SUSTAINABLE LEADERSHIP AT THE AMERICAN PHARMACEUTICAL COMPANY IN THAILAND

CHOSITA CHENPANIT

A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2019

Thematic paper
entitled
**SUSTAINABLE LEADERSHIP AT THE AMERICAN
PHARMACEUTICAL COMPANY IN THAILAND**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
January 12, 2019

....
Miss Chosita Chenpanit
Candidate

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

....
Assoc. Prof. Vichita Ractham,
Ph.D.
Chairperson

....
Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

....
Asst. Prof. Decha Dechawatanapaisal,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

SUSTAINABLE LEADERSHIP AT THE AMERICAN PHARMACEUTICAL COMPANY IN THAILAND

CHOSITA CHENPANIT   6049071

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTRABUTRA, Ph.D., ASSOC. PROF. VICHITA RACTHAM, Ph.D., ASST. PROF. DECHA DECHAWATANAPAISAL, Ph.D.

ABSTRACT

This thematic paper focuses on the study of sustainable leadership practices known as Honeybee Leadership Philosophy which consists of 23 elements of practices as a framework to examine the leadership practices at the American pharmaceutical company in Thailand. The purpose of this research is to explore on each approach in detail to compare the principle with applied to the practice management. A qualitative approach (an interview) is used to collect information from the samples who work with the company at different working level. The results show that there are four out of twenty-three Honeybee leadership practices which are not match with sustainability leadership principle. Consequently, the analysis shall be discussed for sustainable development in the future.

KEY WORDS: Sustainable Leadership/ Honeybee Leadership/ Corporate Sustainability/
                        Pharmaceutical Company

60 pages

CONTENTS

LIST OF TABLES

LIST OF TABLES (cont.)

CHAPTER I
INTRODUCTION

Sustainable leadership is of the most discussed topic among corporate leaders in the corporate sector. It is a vital issue in the pharmaceutical industry in the USA and different approaches have been implemented in different pharmaceutical companies. In this project, the performance and role of sustainable leadership in pharmaceutical companies of US will be discussed in detail. In the present day, Thailand and Global had got a budgetary emergency and from this reason made each business field had an issue about budgetary decline and a few of business had face of bankrupt emergency, particularly in cordiality field that has a considerable measure of rival in the business and from this reason make each business stress over Sustainable of the company's that influence them to can represent budgetary emergency circumstance in the present day. Corporate notoriety and brand value are key factors that depict the achievement of a firm as seen by partners. These measures reacted to the idea that Sustainable leadership execution results and adequacy of partner situated practices of a firm ought to be assessed by the firm as well as its partners (Aguinis, 2009).

Utilizing a test of European associations working on standards oppositely restricted to the investor first rationality, Avery first distinguished initiative practices, separating what she at that point alluded to as the Rhineland and Anglo/US approach. She discovered that these two methodologies involve two oppositely restricted arrangements of practices that frame self-strengthening frameworks. Avery then tried the criteria on an example of associations from different parts of the world that received feasible Rhineland practices to fluctuating degrees. She showed that undertakings drove along these lines can prosper in various ventures and areas going from the created universe of the USA All things considered, an economical authority framework is defenceless as in it tends to be upset by a scope of outside occasions, for example, mergers and acquisitions, by going up against extra significant investors who don't acknowledge supportable qualities, or by the entry of a CEO who subverts the current framework

(Aras, 2008). This can include significant disturbances, for example, all of a sudden laying off staff or taking a transient view on an issue. It can prompt cuts in preparing, lessening ecological security or social obligation programs, or abusing morals to fulfil financial specialists in the following quarter. Short-termism can likewise prompt other non-reasonable practices, for example, lessening interest in innovative work or disregarding the interests of partners other than financial specialists. Inevitably, relinquishing long haul accomplishment for transient wins will be related with unforeseen authoritative change and interruption to a manageable culture (Avery, 2005). Then again, by keeping up an educated long haul viewpoint that focuses on being versatile and creative, an organization can draw in and teach tolerant financial specialists. On the off chance that the firm can adjust to changes in its business sectors and new contenders, staff will be held, preparing will proceed with, the company's advancement and dimensions of value will be kept up, its learning held, partners' interests (counting those of the earth and network) recognized, and sudden not well-considered change turned away.

The useful monetary impacts stream both all over the pyramid. For instance, when funds from reusing rehearse help monetary execution. As a best down impact, a gainful producer could choose to put the surplus in decreasing harmful waste or reusing. In this model, money related achievement drives ecologically well-disposed activities. Research demonstrates that organizations that perform well fiscally put more in corporate social duty than failing to meet expectations firms. This does not imply that just rich firms can bear the cost of ecological and social obligation, yet that supportable practices are connected in complex approaches to budgetary execution. At each dimension of the pyramid, the practices strengthen and are fortified by, different practices at that dimension. For instance, decayed basic leadership strengthens each of the five of its larger amount partner rehearses. This shared strengthening of components at a similar dimension happens by any stretch of the image dimensions of the pyramid, including among execution results. For instance, investor steam is made when the brand is secured and clients and financial specialists are fulfilled (Peloza, 2012).

Sustainable leadership objectives in the development business are definitely not just barely cantered around customary administration such time, cost and quality, yet additionally offering thoughtfulness regarding maintainable components, for example, ecological, association's benefit and social improvement. Maintainable development is

the consequence of Sustainable leadership condition approaches in the development business, which is broadly in charge of utilization of normal assets Be that as it may when Sustainable leadership issues are included normal business routine with regards to development association, this makes vulnerability for pioneers. This is on the grounds that pioneers in the development industry are as yet not persuaded with the capacity of Sustainable leadership in their association the board rehearses. In spite of the fact that Sustainable has been actualized in business action yet there are not specifically connected to the board and administrative procedures of the associations (Rogers, 2008).

CHAPTER II
LITERATURE REVIEW

In this chapter, various impacts of sustainable leadership on pharmaceutical companies in the USA will be discussed in detail. The impacts of Sustainable leadership in pharmaceutical companies are as yet obscure among development pioneers; by and by authority and the executive's practices may demonstrate a productive effect on Sustainable approaches in the development business. This is in accordance with the idea, where the initiative has an exceptionally noteworthy impact on hierarchical exercises including sustainability. Subsequently, to satisfy the dedication of development's pioneer towards Sustainable leadership, the flexibility of economic authority (SL) in the association can encourage the accomplishment of the development industry. Sustainable leadership implies a wide range of things to various individuals yet despite varying definitions it is getting a charge out of a persistent development in ubiquity. In the past 10+ years, numerous Multi-National Corporation's (MNC's) have grasped the idea to different dimensions of multifaceted nature. Unilever, BASF, Siemens, to give some examples have all been recognized as pioneers in the field (Torres, 2012). Their CEO's are visionaries in the quest for supportable results and simultaneously have set targets and desire not generally connected with a benefit looking for big business. Others, for example, Volkswagen, BP, BHS, and some pharmaceutical organizations have not fared so well in light of outrages pulverizing their notoriety. In this course, we will look at the ecological and social sources of what we currently call Corporate Sustainability. We will start by picking up knowledge into the (social) logical establishment for the world's most squeezing issues. Using precedents from the World Business Council for Sustainable Development, and different sources, we will basically assess how sustainability can make development openings while producing an incentive for society at substantial (Székely, 2005).

