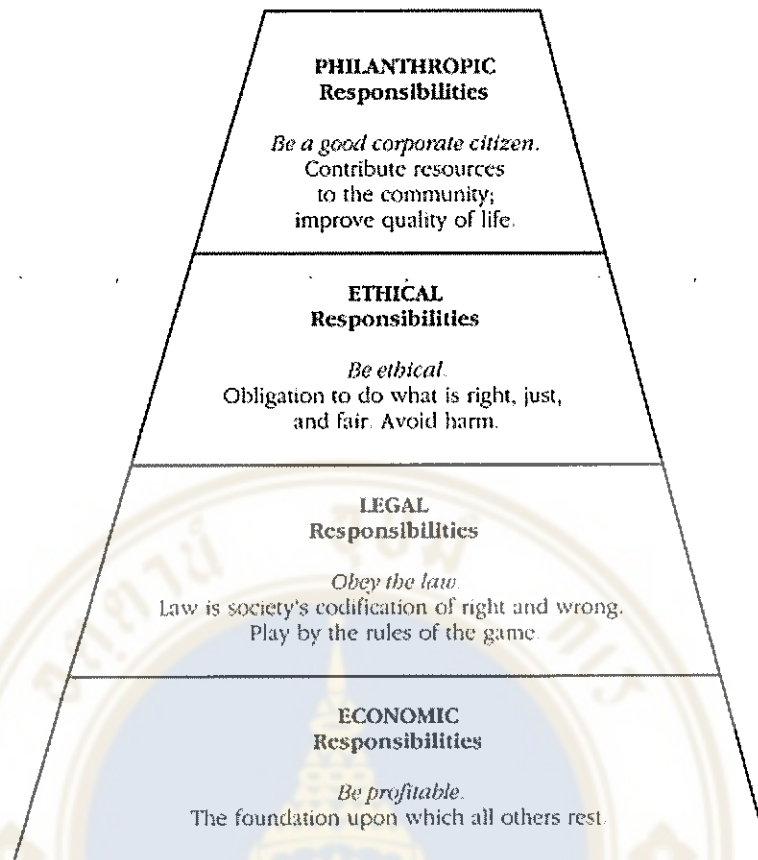


Figure 2.1 The CSR pyramid
Source: Carroll (1991), p. 42

While CSR represents a firm moral orientation, it also describes a set of practices or activities of the firm (Dahlsrud, 2008). Many definitions of CSR identified by Dahlsrud (2008) identify it as a set of ethical or philanthropic practices that the firm uses to demonstrate its moral position and protect its reputation. For example, this can include environmental protection and supplier conduct programs, employee volunteering programs, or philanthropic activity (Dahlsrud, 2008). Another important aspect of CSR is that it may be defined either implicitly or explicitly (Matten & Moon, 2008). Implicit CSR is integrated into the firm's everyday activities, rather than being identified as a distinct process. In contrast, explicit CSR is often identified under a CSR policy, and often runs outside the firm's normal activities. Philanthropy is commonly an explicit CSR activity, while an active employee development program is an example of an implicit CSR activity (Matten & Moon, 2008).

Since CSR is rarely a legal requirement for firms, this does raise the question of why firms undertake either implicit or explicit CSR activities (Campbell, 2007). An institutional theory explanation proposed by Campbell suggests that a combination of internal and external pressures result in adoption of CSR practices. For example, regulatory and legal pressures may encourage the firm to use a proactive environmental protection approach or to obey employment laws, while concern for corporate reputation can prompt philanthropic activities. Internal cultural beliefs about the role of the firm in society may encourage adoption of CSR. Stakeholder-company dialogues, where stakeholders address the firm's activities (sometimes challenging them actively) are another way in which firms may be encouraged to adopt CSR (Campbell, 2007). There may also be financial reasons for CSR activities (or at least their reporting), as firms that voluntarily report their CSR activities have been found to have a lower cost of equity capital following this disclosure (Dhaliwal, et al., 2011). Thus, there are a variety of reasons why a firm may be prompted to undertake CSR activities.

2.3 Sustainable Leadership, CSR and Organizational Performance

This research is concerned with two key relationships: the relationship between CSR and organizational performance and the relationship between sustainable leadership and organizational performance. The last section of the literature review focuses on these relationships in order to construct the conceptual framework.

2.3.1 CSR and organizational performance

The relationship between CSR and organizational performance is unclear, especially in its directionality. Not all studies have supported a relationship between CSR and firm performance. One study found that while the two variables were statistically related using regression, when using a time series analysis the relationship did not appear (Nelling & Webb, 2009). The authors suggested that the relationship may actually be reversed, with firms that make more money being able to spend more

on CSR, rather than CSR generating higher revenues. However, the relationship may be more complicated than that. Another study found that while many firms showed a relationship from revenue to CSR, in some firms the pattern was reversed (Scholtens, 2008). A study of Taiwanese firms found that when including research and development costs associated with long-term development (an implicit CSR cost not identified in many Western studies), CSR had a long-term significant impact on revenues, although there was little short-term effect (Lin, et al., 2009). However, it should be noted that at least two of these studies took place in Anglo-American management contexts, which are associated with explicit CSR such as mainly non-functional and non-developmental philanthropy activities (Matten & Moon, 2008). Thus, it is possible that the effects seen in Thailand and under a sustainable leadership approach and implicit CSR activity will be more consistent with the Taiwanese situation described by Lin, et al. (2009). There is not enough information to predict the direction of a relationship between CSR and firm performance, but there is enough to suggest there will be one. Thus, the first hypothesis is stated:

H1: There is a significant relationship between CSR and organization performance.