Intertek offers help for the pharmaceutical and medicinal gadget area to accomplish administrative consistency and to design and oversee Sustainable objectives. The Pharmaceutical business is making incredible walks in a pre-aggressive joint effort

to enhance Sustainable leadership in its inventory network. The capital structure issue is critical and in view of the impact of use impact on profit for value. This paper plans to ponder the impact of monetary use impact on organization benefit, utilizing money related information of three extensive organizations from Romania, acting in the pharmaceutical area, in whole creation appropriation chain. To do this examination have been finished three phases: investigations of the productivity of the organizations, examinations of the obligation and afterward the impact of use on profit for value, utilizing information from the 2008-2012 period. The end that rises in this examination is that use impact is a vital factor that impacts the arrival on the value in the capacity of the level of obligations, yet not by any means (Schneider, 2010).

2.1 Enhance Employee Satisfaction

By and large, embracing economical administration (SL) rehearses was connected essentially to worker fulfilment, steady with Avery and Bergstein's model. Twenty of the 23 SL rehearses were connected to improved representative fulfilment, the exemptions being free from the budgetary markets, self-administration and natural obligation. Explicit SL rehearses anticipated improved representative fulfilment more than others, the most grounded indicator being high staff commitment. Different practices related to representative fulfilment were: esteeming workers, moral conduct, thought about authoritative change, a solid and shared vision, an empowering society, and quality in items and administrations (Morsing, 2009).

Other than the money related advantages that Sustainable rehearses like vitality preservation give, thinks about having discovered that representative maintenance, efficiency, and general commitment all go up. By the by, it is hard for organizations to operationalize Sustainable objectives, notwithstanding when the general population working for these organizations, including their pioneers, care about sustainability on the planet. The issue is that insufficient organizations have yet made sense of how to interface their representatives' qualities and support for sustainability with the representatives' everyday work and the organization's activities. At the end of the day, it's not in the way but rather in the how of inserting Sustainable where the hole lies. The main method to delete the contention that individuals can feel between their work obligations and

their own qualities is to push the long haul interests of the organization (Veleva, 2003). Helping representatives see the monetary case for working in a more feasible manner isn't in every case simple, however, it is urgent; something else, individuals will imagine that sustainability is just about 'doing great' and not likewise about 'doing admirably. Sustainable cuts over all parts of a business, from vitality utilization to obtainment. To reinforce the "can do" conviction and frame of mind among representatives, it is vital to put resources into instructing workers about sustainability and in addition to make frameworks and procedures that make it less demanding for workers to incorporate Sustainable leadership into their business choices. (Peloza, 2012)

2.2 Adopting A Long-Term Perspective

One of the key practices in supportable undertakings is taking a long haul see, though investor first administration centres around transient results. Plainly, adjusting the requests of long-and present moment skylines is basic for all organizations however is troublesome to accomplish when momentary weights discard long haul objectives. Numerous organization seeking after short-term investor esteem have sold their future long haul position so as to promptly accomplish higher benefits. Each effective organization shares one thing in like manner: solid administration. Also, no place is that more essential than in making a supportable organization… (However) it's insufficient to have Sustainable leadership champions at the best—they should be developed at all dimensions and topographies of the association (baker, 2017). Another essential method for inserting sustainability in an organization is to draw in workers in the co-creation of manageable practices. What's more, an approach to do this is to follow up on representative activities. Worker commitment, the mental motor that drives corporate execution, is at an unequalled low. An ongoing overall Gallup survey demonstrates that worker commitment – extensively characterized as a state where representatives are slanted to feel and talk decidedly about their working environment is an appalling 13%. Actually, generally twofold that number is effectively separated at work and have little issue sassing their managers. Balance this with the instance of an organization, for example, Unilever with a workforce of 170,000+ that has a representative commitment score around 80 (Peloza, 2012).

2.3 Better Organizational Culture

The influential position in the procedure of hierarchical change is extremely vital and the obligation of administration is expected of constant improvement of authoritative condition and advancements of inward and outside situations in hierarchical change. The procedure of progress is related with various troubles and amid procedure of progress, the administration is tested from these challenges and in the same time they need to make practical authoritative change through their position in basic leadership, encounters, instructions and relational connection inside association. In the procedure of progress, the administration has distinctive methodologies and in this examination, the paper is utilized successful methodology of initiative and transformational authority approaches (Falkner, 2007).

The connection between corporate Sustainable and authoritative culture is by all accounts disparaged inside the dialog of economic advancement. The examination introduced in this paper depends on a contextual investigation led in the mining business. The theory is that yearning corporate Sustainable exercises and procedures must be inserted in the authoritative culture so as to be fruitful. On the off chance that parts of reasonable improvement are not part of the outlook of pioneers and individuals from the association, corporate sustainability exercises won't influence the centre business proficiently and are bound to fizzle. The model of Schein for authoritative culture is utilized to portray corporate Sustainable leadership techniques: thoughtful, outgoing, preservationist and visionary procedures are recognized. Every procedure is surveyed with respect to the connection and the coordination in the dimensions of authoritative culture as indicated by the model of Schein. The model comprises three dimensions, i.e. relics, qualities, and fundamental suppositions. This structure is utilized for a case-study to distinguish the hierarchical culture of a worldwide driving mining organization (Rogers, 2008).

2.4 Developing Leaders within the Business

Preparing is accessible to all representatives, not simply to elites or directors. These associations likewise have broad administration and initiative improvement programs set up, and the board and senior administration take an immediate enthusiasm

for these programs. Improvement satisfies in different ways, counting through expanded profitability, benefits, share-cost increments, and investor esteem. Benefit enterprises focused on Sustainable leadership are especially worried to meet the goals of CSR associations and its partners. I recognize that these supportable motivators are essential, however Louke van Wensveen legitimately brings up the probability that these undertakings are gone for outer alterations and subsequently do not have an natural responsibility, which can result in undertakings that outperform their unique objective, and in this way they may lose their esteem (African Leadership, 2017) The point of this exploration is to give the first detailing of a rule for reasonable initiative. With this rule, the exploration might want to make a commitment to the officially existing logical writing on maintainable administration. Hargreaves and Fink, as regarded masterminds on the field of instructive authority, give as of now a convincing furthermore, the unique structure of seven standards for the reasonable initiative. They centre around long-haul issues and not simply on quick issues of initiative in instructive settings (Schneider, 2010). Notwithstanding the way that these creators have an emphasis on an instructive setting, their standards are required to be transferable and helpful in the benefit hierarchical are Notwithstanding the definition of the rule, this examination will make hypothetical system supporting learning tracks of manageable authority inside benefit associations. With this exploration venture this examination might want to add to the nature of expert practices for the accompanying reasons (Bish, 2012): First, the rule for supportable authority applies to the regulating substance of expert practices. Along these lines, the rule adds to the basic and intelligent demeanour of experts. The multifaceted nature and strains identified with sustainability issues are, from that point of view, a prolific motivating force for new encounters. Moreover, these encounters require to be incorporated into the basic leadership procedures of the association, as opposed to being prohibited. Thinking about the everyday truth of associations and their experts, where esteems, standards and interest's impact, a regularizing proficient can assume a huge job. By uniting these different components. Also, by thinking about the idea of maintainable administration organizations can be outfitted with a handy rulemaking a difference them to build up their (future) authority (Avery, 2005).