2.3.2 Sustainable leadership and organizational performance

The second relationship of this research is sustainable leadership and organizational performance. Several studies previously discussed have briefly reflected on the relationship between these variables, but have not presented a comprehensive analysis (Kantabutra, 2011; Kantabutra & Avery, 2011; Morsing & Oswald, 2009). There are some additional studies (Table 2) that have also briefly addressed this topic, mainly using case studies or small surveys (Johnson, 2011; Kantabutra & Siebenhüner, 2011; Sooksan & Suriyankietkaew, 2013). These studies have shown that sustainable leadership practices as modeled by the Rhineland principles do have an association with firm performance on financial and non-financial measures. However, the evidence for this relationship is relatively weak, probably because the concept of sustainable leadership is very new compared to the concept of CSR. For example, a case study of a single firm suggested that sustainable leadership was contributing to financial performance, but could not demonstrate this conclusively

(Sooksan & Suriyankietkaew, 2013). Other studies that have not explicitly used a sustainable leadership perspective, but addressing long-term developmental activities such as R&D, have demonstrated such a relationship (Li, et al., 2009). Ultimately, the relationship between sustainable leadership and organizational performance is under-theorized and has not undergone rigorous testing (Galpin & Whittington, 2012). This research will contribute to the literature by exploring the relationship between sustainable leadership and firm performance. Thus, the second hypothesis proposed in the conceptual framework is:

H2: There is a significant relationship between sustainable leadership and organization performance.

2.3.3 Conceptual Framework and study summary

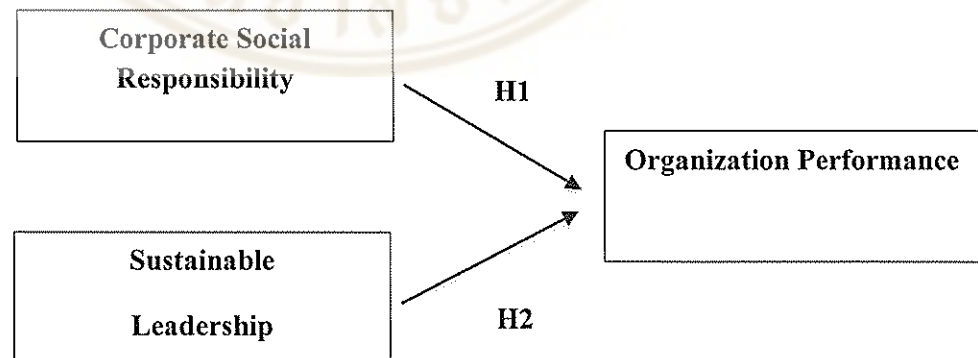
The sections above have identified some key relationships between the three core constructs of the research, as well as hypotheses associated with these relationships. The final task of the literature review was to state a conceptual framework that will be used for the investigation of the study. Figure 3 presents the conceptual framework of the study. This framework demonstrates the expected relationships identified in the hypotheses describe above. Table 2 provides a summary of the studies of the key relationships on which the hypotheses are based.

Table 1.2 Summary of studies on key relationships

Authors	Topic	Methods	Findings
CSR and Organizational Performance			
Li, et al. (2009)	CSR and financial performance in Taiwanese firms, including R&D costs	Econometric analysis (n = 1,000)	CSR spending had a long-term positive influence on revenue, though it had little short-term effect.
Nelling and Webb (2009)	CSR and financial performance in US firms	Statistical and econometric analysis (secondary data)	Regression did show a positive relationship between CSR and performance, but time series analysis did not.

Table 2.2 Summary of studies on key relationships (cont.)

Authors	Topic	Methods	Findings
CSR and Organizational Performance			
Scholtens (2008)	CSR and financial performance in US firms	Statistical and econometric analysis (n= 229)	OLS regression showed a reverse relationship for some firms, but results did vary.
Sustainable Leadership and Organizational Performance			
Johnson (2011)	Financial stability of sustainably led Australian organizations	Financial stability analysis of three pairs of organizations in different industries	Sustainable organizations assumed less risk than non-sustainable organizations and had better financial stability in earnings and expenditures.
Kantabutra and Siebenhüner (2011)	Identifying sustainable factors in firm performance	Study of Thai organizations (n = 112)	Sustainability indicators such as perseverance, broad stakeholder focus, social development, moderation, and resilience contributed to positive firm outcomes such as stability and ability to overcome crises.
Sooksan and Suriyankietkaew (2013)	Sustainable leadership in a Thai SME	Case study	Authors suggested a connection between sustainable leadership and SME performance, but a single case study could not prove it.

**Figure 2.2** Conceptual framework of the study

CHAPTER III

RESEARCH METHODOLOGY

This chapter presents the research methodology of the paper. The research methodology is the set of research choices made for the study (Bryman & Bell, 2011). The methodological choices for this study were made based on the research context and setting, the research objectives and the previous literature. The general methodology is quantitative and survey-based. This chapter examines the following topics: research approach; data collection; population and sampling strategy; and data analysis. In each section, the choices made are presented and justified, as well as connected to the other choices made for the study.