2.5 Supporting Incremental and Radical Innovation

Normally in pharmaceuticals companies, advancement is one of the primary wellsprings of innovative advancement and financial development Radical development alludes to real moves in item lines and procedures or growing totally new products Gradual advancement, on the other hand, involves persistent, little scale upgrades to procedures and items to upgrade quality, and is commonplace of supportable ventures. In spite of the fact that there are individuals as yet pondering precisely what the new field of corporate Sustainable is about, it has solidly flourished in standard corporate America (Dunphy, 2004). Pioneers in Sustainable leadership are presenting another corporate culture that is clearing through their very own associations, all over their supply chains, into exchange affiliations and crosswise over geological locales. Sustainable leadership patterns are regularly more subjective than quantitative, and in this way can be portrayed more promptly than they can be checked (Dyllick, 2002). The National Association for Environmental Management, which unites ecological, wellbeing and security (EHS), and sustainability supervisors, distributed the report "Getting ready for a Sustainable Future" prior this year portraying the patterns seen rising this year and next. The report, in view of inside and out meetings with driving EHS and Sustainable leadership chiefs everywhere part organizations, inspected changes in asset the board, item Sustainable and consistency, store network straightforwardness, outer revealing necessities, worker commitment, atmosphere adjustment, and sustainability objectives and prizes. As these territories develop, they are turning into the diverse components of a business the executive's system that isn't just suitable, yet progressively vital (Peloza, 2012).

EHS and sustainability chiefs report they should conform to more direction at the state level, as states venture into a vacuum made by gridlock at the government level. There is additionally more direction globally, and EHS supervisors are compelled to explore an interwoven of some of the time clashing guidelines. In the inventory network, Sustainable leadership is turning into a prerequisite as clients hold their providers to higher benchmarks, train and review them. Other outside impacts driving sustainability are weight from speculators and different partners, and the need to manufacture and keep up brand notoriety. As EHS chiefs set up cross-practical groups to deal with consistency issues or play out an item life cycle investigation, as they connect with the inventory

network, train representatives, give information to partners or install Sustainable leadership objectives into execution focuses, as they think foundationally to adjust their organizations to environmental change, at the same time they are presenting five characteristics that are changing the way the corporate world works, as per the NAEM report. However, business Sustainable leadership implies more than representing natural and social effects incorporate announcing (Eccles, 2011). Bertels, L. Papania, and D. Papania see Sustainable leadership as an objective as opposed to as an endpoint Sustainability is something numerous organizations endeavour toward. Feasible organizations make due over the long haul since they are personally associated with solid financial, social, and natural frameworks. A key part of this adventure includes inserting Sustainable leadership into the authoritative culture. Like sustainability, hierarchical culture is likewise characterized in a wide range of ways. Scholarly definitions make reference to shared presumptions and qualities and also expected practices and images (Rogers, 2008).

2.6 Social and Environmental Responsibility

Sustainable Leadership tests basic suspicions about who considers a pioneer and suggests that any individual who assumes liability for understanding and following up on sustainability challenges qualifies as a 'Sustainable leadership pioneer,' regardless of whether they hold formal initiative positions. They lead 'with' instead of 'over' others in manners that represent the long haul practicality of mind-boggling, interconnected living frameworks. Catch 22, logical inconsistency, and contrasting perspectives are perceived as regular qualities of solid frameworks. Sustainable pioneers perceive that the experience of progress itself, and the disharmony it makes, fill new reasoning, revelations, and developments that can revive the wellbeing of associations, networks, and the earth. Finding the equalization among and among concurrent and some of the time opposing requests for financially, socially, and naturally practical arrangements is a convincing initiative open door at last grounded in an individual ethic that ranges past personal responsibility (Schneider, 2010).

Moreover, they ought to survey social furthermore, natural dangers and openings when making all business choices. This methodology is frequently alluded to as "the triple baseline," 1 the synchronous conveyance of constructive outcomes for individuals,

the planet also, benefit. Without a doubt, parts of Sustainable, for example, ecological stewardship, working environment obligation, human rights insurance, and great corporate citizenship, are progressively part of an association's social authenticity. Since the prime centre and aptitudes of HR experts incorporate authoritative process, change the executives and cultural stewardship, they should take a driving job in creating and actualizing Sustainable leadership procedure. For all intents and purposes, Sustainable fundamentally influences an association's plan of action, structure, and forms. To begin with, associations think about a more extensive arrangement of partners when setting procedure. The supportable business technique requires responsiveness to partners, characterized as those people or gatherings that impact an association's exercises and are impacted by them, going past the conventional predominance of money related investors (Schneider, 2010).

Making an authoritative atmosphere that urges workers to seek after the business' sustainability technique is crucial. Employees more distant down the various levelled step will, in general, consider sustainability to be less applicable than upper-level employees. Frequently, an association may need to change a dug in a culture that isn't perfect with sustainability standards. Models incorporate the extractive enterprises, which are generally male overwhelmed and where sexual orientation assorted variety may run counterculture, and the budgetary administration's area, where protection concerns and hazard avoidance have generally been inconsistent with open partner discourse and straightforward revealing. Associations should hence comprehend the social furthermore, the natural results of their plans of action. Bosses additionally need to address the manner by which different hierarchical subgroups, with their own one of a kind standards and qualities, decipher corporate Sustainable objectives, inspirations, and estimations of the firm.42 for instance, workers in a few sections of an association may see corporate Sustainable endeavours as attempting to diminish asset utilization for absolutely monetary reasons rather than for the protection of the condition and the long haul prosperity of networks delivering those assets. Representatives' understandings can impact their basic leadership, driving them to make unique decisions while choosing merchants may likewise evoke a positive reaction from workers (Falkner, 2007).

CHAPTER III
RESEARCH METHODOLOGY

To find the answer of study question, how the American pharmaceutical company can sustainable leadership by using honeybee and locust theory. The qualitative approach survey is adopted as the data collection. In this paper will provide the research approach with 23 questionnaires based on the honeybee leadership theory. The samples are peoples who work in the American Pharmaceutical Company and client. For the sample consist of all level of staff that can be grouped into 4 groups. First group is top management, second group is middle management, third group is employee and the last group is the client of the company.

For the list of samples are consist of one top management, 4 middle managements including training manager, 4 employees and 1 client. For the detail of participants will be kept anonymously

According to previous studies (Kantabutra and Avery, 2010, Kantabutra, 2012, Kantabutra and Suriyankietkaew, 2013, Kantabutra and Thepa-Apiraks, 2014, Kantabutra 2014b, Kantabutra 2011), both listed companies and non-listed SMES were analyzed using Honeybee leadership framework. The study shows that socially responsible principles from "honeybee" sustainable leadership can be adopted by many companies including large companies (Kantabutra & Avery, 2013).

Avery found 19 leadership practices, that are different between Rhineland and Anglo/US approaches. Avery and Bergsteiner then expanded this original list of practices to 23 and categorized these into three groups: (1) foundation practices, (2) higher-level practices and (3) key performance drivers. These three groups collectively lead to 5 outcomes including (1) enhanced integrity of brand and reputation, (2) enhanced customer satisfaction, (3) solid operational finances, (4) enhanced long-term owner/shareholder value and (5) enhanced long-term value for multiple stakeholder in long run return. The 23 elements related to sustainability performance of the Honeybee

leadership approach compare with shareholder-first emphasized of the Locust approach on every practice as shown in the table 3.1

Table 3.1 Honeybee Leadership Framework

Leadership Elements	Sustainable Leadership "Honeybee" Philosophy	Shareholder-first "Locust" Philosophy
	Sophisticated, stakeholder, social, sharing	Tough, ruthless, asocial, profit-at-any-cost
Foundation Practices		
1 Developing People	Develops everyone continuously	Develops people selectively
2 Labor relations	Seeks cooperation	Acts antagonistically
3 Retaining staff	Values long tenure at all levels	Accepts high staff turnover
4 Succession planning	Promotes from within wherever possible	Appoints from outside wherever possible
5 Valuing staff	Is concerned about employees' welfare	Treats people as interchangeable and a cost
6 CEO and top team	CEO works as top team member or speaker	CEO is decision maker, hero
7 Ethical behavior	"Doing-the-right thing" as an explicit core value	Ambivalent, negotiable, an assessable risk
8 Long- or short-term perspective	Prefers the long-term over the short-term	Short-term 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 master's will, often slavishly
11 Responsibility for environment	Protects the environment	Is prepared to exploit the environment
12 Social responsibility (CSR)	Values people and the community	Exploits people and the community
13 Stakeholders	Everyone matters	Only shareholder matters
14 Vision's role in the business	Shared view of future is essential strategic tool	The future does not necessarily drive the business
Higher level practices		
15 Decision making	Is consensual and devolved	Is primarily manager-centered
16 Self-management	Staff are mostly self-managing	Managers manage
17 Team orientation	Teams are extensive and empowered	Teams are limited and manager-centered

Source: Avery and Bergsteiner (2010, pp. 36-37)

The researchers took note and recorded audio files interview to make a record of respondents' participations. Each interview took 30 minutes of either face-to-face or telephone interviews (Baxter & Jack, 2008). During the interviews, a critical incident technique was used to gather qualitative data. In addition, the case study used probes and document analysis to explore interview answers in depth (Hussey&Hussey, 1997). The results from these interviews were compared to the results from Honeybee Leadership framework. It was found that results from these interviews contain many sustainable leadership elements. Based on this data, the extent of conformity with Avery and Bergsteiner's (2011) elements shown in Table 3.1 were classified as "least evident" (< 11 elements), "moderately evident" (≥11 but < 16 elements), or "most evident" (≥16 elements).

The questions that use in this qualitative research approach are open questions, based on honeybee leadership practices to collect information about ideas, feeling and solutions from the samples.

Table 3.2 Questions detail

Number	Practice	Objective	Question	Target Group
1	Developing people	Want to know about developing peoples in organization are effect on sustainable leadership to the firm or not and How the firm manage developing people in organization and there are focus on every employee or not?	- Does your company invest heavily in employees? - Does your company continuously develop its own employees, even in time of crisis? - Does your company invest in developing life-skilled among employees?	Top management Middle Management Employee
2	Labor relations	Relation between employee or employee with management level are effect on sustainable leadership to firm or not and pattern of relationship between employee or employee with management level inside organization	- Are the top management team and labor union friends? - Do they share power? - Do they like each other?	Middle Management

Table 3.2 Questions detail (cont.)

Number	Practice	Objective	Question	Target Group
3	Retaining staff	Want to know how the firm retaining employees, affect from retaining to sustainable leadership of the firm and result of their solution.	- Has your company ever laid off employees? - Does your company always invest to try to keep capable employees?	Top management Middle Management
4	Succession planning	Want to know how the firm promote or motivate to employees and affective to sustainable leadership to the firm.	- Does your company invest in developing its own managers and CEOs? - Does your company promote people from within the company?	Top management Middle Management
5	Valuing staff	Want to know how the firm take care and approach to employees and what is the result of their solution.	- Does your company provide any benefits for employees? - Does your company value employees' experience and their contribution to customer loyalty and to innovation? - Do you(employee) feel valued in your company?	Top management Middle Management Employee
6	CEO and top team	Want to know what kind of management and decision style of firm CEO	- Is your CEO a hero? - When there is a company success, does every say it's because we have the CEO? - Does the top management team work as a team or just listen to the CEO	Top management Middle Management

Table 3.2 Questions detail (cont.)

Number	Practice	Objective	Question	Target Group
7	Ethical behavior	Want to know how the firm promote ethical to the work place and how the firm respond to ethical.	- Is the ethical value shared by everyone or almost everyone in your company? - Does everyone or almost everyone in your company practice ethics? - Is ethics part of your annual performance evaluation? - Is ethics a criteria for promotion and identification of successors?	Middle Management Employee
8	Long- or short-term perspective	Want to know business strategy of the firm are short term or long term	What is your Business strategy of your firm are focus on long term or short term? - Is your company willing to invest now for the future, although doing do may limit short term profitability?	Top management Middle Management
9	Organizational change	Want to know what is organization change for financial crisis and for sustainable leadership	- Does your company invest to prepare for unexpected changes?	Top management Middle Management
10	Financial markets orientation	Want to know about financial of the firm are strong or not	- Does your top management team always try to maximize short-term profitability every quarter? - Does your top management team admire and reward managers who can maximize short-term profitability every quarter? - Is your company okay to invest now for the future, knowing that it will minimize short-term profits?	Middle Management

Table 3.2 Questions detail (cont.)

Number	Practice	Objective	Question	Target Group
11	Responsibility for environment	Want to know about activity of the firm for responsible to environment.	What is the activity of your firm that responsible to environment? - Are social and environmental responsibility practicing values of your company?	Top management Middle Management Employee
12	Social responsibility (CSR)	Want to know about activity of the firm for responsible to social and affective to the firm.	What is the activity of your firm that responsible to social? - Does your company invest in developing the society and environment? - Does your company have an organizational unit responsible for CSR?	Top management Middle Management Employee
13	Stakeholders	Want to know, how the firm take care and approach to customer and supplier.	How do you take care and approach to customer and supplier? (for middle management and employee) Does your company do regular stakeholder satisfaction survey? How do you feel about service from company? (for client)	Middle Management Employee Client
14	Vision's role in the business	Want to know, how the firm share vision to all level employee.	- Does your company share vision that drive the business? - Does The leaders at your company have communicated a vision that motivates employees?	Middle Management

Table 3.2 Questions detail (cont.)