3.1 Research Approach

The research approach is the general technique and design of the study, including quantitative, qualitative, and mixed methods approaches (Creswell, 2014). A quantitative approach has been selected for this study. The quantitative approach relies on standardized collection of data (for example numeric or categorical data) and analysis using controlled statistical techniques (Creswell, 2014). The quantitative approach was considered more appropriate than mixed methods or qualitative approaches because it provides clearly defined results and tests relationships, which cannot be done in qualitative research (Bryman & Bell, 2011). It does have some weaknesses, such as not finding new relationships (Creswell, 2014), but these are acceptable for this study as it can robustly achieve the research's aim and objective.

The research designs most commonly used for quantitative research include surveys where the researcher measure data but do not manipulate, and experiments where the researcher manipulates variables to test impact on outcomes (Creswell, 2014). For this research, an experiment or quasi-experiment was totally unsuitable, since King Power is a real organization whose operations would not be

susceptible to experimentation. The survey also offered other advantages, including being able to collect responses from a broader segment of the population and being able to have a more detailed view of King Power's leadership, CSR and outcomes. Thus, this research adopted a quantitative approach with survey design.

3.2 Data Collection

As with most studies, this research started with secondary research into theoretical models and empirical findings that could be applied (Bryman & Bell, 2011). The use of secondary data, which is collected and analyzed by other researchers, is encouraged in research studies because it helps to ensure the research is not repeating existing studies and that it is grounded in tested theories and explanations (Cooper & Schindler, 2014). However, there was not enough information in the literature on the topic to rely on a secondary method such as a meta-analysis. Thus, primary research, with specific data collected and analyzed for this study, was necessary.

Quantitative data can be collected using different techniques, like questionnaires, interviews, or observations (Cooper & Schindler, 2014). For this study, self-administered questionnaires were used. The questionnaire uses open-ended or closed-ended items of various types (such as nominal or ordinal, interval or continuous, or scalar such as Likert scales) to assess attitudes and experiences of respondents (Bryman & Bell, 2011). The self-administered questionnaire was chosen because it is the most rapid and comfortable approach for both participants and respondents when there are no special needs such as target population illiteracy (Brace, 2008). Self-administered questionnaires do have some limitations, such as reduced response rates and inability to respond to individual questions (Brace, 2008). However, their ability to provide cognitive comfort and confidentiality in responses was particularly important for this study since respondents were being asked about their work organization. Thus, the questionnaire was the most appropriate data collection technique. The questionnaire (attached in the Appendix A) was constructed

based on the literature review. Expert review was used to assess survey quality and make adjustments to items and measures used.

3.3. Population and Sampling Strategy

This research was conducted on the level of the individual employee. The population of this research is employees of King Power Group, including retail employees, front-line administrative employees, and supervisory and leadership employees at all levels of the organization. Employees of Leicester City F.C. are excluded because they are not directly related to the organization's retail activities. The population size can be estimated at about 9,000 people based on the insight provided by an employee of the company who is a friend of the researcher. Based on a standard calculation table for known sample size, the most statistically appropriate minimal sample size of this study is $n = 368$ employees (Krejcie & Morgan, 1970). Thus, this was set as the minimum sample size for the study.

Convenience sampling was used to select the sample and distribute the questionnaire. Convenience sampling is a non-probability sampling technique that bases sample selection on proximity to the researcher and willingness to participate (Bryman & Bell, 2011). It is a technique that is suitable for a research with time and budget constraints (Bryman & Bell, 2011). Convenience sampling is not a statistically rigorous technique, but it is nonetheless used in business research because of other advantages (Cooper & Schindler, 2014). Specifically, convenience sampling does not require a list or other method for randomly selecting participants, so it can be used with unknown or unenumerated populations (Cooper & Schindler, 2014). Convenience sampling can also be used in order to ease sample selection in dispersed populations. In order to reduce problems of generalization associated with convenience sampling, demographics and respondent characteristics should be collected evenly so that the sample can be described and compared to the source population (Cooper & Schindler, 2014).

Questionnaires were distributed on paper. The researcher and assistances visited all four King Power locations in Thailand at different periods over the course of a week, asking employees to participate in the survey. Managerial permission was

sought by the researcher's friend who works at the company to make sure that employees did not get in trouble for participation.

3.4 Data Analysis

Following data collection, all questionnaires were entered into a dataset in preparation for analysis. Analysis was conducted in SPSS, which was selected because it is a reliable and flexible analysis package (Babbie, et al., 2015). The analysis began with descriptive statistics, which were used to describe the sample and identify general trends and responses (Babbie, et al., 2015). The descriptive statistics used were determined by item type. Categorical responses were analyzed using frequency tables and appropriate graphs. Likert items (interval scales) were analyzed using means and standard deviations.

Following descriptive statistics, multiple regression tests were used to test the hypotheses. Regression is a statistical technique that identifies a graphical or mathematical relationship between two variables, allowing the researcher to infer relationships between them (Babbie, et al., 2015). Multiple regression analysis was used to test H1 and H2 together, since these predictor variables both related to the same outcome variable. These tests were chosen because regression is more reliable and statistically accurate than tests like correlation, or descriptive statistics, which cannot be used to test the hypotheses of the study. However, Pearson correlation was also used to determine relationship between each character of sustainable leadership and organization performance.