Number	Practice	Objective	Question	Target Group
15	Decision making	Want to know, which level have authority to decision making	- Who make major decisions in your company? Top management? Everyone? - Does everyone in your company accept all decisions although not everyone think that they are the best decisions?	Top management Middle Management Employee
16	Self-management	Want to know, management system of the firm	- Does your company create self-managing employees? - Do employees in your company have received the appropriate training to enable them to self-manage?	Middle Management Employee
17	Team orientation	Want to know about working system of the firm are team work or individual and the effect of working system to sustainable leadership of the firm.	- Are self-governing teams' core to your company's operations? - Are these teams multi-skilled or functionally skilled?	Middle Management Employee
18	Culture	Want to know about the culture of the firm.	What is the culture of the firm?	Middle Management Employee
19	Knowledge sharing and retention	Want to know about organization have sharing information or knowledge between department or not and how to share information.	How your organization have sharing information and knowledge between department and how to share information and knowledge?	Middle Management
20	Trust	Want to know about loyalty and trust of employees on the firm.	Can you trust in your employee or not? - Does your company support a trusting	Middle Management Employee

Table 3.2 Questions detail (cont.)

Number	Practice	Objective	Question	Target Group
			atmosphere?	
21	Innovation	Want to know about the firm are interest in the innovation or not and what is the affective from innovation to sustainable leadership to the firm.	How your organization are interest in the innovation? and for the innovation have any effect to the firm? - Is your company innovative in products, services and operational process? - Where do innovative ideas in your company come from? Employees?	Top management
22	Staff engagement	Want to know about the thing that make peoples want to work with the firm	What is the thing to motivate people and your employees want to work with your organization?	Middle Management
23	Quality	Want to know about the strength point of the firm that can beat competitor.	What is the strength point of your firm that can beat competitor? - Does your company invest heavily in ensuring highest quality of its products and/or services?	Top management Middle Management Employee Client

From the question in table 3.2 will be tested in the American Pharmaceutical company because in the present day, Thailand and global have face off a problem about economic crisis and the government policies in the healthcare issues still not clear thus the situation for international pharmaceutical company like this firm is not good as being expected from the executive team of the headquarter. From this cause, it makes more completive in the market. So, the business should concern about corporate sustainability to make corporate can stay longer in the business and focus in the long-term. After qualitative research approach, all information will be analysed to find the answer how this company can sustainable leadership in economic

CHAPTER IV
FINDING

This paper aims to find the answer through observations and interviews. Through these techniques, it is revealed that American pharmaceutical company's leadership philosophy is reflected in the following six performance outcome: long-term perspective, management development, organizational culture, innovation, social responsibility, and ethical behavior. This study expects to find in a sustainable Honeybee enterprise or not based on Avery and Bergsteiner's (2011) research framework and Kantabutra (2012) by using question that base on 23 practice of honeybee theory. Almost everything is consistent, except for the element of labor relations. This is due to the fact that True Corporation does not have a union.

Detail and information from interview is shown in each question below.

Table 4.1 Question 1 Developing people

Question	Position	Information
- Does your company invest heavily in employees? - Does your company continuously develop its own employees, even in time of crisis? - Does your company invest in developing life-skilled among employees?	Top management Middle Management Employee	**Top Manager** The American pharmaceutical company always keep continuously invests in employees. American pharmaceutical company leaders and managers tend to take an active role in helping colleagues improve and develop the skills required to fulfill their career goals. Moreover, the company provide the tools to support employees' development. Colleagues can take courses on a wide-range of topics such as management or leadership skills, job or industry specific skills, as well as general manufacturing, business, finance, and technology skills from training channel such as Power 2 learn.

Table 4.1   Question 1 Developing people (cont.)

Question	Position	Information
		Middle Manager Yes, the American pharmaceutical company pay attention on investing to develop their own people but not during the crisis. The American pharmaceutical company already has an online training program which offers both required and recommended training course and self-study course. Thus, the American pharmaceutical company still invest in its people to support and promote the better performance to employees. **Employee** I do not think they invest in employees that heavy but yes, they still invest in employees. They always launch the training programs to help employees for developing ability in order to maintain the service quality to customer and have specific knowledge in pharmaceutical field and life-skilled.

Table 4.2   Question 2 Labor relations

Question	Position	Information
- Are the top management team and labor union friends? - Do they share power? - Do they like each other?	Middle Management	N/A due to the employees are lower than 500 employees then they do not have the union

Table 4.3   Question 3 Retaining staff

Question	Position	Information
- Has your company ever laid off employees? - Does your company always invest to try to keep capable employees?	Top management Middle Management	**Top management** Yes, of course. Sometimes organization need to be changed for growth in the future. The changes affect the organization structure in order to maximize performance and productivity, more efficient structure and not achieving cost savings then the firm has to reorganization. The reorganization sometimes requires more lean organization so some positions are not fit to the new structure and the American pharmaceutical company has to lay the employees off. The firm reduce its employees through voluntary retirements and layoffs and try to reduce the number of layers within teams, there will be an impact to some managerial roles and responsibilities across the organization. If there are value staff the company still try to keep them. **Middle Management** The reorganization can happen in every company including this firm, we try to achieve our full potential and need to create a simpler and more efficient organization. The company provide the voluntary staff cutting program and also layoff but company offers compensation packages for all of them. We all want a capable, well-rounded staff for our companies and the company always keep employees who are capable and meet expectations. **Employee** This happen every year. The company try to reorganization to meet the goal and cutting some expenses. In my opinion, everybody gets used to with this situation and the company provide an appropriate compensation package for employees with voluntary retirements or be laid off which is more generous than its typical layoff package.

Table 4.4   Question 4 Succession planning

Question	Position	Information
- Does your company invest in developing its own managers and CEOs? - Does your company promote people from within the company?	Top management Middle Management	**Top management** The CEO of Thailand is Country Manager (CM) who is promoted from within by the headquarter. For the management positions, the company will either look from new talent from the outside or promote its own employees. This can be a difficult choice, given that there are many highly skilled and dedicated employees competing for rank in your organization, while there maybe many undiscovered talent out there looking for a chance on the job market. We give opportunities to the one with high potential. For our staff, we encourage them to have more knowledge, skills, abilities, and competencies by training program. **Middle Management** The company has a strong program to help develop its own managers. There is a program for staff to attend and be trained to be promoted to higher positions. The training is geared towards helping employees understand their roles and responsibilities within the organization better and help build their confidence. This confidence should help them perform better and indirectly benefit the company.