CHAPTER IV

RESULTS AND DISCUSSION

In the previous chapter, it was explained that the primary research for this study was conducted as an employee survey of King Power employees. The employee survey was conducted as an in-person, self-directed questionnaire, using a model of sustainable leadership based on the Rhineland principles (Kantabutra, 2011; Kantabutra & Avery, 2011). (Please see Table 1 for details.)

In this chapter, the results of the primary research are presented in Section 4.1. First, demographic information of the respondents ($n = 177$) is presented (Section 4.1.1). The next section presents the descriptive statistics for each of the multi-item variable scales (Section 4.1.2). These include Sustainable leadership characteristics (Section 4.1.2.1), Degree of CSR adoption (Section 4.1.2.2), and Organizational performance (Section 4.1.2.3). The third section demonstrates the result of relationship between 19 characteristics of sustainable leadership and organization performance. The fourth section presents the outcomes of the hypothesis tests. Finally, the primary results of the study are discussed and analyzed with the literature presented in Chapter 2 (Section 4.2).

4.1 Results

4.1.1 Sample Information

The final sample of the study ($n = 177$) was smaller than the initially planned sample size ($n = 368$). This variance was caused by difficulty in recruiting King Power employees to complete the study in the time available. While this may limit the statistical reliability of the findings (discussed in Chapter 5), sample sizes are often smaller than the statistically reliable minimum size because of operational

limitations (Bryman & Bell, 2011). Thus, while this is kept in mind during the interpretation of the results, this does not eliminate the usefulness of the study.

Since convenience sampling was used in the study and there is no detailed population profile available, demographic information was also collected in order to understand the characteristics of the sample. This information included gender, age, years of experience at King Power, and work position (Table 3).

Table 4.3 Demographic description of the sample

	Frequency	Percentage
Gender (n=177)		
Male	63	35.6
Female	114	64.4
Age (n=177)		
18-30 years	58	32.8
31-40 years	83	46.9
41-50 years	26	14.7
51-60 years	9	5.1
More than 60 years	1	.6
Year of experience (n=177)		
Less than 1 year	14	7.9
1-5 years	73	41.2
6-10 years	47	26.6
More than 10 years	43	24.3
Work position (n=176)		
Marketing	23	13.0
Management	20	11.3
Operation	55	31.1
Account/Finance	23	13.0
IT	12	6.8
Other	43	24.3

One of the most obvious issues is that gender is highly unequally distributed, with female participants (64.4%) comprising a larger group than male participants (35.6%). In terms of age, most respondents are relatively young, falling into the 18 to 30 years (32.8%) or 31 to 40 years (46.9%) age brackets. Only a relatively small number of employees are aged over 40 years (20.3%). Experience levels are moderately high, with the largest single group having one to five years' experience (41.2%) and most having more than five years (50.8%). The most frequently held position was operations (31.1%), followed by other (24.3%) and Marketing and Accounting/Finance (13% each group).

4.1.2 Descriptive Statistics

Descriptive statistics for each of the items in the three multi-item scales (Sustainable Leadership Characteristics, Degree of CSR Adoption, and Organizational Performance) were calculated using mean and standard deviation. This approach was chosen because it would allow for the hypothesis testing, although Likert variables can also be analyzed using categorical techniques (Bryman & Bell, 2011). In order to aid understanding of the findings, each of the items and scales is also assigned an interpretive value based on the original scale. In order to determine the interpretive value, the interpretation points of the Likert scale were redistributed along the range of possible responses. This resulted in the following interpretation bands:

- 1.00 to 1.79 = Strongly disagree
- 1.80 to 2.59 = Disagree
- 2.60 to 3.39 = Neutral (do not really agree or disagree)
- 3.40 to 4.19 = Agree
- 4.20 to 5.00 = Strongly Agree

4.1.2.1 Sustainable leadership characteristics

Table 4 shows the descriptive statistics for sustainable leadership characteristics. There were 19 items in this scale, representing the items associated with the Rhineland Principles (see Chapter 2 for details). The individual items in the scale fell primarily into the Agree interpretation band, with a few Neutral interpretations. The lowest item was 2.1, which addressed CEO concept or role ($M = 2.87$, $SD = 1.050$). This item also showed wide variation compared to many others.

The other neutral items included item 2.4 (financial markets) ($M = 3.32$, $SD = 1.102$) and item 2.17 (Teams) ($M = 3.16$, $SD = 0.986$). In comparison, the highest scoring items included: item 2.7 (long-term perspective) ($M = 4.15$, $SD = 0.660$); item 2.12 (retaining staff) ($M = 4.00$, $SD = 0.983$); and items 2.11 (quality) ($M = 3.86$, $SD = 0.771$) and 2.14 (social responsibility) ($M = 3.86$, $SD = 0.684$).

Overall, the results indicate that employees at King Power do generally agree that their firm's leadership strategies are following a sustainable pattern, as outlined by the Rhineland principles. However, there are a few weak areas, mainly concerned with the position and role of leadership and the application of top-down management to teams. This suggests that leadership at King Power can be considered generally sustainable, although this sustainability may be influenced by cultural factors such as power distance that tend to impose hierarchies within the organization.