Table 4.5   Question 5 Valuing staff

Question	Position	Information
- Does your company provide any benefits for employees? - Does your company value employees' experience and their contribution to customer loyalty and to innovation? - Do you(employee) feel valued in your company?	Top management Middle Management Employee	**Top management** The company provide flexible benefits programs which cost 16,000 THB per year and should be viewed as a component of the total rewards framework. they offer many choices of program such as parents' annual health check-up, optic expense, car insurance, etc. Moreover, company provide annual health check-up for all employees and including health insurance. We always value staff's experience and appreciate with their dedicated for organization. We have rewards for best performance staff. **Middle Management** Yes, it is. There are a lot of benefits for staff for example flexible benefits programs, health insurance, annual check-up, car allowance, free gasoline. And I feel appreciated at the firm. I always show my subordinates some deserved public displays of appreciation and also showing that I want them with the company for the future. **Employee** The firm offers some extra benefits such as flexible benefits programs, healthcare coverage, annual health check-up and Maternity & Paternity Leave which are more generous than the others. For the value from the company, I feel valued at work with both my experience in the field and my contribution for the company. I got the first prize of highest performance in my field. I'm very proud of that.

Table 4.6   Question 6 CEO and top team

Question	Position	Information
- Is your CEO a hero? - When there is a company success, does every say it's because we have the CEO? - Does the top management team work as a team or just listen to the CEO	Top management Middle Management	**Top management** The concept of the heroic CEO is not applied in this organization because all of us believe that CEO simply cannot do it alone. He needs a strong team and pipeline of leaders to make change happen and achieve the goals. In fact, an organization's ability to be successful is more dependent on its culture more than any single leader. When we work in teams, the CEO just helps us to define job priorities and lay out the strategy to push the business forward. It is better to think of the CEO as a team partner. He helps grows the company and push it in a direction that helps ensure sustainability and make sure that the products and services produced by the company is up to standard. This is all done in partnership with division managers. **Middle Management** I believe that a leader's ultimate success depends on directing the group in such as way that each employee's expertise on processes, customers, and products are brought out and help improve the company as a whole. Company's strategic dependence on the decision making from the CEO only and we have to follow that. In this company CEO works with the senior management teams and boards together in order to set strategy, vision and direction then order down to the lower levels.

Table 4.7 Question 7 Ethical behavior

Question	Position	Information
- Is the ethical value shared by everyone or almost everyone in your company? - Does everyone or almost everyone in your company practice ethics? - Is ethics part of your annual performance evaluation? - Is ethics a criteria for promotion and identification of successors?	Middle Management Employee	**Middle Management** In everything we do, our company attempts to make sure our employees adhere to the highest standards of ethical behavior, industry compliance, and personal integrity. Through clear policies and procedures, training courses offered to our employees, and consistent monitoring and auditing, we strive for complete ethical accountability. All our employees, including our CEO, CFO and Controller, are required to follow the firm's policies on business conduct to help ensure that our business is conducted in a consistently legal and ethical manner. Employees are required to report any conduct that they believe to be a violation of the company's policies. Retaliation against employees raise a concern, report misconduct, seek advice, or provide information in an investigation is prohibited. In addition, we always share the ethical value to all staff by MAPP programs. In the performance evaluation, ethics is one metric that we focus on, although not as significant as other metrics such as sales performance so this is not the main criteria for promoting staff. **Employee** In our company, we believe that in order to have a successful business, we must have good governance. Because of that, we are committed to promoting our products responsibly, educating patients and providers about their appropriate use and reporting about our business practices in a fashion that promotes transparency. We believe that in order to serve society responsibly, we must comply with all applicable laws. We offer courses to colleagues to help the stay in compliance with the law. We have separate organizations designed to help ensure good oversight of our colleagues, vendors and business partners. The company offers a Compliance Helpline, an Open Door Policy and anti-retaliation protections. In 2011, we launched an Office of the Ombudsman to encourage Pfizer colleagues to report potential violations or concerns.

Table 4.8   Question 8 Long- or short-term perspective

Question	Position	Information
What is your Business strategy of your firm are focus on long term or short term? - Is your company willing to invest now for the future, although doing do may limit short term profitability?	Top management Middle Management	**Top management** We focus both on short-term and long-term profitability. We continue to make investments that both benefit patients and shareholders. One of our most important accomplishments in 2017 was adding to our R&D pipeline. Today, it is as strong as it's ever been. We are also committed to focusing on a smaller number of things. We are making more informed decisions more quickly. In addition, we are shortening the time it takes to get newly approved products into the hands of patients. In summary, we are focused on R&D division. The company is the industry leader in research and development (R&D) in the drug industry, dedicating over $7.15 billion in 2014 at 14% of sales. **Middle Management** In my opinion, the firm is more focused on meeting short-term profitability. CEOs are having their arms twisted to deliver greater returns to shareholders, no matter the long-term impact to the businesses. Moreover, firm's product and even firm's own labs have, either through bad luck or something more systemic, been rather unproductive during last twenty years or so. New innovations or new products are mostly acquired from other companies. For example, in late 2015, our company and Allergan, Inc. began discussing a potential merger. Merging with Allergan, which is based out of Ireland, has tax benefits. It allows for corporate inversion, which reduces the firm's tax bracket from 25 to 15%. This is estimated to result in a savings of around 2 billion dollars. The merger also increases company's exposure to Europe and mean the firm will acquire Allergan's current product line and patents.

Table 4.9   Question 9 Organizational change

Question	Position	Information
- Does your company invest to prepare for unexpected changes?	Top management Middle Management	**Top management** The pharmaceutical industry is undergoing unpredicted changes sometimes for example government procurement and supplies management act b.e. 2560 which has big impact on the sale volumes decrease or delayed sale orders. Organizations can change the way they are structured in order to be more responsive to the external environment and market situations. We try to adapt to a rapidly changing in order to recover sale volumes. **Middle Management** Changing in the organization is the headquarter's policy that all local companies must follow. In my point of view, the company still prepare for predictable changes such as launch second brands of product in order to be more price competitive and comply to the government's policy. Moreover, firm foresees the risk from government channel so they focus and invest more on private sector to maintain sale volumes. For investing to prepare for unexpected changes that I can only see is the reorganization which comes down the pipe, we just follow as I mention before.

Table 4.10 Question 10 Financial markets orientation

Question	Position	Information
- Does your top management team always try to maximize short-term profitability every quarter? - Does your top management team admire and reward managers who can maximize short-term profitability every quarter? - Is your company okay to invest now for the future, knowing that it will minimize short-term profits?	Middle manager	**Middle Management** Clearly, the CEO and top management team try to maximize short-term profitability as much as they can. The headquarter always cut the restructuring costs and try to reduce tax rate. Recently, the spokesman said that the company must reduce around 2% of the workforces all over the world to cut the cost. But I do not think the top management teams admire and reward managers who can maximize short-term profitability. The company invest heavily in R&D division to get newly approved products in the hands of patients even though that consume a large budget.