Table 4.4 Descriptive statistics: Sustainable leadership characteristics

Statements	Mean	S.D.	Interpretation
2.1 Your leader is not recognized as the hero, but another member of the organization.	2.87	1.05039	Neutral
2.2 Your leader values consensual decision making.	3.79	.70598	Agree
2.3 At your company, ethics are taken into account in decision making at all levels.	3.62	.81238	Agree
2.4 Your company does not try to maximize its quarterly profit, but a long-term one.	3.32	1.10205	Neutral
2.5 Your company focuses on both radical and incremental innovation.	3.61	.86494	Agree
2.6 Knowledge management is an essential process of your company's practice.	3.81	.91963	Agree
2.7 Your company is willing to invest in advance for long-term benefits.	4.15	.65969	Agree
2.8 Your leader normally promotes internal employees to management level rather than hiring outsiders.	3.65	.82170	Agree

Table 4.5 Descriptive statistics: Sustainable leadership characteristics (cont.)

Statements	Mean	S.D.	Interpretation
2.9 Shared common values are demonstrated throughout your company.	3.56	.73846	Agree
2.10 Your company is willing to invest in employees, despite times of crisis.	3.77	.77424	Agree
2.11 Investments are made continuously to improve quality at your organization.	3.86	.77146	Agree
2.12 Your company avoids laying off staff, even in times of crisis.	4.00	.98261	Agree
2.13 At your company, firm-specific skills are developed and nurtured where necessary.	3.80	.70118	Agree
2.14 At your company, social responsibility is considered an ethical behavior and investment.	3.86	.68409	Agree
2.15 At your company, environmental responsibility is considered an ethical behavior and investment.	3.85	.68809	Agree
2.16 Your company focuses on a wide range of stakeholders, including society, environment, customers, shareholders, future generations, minority groups, and the rest of the society.	3.69	.78886	Agree
2.17 At your company, teams are directed and managed by employees, without intervention from managers.	3.16	.98625	Neutral
2.18 Your company anticipates uncertainty and change in the future and is willing to invest to prepare for the change and uncertainty.	3.63	.83238	Agree
2.19 Unions and the top management work together constructively.	3.66	.79119	Agree

4.1.2.2 Degree of CSR adoption

The second category of descriptive statistics is the degree of CSR adoption (Table 5). There were three items in this scale, which measured aspects of CSR such as community engagement (item 3.1), environmental responsibility (item

3.2), and how the company treats people (item 3.3). All three of these items were closely clustered, with the lowest item being item 3.3 ($M = 3.90$, $SD = 0.849$) and the highest item being item 3.1 ($M = 4.10$, $SD = 0.677$). Taken together, these items demonstrate that King Power employees perceive that their firm has a relatively high, though not extremely high, level of CSR, including specific areas of CSR and its general treatment of people.

Table 4.6 Descriptive statistics: Degree of CSR adoption

Statements	Mean	S.D.	Interpretation
3.1 Your company usually engages in support of community activities.	4.10	.67680	Agree
3.2 Your company is an environmentally responsible company.	4.02	.73255	Agree
3.3 Your company maintains high standards in the way it treats people.	3.90	.84906	Agree

4.1.2.3 Organizational performance

The third area of descriptive statistics is Organizational Performance (Table 6). These items were measured and interpreted using the same strategy as the ones above. There were four items in this scale, addressing market share growth, expansion, customer satisfaction, and overall performance. Perceptions of firm performance were generally high, with one item (overall performance) moving into the Strongly Agree interpretation band. The lowest scoring item (item 4.3) addressed customer service satisfaction ($M = 3.81$, $SD = 0.757$). Two items were very similar including item 4.1 (market share growth) ($M = 4.16$, $SD = 0.718$) and item 4.2 (gradual expansion) ($M = 4.19$, $SD = 0.800$). The highest scoring item in the entire questionnaire was item 4.4 (overall financial performance) ($M = 4.28$, $SD = 0.673$). Overall, this questionnaire shows that employees at King Power have a high perception of their firm's performance. However, since these statistics are only descriptive they cannot prove a relationship. In the next section, the hypothesis testing outcomes demonstrate the relationships between the variables.

Table 4.7 Descriptive statistics: Organizational performance

Statements	Mean	S.D.	Interpretation
4.1 Market share of my company increases continually.	4.16	.71802	Agree
4.2 My company is expanded gradually.	4.19	.80012	Agree
4.3 Degree of customer satisfaction is high at my company.	3.81	.75662	Agree
4.4 Overall, my company has a good performance.	4.28	.67340	Strongly Agree

4.1.3 Relationship between characters of sustainable leadership and organization performance

The results from table 5 shows that 15 out of 19 characters of sustainable leadership have a significant relationship with firm performance at King Power Duty Free. In other words, these characters contribute to overall firm performance at the company. The three most influential characters (as indicated by r-value) are their unique long-term perspectives, stakeholder focus and decision-making style, respectively. This could be the areas where managers at the company should focus on.

Table 4.5 Results of relationship between 19 characters of sustainable leadership and organization performance

Sustainable leadership characters	Organization performance	
	r-value	p-value
CEO concept/role: Top team speaker	.070	.356
Decision-making: Consensual	.319	.000**
Ethical behavior: Explicit value	.123	.105
Financial markets: Challenge them	.220	.003**
Innovation: Strong	.130	.088
Knowledge management: Shared	.244	.001**
Long-term perspective: Yes	.423	.000**
Management Development: Grow their own	.123	.105
Organizational culture: Strong	.203	.007**

Table 4.5 Results of relationship between 19 characters of sustainable leadership and organization performance (cont.)

Sustainable leadership characters	Organization performance	
	r-value	p-value
People priority: Strong	.282	.000**
Quality: High	.230	.002**
Retaining staff: Strong	.288	.000**
Skilled workforce: Strong	.291	.000**
Social responsibility: Strong	.309	.000**
Environmental responsibility: Strong	.290	.000**
Stakeholders: Broad focus	.416	.000**
Teams: Self-governing	.177	.019*
Uncertainty/change: Considered process	.185	.014*
Union-management relations: Cooperation	.192	.011*

Notes: **p-value < 0.01, *p-value < 0.05

4.1.4 Hypothesis Testing Results

There were two hypotheses proposed for the study, based on the literature review and conceptual framework (Figure 3). These hypotheses included:

- Hypothesis 1: There is a significant relationship between CSR and organization performance.
- Hypothesis 2: There is a significant relationship between sustainable leadership and organization performance.

In order to test these hypotheses, each of the scales above had an index variable prepared, which consisted of the unweighted average of all items in the scale. These scale variables were then used in multiple regression testing, with CSR and Sustainable Leadership used as predictor variables and Organization Performance used as the outcome variable.

The outcomes of the regression test are summarized in Table 7. The ANOVA outcome ($F = 41.033$, $p = 0.000$) confirms that this was a significant relationship. The goodness of fit test showed that this was a moderately interesting, though not fully explanatory relationship ($R^2 = 0.322$). This test suggests that about 32.2% of variance in Organization Performance can be explained through variance in

Sustainable Leadership Characteristics and CSR Adoption. Thus, the overall model does offer proof for the expected relationships.

Table 4.6 Summary of hypothesis test outcomes

Model 1	B	Std. Error	Beta	p-value
Sustainable leadership characteristics	.356	.095	.272	.000**
Degree of CSR adoption	.329	.063	.380	.000**

Notes: a. Dependent variable: Revisit intention

F = 41.033, R² = .322, Constant = 1.491

**p-value < 0.01, *p-value < 0.05

Because this is a multiple regression, each predictor variable needs to be considered independently in terms of its significance and contribution. In this case, the t-tests showed that both factors were significant ($p < 0.05$ in both cases). Thus, both factors contribute to the model. To determine contribution to Organizational Performance, the author turns to the B value. In both cases these are positive, indicating the expected positive relationship.

The outcome of these tests allows for the acceptance of both Hypothesis 1 and Hypothesis 2. Both the degree of CSR adoption and sustainable leadership characteristics contribute to firm performance at King Power Duty Free. Of course, there are many other factors that also contribute, which explains the relatively low R² value of this test. In the next section, these results are discussed and analyzed with the literature.

4.2 Discussion

In the previous section, it was determined that King Power employees perceive their firm to have moderately (though not very) high levels of sustainable leadership practice, CSR, and firm performance. It was also shown that sustainable leadership practice and CSR does have a significant, positive (though relatively small)

relationship to firm performance. These findings are compared to the literature review in this section.

4.2.1 Sustainable leadership

This study followed several previous studies in using the Rhineland principles as a model for sustainable leadership (Kantabutra, 2011; Kantabutra & Avery, 2011; Sooksan & Suriyankietkaew, 2013). Previous studies of sustainable leadership in Thailand have demonstrated that the Rhineland principles are effective at modeling sustainable leadership both in small firms and even very large firms like SCG. This study also supports the use of the Rhineland model of sustainable leadership in reference to Thai firms.

While the study also showed that sustainable leadership was associated with firm financial performance, it may not be straightforward to implement. Studies have shown that firms may struggle to implement sustainable leadership, due to reasons like existing management training practices (Casserley & Critchley, 2010) and the pressure of radically redefining the firm's business model (Morsing & Oswald, 2009). However, implementing principles like a long-term perspective and focus on employee development and culture can significantly improve the firm's sustainability (Kantabutra, 2012). This suggests that even though it may be difficult, firms should consider implementing CSR principles.

4.2.2 CSR and sustainable leadership

The principle of CSR was also demonstrated to be important in this research. The concept of CSR asserts that the firm does not just have a financial responsibility to its owner; instead, it also has legal, ethical, and even philanthropic responsibilities defined by its place in society (Carroll, 1979; Carroll, 1991). These responsibilities appear to fit well with the model of sustainable leadership; for example, ethical responsibilities to customers, the community, the environment, and employees (Carroll, 1991) are all consistent with some of the dimensions of the Rhineland principles (Avery, 2005). Thus, it is not surprising that perceptions of CSR may be associated with sustainable leadership.