Table 4.11 Question 11 Responsibility for environment

Question	Position	Information
What is the activity of your firm that responsible to environment? - Are social and environmental responsibility practicing values of your company?	Top management Middle Management Employee	**Top management** We have our own foundation which support for the social responsibility but I do not think we have organizational unit responsible for environment because we import the products and we do not have a plant here so the company pays attention on social responsibility more than environment. **Middle Management** We do not have the specific unit for environmental responsible but we try to create environmental awareness to the employees at all levels continued and environmental responsibility practicing is valued from colleagues. **Employee** I do not think the company has the activity or explicit program that responsible to environment much just only some environment awareness creations in the annual report.

Table 4.12 Question 12 Social responsibility (CSR)

Question	Position	Information
What is the activity of your firm that responsible to social? - Does your company invest in developing the society and environment? - Does your company have an organizational unit responsible for CSR?	Top management Middle Management Employee	**Top management** The firm has its own foundation that helps improve the quality of life and health, by supporting education, sharing knowledge and skills, building capacity and cultivating a culture of philanthropy. Moreover, The Foundation sponsors the development of health care websites as these websites serve as channels for the medical organizations to communicate and share news, reports, announcements, policies, statistics and other useful information with medical professionals, pharmacists and members of the general public. **Middle Management** We have our own foundation to be socially responsible firm. The foundation is an independent, non-profit organization dedicated to philanthropic programs, and is supported by the firm which is number one of the outstanding innovative pharmaceutical companies across the world. The foundation focus on 3 main points which are health promotion, education support and improve quality of life for example it gives scholarships to medical students and pharmacy students. But the main reason of the donation and the foundation might be to reduce the taxes and for brand rep **Employee** I jointed the CSR program of the company which is called Care to Share. This program is an employee volunteer program to donate and provide the gifts in kind for the elementary school that not far from Bangkok. We taught English to the children. We offered them a lunch and we also painted their building. Normally, our company focus on social response than the environment responsibility because the foundation of company that take care of all social activities then the social responsibility of business is more outstanding. And as I said we have the company's foundation that always support to the social and social and environmental responsibility practicing values in the firm.utation.

Table 4.13 Question 13 Stakeholders

Question	Position	Information
How do you take care and approach to customer and supplier? (for middle management and employee) Does your company do regular stakeholder satisfaction survey? How do you feel about service from company? (for client)	Middle Management Employee Client	**Middle Management** Middle Management These stakeholders are essential partners in the work we do and, because each one brings a unique perspective to the table, we can collaborate with them at various levels to make a positive impact internally and externally. We always listen to customer needs and wants. We have salespersons who have their own responsible territory which have good relationship with clients. They need to find customers' problem and provide the solutions. For suppliers, we have a good relationship with all suppliers. we work as hard on building a good supplier relationship as we build a relationship with our clients. Both of them are essential to business's good health and growth. All of our staff work professionally and work in a team including with suppliers. I do not think the company provide stakeholder satisfaction survey both suppliers and clients regularly. **Employee** I hardly deal with suppliers but I contact customers a lot more. I build a relationship with customers. The salesperson must be an active listening in order to know the customers wants and needs which can make customers feel more positive about us and the message they're communicating. All of salesperson must be trained in many kinds of soft skills such presentation skills, selling skills or negotiation skills. **Client** The services from company are over expectation. The salesperson works on having a deep knowledge of how his/her product works and with his/ her product knowledge he/she knows how to help customers when they run into problems. Moreover, he/she also has the pharmaceutical knowledges that might not relevant to his/her products but he/she can explain clearly in academic way because most of the salespersons are pharmacist. I think this could be the strength of the company.

Table 4.14 Question 14 Vision's role in the business

Question	Position	Information
- Does your company share vision that drive the business? - Does The leaders at your company have communicated a vision that motivates employees?	Middle Management	**Middle Management** Yes, the company has. We have the POA meeting every quarter and this is the right moment for the CEO or senior leadership team to share company's vision to all staff. The CEO needs to communicate his strategy and get every member of the company, or functional area of responsibility, contributing in a meaningful way to push the company forward. Everyone needs to understand what the important areas are and develop strategies in compliance with the CEO's vision for the future.

Table 4.15 Question 15 Decision making

Question	Position	Information
- Who make major decisions in your company? Top management? Everyone? - Does everyone in your company accept all decisions although not everyone think that they are the best decisions?	Top management Middle Management Employee	**Top management** CEO from the headquarter is the top priority to make major decisions or sometimes regional position get in charge about that and each country issues is the responsibility of CM (Country Manager). For the general decision making, middle managers will take care of it. Most of the major decisions are made from CM and regional team so the lower level have to accept that. **Middle Management** The major decisions are made from the highest level of country which is CM and sometimes regional team get involve with that. The middle level just only accepts and manages with all resources that we have. **Employee** In my level, I can only make minor decisions that do not have any effect to others. The major decision makings are made from country or regional level and delegate to lower level even though not everyone think that they are the best decisions, we have to accept and comply.

Table 4.16 Question 16 Self-management

Question	Position	Information
- Does your company create self-managing employees? - Do employees in your company have received the appropriate training to enable them to self-manage?	Middle Management Employee	**Middle Management** Yes, we try to encourage our staff to be self-managing person at work. We tell the goals to them and give them resources as much as we have although resources are limited. They have to manage everything in their responsibility on their own such as time, sponsorships for congresses, reminder giveaways. We provide all management skills for all staff on P2L which is an online training program contains all kind of skills that required for employees. **Employee** Clearly, the company and supervisors create self-managing employees because supervisor just give the goals that we have to achieve under the limited of resources. All employees have to rely on themselves in order to manage their territory and handle with some minor problems. In my opinion, I think this is one of the good thing in organization that let staff work on their own styles and can make some minor decisions.

Table 4.17 Question 17 Team orientation

Question	Position	Information
- Are self-governing teams' core to your company's operations? - Are these teams multi-skilled or functionally skilled?	Middle Management Employee	**Middle Management** Mainly, our organization's operation is close to manager-led teams which are defined and led by manager from the outside. The team reports to the manager and does whatever the manager tells it to do. Anyway, for the small and minor problems, we also work on something the teams decide. The directions of such teams come from the teams themselves. Thus, the self-governing teams do not core to the operations of firm much. We encourage our staff to have both multi-skilled and functionally skilled but most focus on functionally skilled. We have the support teams or back officers to work for the sales team and each team has their own specialized skills for example tender team for support the documents for enlisting the products to hospital. **Employee** Clearly, the firm less value to self-governing teams than manager-led teams. Sometimes they promote the manager from their own staff but mostly they hire someone outside. The right for major decision making is belong to the higher position then down to the bottom for the minor problems. Most of the teams focus on functionally skilled. Each team has their own specific areas of work and specific experiences are required on their tasks but for the big picture, everybody should have general multi-skilled for easier communication and co-working.