One of the ways in which study of CSR could have been complicated in this study is the difference between explicit and implicit CSR. Explicit CSR relates to activities undertaken as part of a CSR policy, while implicit CSR is integrated into the company's way of doing business (Matten & Moon, 2008). The sustainable leadership model incorporates many aspects that could be considered implicit CSR, for example the commitment to employee development (Avery, 2005; Matten & Moon, 2008). In fact, one of the defining features of unsustainable Anglo-American style leadership is that CSR is weak and philanthropy-focused (Avery, 2005), which is consistent with an explicit CSR approach (Matten & Moon, 2008). This relationship has not been explored in the literature in detail, but could be a useful area for future study.

4.2.3 Sustainable leadership, CSR, and firm performance

The relationship that was at the heart of this study was the relationship between sustainable leadership, CSR, and firm performance. As discussed above, sustainable leadership and CSR are related concepts (although they do not completely overlap). The basis of this study was developing an understanding of how these factors affected the firm's performance in areas like financial growth and customer satisfaction. Previous studies had indicated that there were such relationships, but that these relationships were complicated. For example, several studies showed conflicting results for a relationship between CSR and firm financial performance (Li, et al., 2009; Nelling & Webb, 2009; Scholtens, 2008). Thus, it was uncertain whether there would be a positive or negative relationship between CSR and firm performance. These results are limited in that they used employee perceptions of firm performance, rather than objective measures. However, they did demonstrate a positive relationship.

The literature on sustainable leadership and firm performance was more consistent, with studies routinely finding a positive relationship between sustainable leadership practice and firm financial performance (Johnson, 2011; Kantabutra & Siebenhüner, 2011; Sooksan & Siryankietkaew, 2013). These studies have shown that firms with sustainable leadership tend to be exposed to lower levels of risk, resulting in more stable expenditures and earnings (Johnson, 2011). They have also shown that firms with sustainable leadership are more resilient and stable (Kantabutra & Siebenhüner, 2011). Furthermore, a study in a Thai SME suggested that there was a

connection between sustainable leadership and firm financial performance (Sooksan & Suriyankietkaew, 2013). This study is also a single case study of one firm, and thus cannot absolutely prove that this connection exists. However, it does add to the body of research that suggests a connection between sustainable leadership practices and long-term stability and financial performance of the firm.



CHAPTER V

CONCLUSION AND RECOMMENDATIONS

This is a final chapter of the study that gives conclusion of the findings. The results of data collected and analyzed are summarized in relation to the research aims and objectives.

This chapter includes four sections which are conclusion, recommendations of the research, research limitations and recommendations for future research.

5.1 Conclusion

The purpose of this research was to study the relationship between sustainable leadership practices, CSR, and the firm's financial performance using a case study of a firm in Thailand. King Power Duty Free, led by Vichai Srivaddhanaprabha, is Thailand's main duty free concession retailer, holding positions at its major international airports as well as in downtown Bangkok. The objectives of the study were:

1. To evaluate characteristics of leaders at Thailand's King Power Duty Free in comparison with sustainable leadership characteristics identified from previous literature.
2. To examine the degree of CSR implementation at Thailand's King Power Duty Free.
3. To examine the relationship between sustainable leadership, CSR and organization performance at Thailand's King Power Duty Free.

In order to begin the study, the literature was reviewed to identify sustainable leadership and CSR models and formulate a conceptual framework (Chapter 2). The Rhineland principles, which identify 19 key points of difference between sustainable and unsustainable leadership models, were identified as a relevant

framework for understanding sustainable leadership. The CSR pyramid proposed by Carroll (1991) was used as a model for CSR.

The remaining objectives were accomplished using a questionnaire of King Power Duty Free employees ($n = 177$). The questionnaire measured sustainable leadership practices (using the Rhineland principles), CSR, and four dimensions of firm financial and non-financial performance. Results showed that King Power employees viewed their firm as having moderately (though not highly) sustainable leadership practices, CSR and performance. 15 out of 19 characters of sustainable leadership were found to have a significant relationship with firm performance at King Power Duty Free. Furthermore, multiple regression analysis was used to analyze the relationship between the factors. It found that there was a moderate ($R^2 = 0.322$) relationship between the variables as proposed by the conceptual framework.

In conclusion, sustainable leadership and CSR practices are associated with firm performance at King Power Duty Free, although many other factors also undoubtedly influence financial performance. This shows that the use of sustainable leadership is suitable for Thai firms. King Power's gradual success also shows that sustainable leadership does lead to long-term gains, although short-term performance may not always be as high as demanded by financial markets.

5.2 Recommendations of the Research

There are several practical recommendations of the research that can be made. These recommendations are mainly aimed at firms developing business models and considering issues of sustainability. One recommendation is that the Rhineland principles can be used as an effective guide to developing a sustainable business model. This research, along with other studies by Avery and Bergsteiner (2011), Kantabutra (2011, 2012), Kantabutra and Avery (2011), Kantabutra and Siebenhüner (2011), and others, have demonstrated that the Rhineland principles are a practical model for sustainable leadership that can be used not just to measure sustainability, but actually to design sustainable leadership practices. The 19 Rhineland principles, while they are simply stated, allow the firm to adapt its business model to ensure that it

works for the long term, and not just for the short term. The top three characters that influence firm performance are long-term perspectives, stakeholder focus and decision-making style, respectively. The result would suggest the firm's leaders to focus intensively on these characters as they play a top role in supporting firm's performance. Thus, if a firm is interested in establishing a sustainable business model and sustainable leadership, using these principles as a guide is a good way to do so.

A second recommendation is that firms should consider sustainable leadership practices and CSR not just as an ethical statement or marketing ploy, but also as factors that actually make a difference in the performance of the firm. Johnson (2011) pointed out that sustainable organizations are more financially stable and take on less risk. This study has found a direct relationship between sustainable leadership practices and CSR and financial performance. Thus, firms should consider sustainable leadership as a financially responsible practice in addition to its ethical dimensions.

5.3 Limitations

There are several limitations associated with this study. First, this research only examined a single study. Thus, the findings will not apply directly to any other firm, though they may be useful in understanding the tested relationships conceptually. Second, the research was cross-sectional, with data collection taking place over a limited period and only reflecting one point in time. This means that if the leadership approach at King Power changes significantly, the perceived relationships could also change (particularly for the descriptive statistics). There are also limitations on the extent of reliability of the findings, due to the small sample size. This was unavoidable due to problems recruiting staff members. A final limitation is that the findings only tested a small number of potential factors in firm performance, which is one of the reasons for the relatively small magnitude of the relationship found. This means that a lot of variance in firm performance perceptions remains unaccounted for.

5.4 Recommendations for Future Research

There are several recommendations for future research in this study. One of these recommendations is that the applicability of the Rhineland principles should be explored more broadly. Currently, this set of principles for sustainable leadership has mainly been applied to single case studies of sustainable leadership. However, the potential value of the Rhineland principles for defining and developing sustainable leadership is much broader. For example, they could be applied to a broader study of firm performance, or used in cross-cultural leadership comparisons. Thus, the first recommendation is to implement a broader study of sustainable leadership using the Rhineland principles as a guiding framework. A second recommendation is to conduct research into Thai leadership models. Although Thailand is a rapidly emerging upper middle income economy, there has been relatively little research into Thai organizations, leadership models, or even organizational effectiveness. This could be expanded significantly, for example by conducting a more general survey of Thai leadership practices in organizations of different sizes. This would offer more information about Thai organizations, organizational culture, and leadership. A third area for more research is into CSR in developing countries. The bulk of CSR research comes from either developed countries or developing country operations of developed-country transnational firms, which does not offer a diversity of perspectives on the CSR concept. Examining how firms in developing countries implement CSR, their CSR priorities, and how CSR is viewed publicly could help expand understanding of CSR in general.

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APPENDIX A: QUESTIONNAIRE

Thank you for participating in this survey. Your company is selected as a case study in a research of a student who is currently studying Master's degree at university. This questionnaire aims to investigate the relationship between sustainable leadership, CSR and organization performance at King Power Duty Free in Thailand. There are 4 parts in this questionnaire and you are required to answer questions by ticking "✓" in the box. All your answers will not be disclosed and will be used only for academic purpose.

Part 1: Personal information

1.1 Gender

Male Female

1.2 Age

18-30 years 31-40 years 41-50 years
 51-60 years More than 60 years

1.3 Year of experience

Less than 1 year 1-5 years 6-10 years
 More than 10 years

1.4 Work position

Marketing Management Operation
 Account/Finance IT
 Other (please indicate) _____

Part 2: Sustainable leadership characteristics

Note: 1 = strongly disagree, 2 = disagree, 3 = neutral/moderate, 4 = agree and 5 = strongly agree

Statements	Scale				
	1	2	3	4	5
2.1 Your leader is not recognized as the hero, but another member of the organization.					
2.2 Your leader values consensual decision making.					
2.3 At your company, ethics are taken into account in decision making at all levels.					
2.4 Your company does not try to maximize its quarterly profit, but a long-term one.					
2.5 Your company focuses on both radical and incremental innovation.					
2.6 Knowledge management is an essential process of your company's practice.					
2.7 Your company is willing to invest in advance for long-term benefits.					
2.8 Your leader normally promotes internal employees to management level rather than hiring outsiders.					
2.9 Shared common values are demonstrated throughout your company.					
2.10 Your company is willing to invest in employees, despite times of crisis.					
2.11 Investments are made continuously to improve quality at your organization.					
2.12 Your company avoids laying off staff, even in times of crisis.					
2.13 At your company, firm-specific skills are developed and nurtured where necessary.					

Statements	Scale				
	1	2	3	4	5
2.14 At your company, social responsibility is considered an ethical behavior and investment.					
2.15 At your company, environmental responsibility is considered an ethical behavior and investment.					
2.16 Your company focuses on a wide range of stakeholders, including society, environment, customers, shareholders, future generations, minority groups, and the rest of the society.					
2.17 At your company, teams are directed and managed by employees, without intervention from managers.					
2.18 Your company anticipates uncertainty and change in the future and is willing to invest to prepare for the change and uncertainty.					
2.19 Unions and the top management work together constructively.					

Part 3: Degree of CSR adoption

Statements	Scale				
	1	2	3	4	5
3.1 Your company usually engages in support of community activities.					
3.2 Your company is an environmentally responsible company.					
3.3 Your company maintains high standards in the way it treats people.					

Part 4: Organization performance

Statements	Scale				
	1	2	3	4	5
4.1 Market share of my company increases continually.					
4.2 My company is expanded gradually.					
4.3 Degree of customer satisfaction is high at my company.					
4.4 Overall, my company has a good performance.					