Table 4.18 Question 18 Culture

Question	Position	Information
What is the culture of the firm?	Middle Management Employee	**Middle Management** A company's internal culture is as important as its external reputation. The firm's emphasis on OWNIT! culture means that individual colleagues are encouraged to pursue their own career successes while at the same time pushing for positive business results. This means that when a colleague proposes new ideas or ways to do things, they are considered with openness, rather than skeptically dismissed without any attempt at consideration. It means that everyone, no matter what their role, takes ownership of their work and deliver projects with decisiveness, speed and integrity. **Employee** There are many internal cultures that have been changed every year and I and most of my colleagues from the same working level hardly remember all of them, what I can remember is only the name such as OWNIT, Head Heart Gut, etc. I cannot remember the full detail about each culture that are explained during the town hall meeting but I think it is important for the manager level as guiding for the direction and organization's expected behavior.

Table 4.19 Question 19 Knowledge sharing and retention

Question	Position	Information
How your organization have sharing information and knowledge between department and how to share information and knowledge?	Middle Management	**Middle Management** We have the quarterly meeting to share internal information and knowledge to our staff. The leader of each department shares the important information and update knowledge to all of our staff. In addition, we also send the briefly information from the meeting to everybody through their internal e-mail to make sure that everyone acknowledges the information and knowledge. Moreover, we keep our staff, especially the sale representative, update their knowledges and experiences then sharing to each other for example; product knowledge, competitors' marketing information, overall market situation or even presentation skills in order to improve their performance which lead to improve company's performance.

Table 4.20 Question 20 Trust

Question	Position	Information
Can you trust in your employee or not? - Does your company support a trusting atmosphere?	Middle Management Employee	**Middle Management** Yes, I trust my subordinates. I always let them make the minor decisions on their own and sometimes for the bigger decisions I ask them for their opinion or recommendations in order to get a best option. Our company support a trusting atmosphere, employees will work on their own if they can achieve the organization targets. The company trust us, the management team. It lets the managers manage all given resources on their own styles and most of us, the middle manager, believe that people who feel more connected will invest more of themselves in their work. High trust levels lead to a greater sense of self responsibility, greater interpersonal insight, and more collective action toward achieving common goals. Then I always communication to build strong workplace alliances. **Employee** Our company strongly support a trusting atmosphere. I can manage everything under my responsibilities on my own. I can make minor decisions by myself. The company and my supervisor only tell the goals and let staff work on their working styles. It is not necessary to work from 8-5 if staff can achieve the sales target. In the end of each month, we will have a team meeting which the General Sale manager will show the total sales separate by portfolio that each port achieves and how much for the growth or how much we below the target. I think this is a good thing to share and let everybody know the overall performance of the team.

Table 4.21 Question 21 Innovation

Question	Position	Information
- How your organization are interest in the innovation? and for the innovation have any effect to the firm? - Is your company innovative in products, services and operational process? - Where do innovative ideas in your company come from? Employees?	Top management	**Top management** We are focused on using science and innovation in everything we do, including our drug development activities and clinical trials. Whenever there are new technologies that help improve agility, speed, and quality of healthcare, we adopt them. Since the beginning, our firm makes use of new innovation to help bring new life-saving medicines and vaccines to patients promptly. In the near future, we believe new developments in internet and mobile connectivity, behavior modification, and analytics will bring improvements to existing healthcare. We are committed to partnership with other companies to deliver these solutions. Most of all, our R&D department continues to develop new life-saving drugs.

Table 4.22 Question 22 Staff engagement

Question	Position	Information
What is the thing to motivate people and your employees want to work with your organization?	Middle Management	**Middle Management** In our organization, we always communicate our situations or problems to each other and ask for the suggestions or opinions form employees especially who work in the field. Our staff needs to know they are valued, and communicating in person with them is the best way to show our appreciation for their hard work. And the most important thing is an incentive, we provide a very generous incentive scheme to the sales team to motivate them and achieve the sales target.

Table 4.23 Question 23 Quality

Question	Position	Information
- What is the strength point of your firm that can beat competitor? - Does your company invest heavily in ensuring highest quality of its products and/or services?	Top management Middle Management Employee Client	**Top management** One of the company's main goals is to deliver safe and effective products to consumers and patients. To achieve this, the company cultivates a culture where the greatest emphasis is placed on the efficacy, reliability, and safety of our products. We strive to produce products that put the safety of our consumers and patients first and provide quality data in compliance with regulation. We ensure that division leaders are accountable and that they have procedures in place that ensure quality and safety for work that directly affects product quality, product registration, and/ or data that supports product quality and patient or consumer safety. **Middle Management** We attempt to provide healthcare at the highest quality standard. This is ensured through a comprehensive quality management system. In addition, we take ethics very seriously. Our conduct is regularly monitored and reviewed to make sure that it meets the company ethical standards. **Employee** We take customer satisfaction very seriously. We ensure that our colleagues have the proper training, experience, and skills to fulfill their roles appropriately, in compliance with the law and the firm's policies. In addition, we attempt to offer high quality work in everything we do. **Client** I trust in their products and their knowledge especially the information about clinical studies. This firm has a good reputation for a long time, more than 30 years. I know this firm since I was a medical student and from that I had good experiences with their products and their service. I totally believe that their products are effective as they claim and have good efficacy that I can help my patients to recover from the illnesses.

Referring to the information from qualitative interviews which contain of some questions that base on 23 practice of honeybee theory to the samples, I have enough information to analyze and answer how the American pharmaceutical firm can be a sustainable leadership company. The discussion regarding to the result will be analyzed on the following chapter.

CHAPTER V
DISCUSSION AND CONCLUSION

The discussion shall be analyzed and explained on subject How the American Pharmaceutical Company can sustainable leadership based on Avery and Bergsteiner's research framework (2011) by referring to outcome from qualitative interview of 10 respondents previously.

1. Practice: Developing people

According to the theory, Honeybee leadership values both technical skills and management skills which not only provide for higher positions but also spread in every part of the organization. Honeybee organization grow their own managers by developing young graduates from junior levels to middle and senior management through development programs. On the other hand, Locust world, only higher positions are offered development programs. Customer-facing or front-line workers are acquired only general skills and these people are not expected to stay with the company for a long time so it is not worth to invest for a competitor (Avery & Bergsteiner, 2010).

The information from interview, the top management level just only mentioned about the exist training online course for the staff as self-learning base and talked in general about the direction of investing in employees or continuously develop employees. However, the top manager did not mention about developing people during the crisis. On the other hand, in the employees' point of view, they do not think the firm invest heavily in staff mostly during the crisis time. The company provides the job-relevant training programs which this part always up to date and also provided both specific knowledge in pharmaceutical field and life-skilled. For the middle management, their opinion about developing people in company is exist but not during the crisis same as the employees have mentioned previously.

Clearly, this organization invest in develop its own employees which provides general training programs or any tools to developing colleagues and helping them fulfill

their career goals but developing staff is not the top priority of company in the crisis time.

2. Practice: Labor relations

According to the information, this company does not have a union.

3. Practice: Retaining staff

Locust leadership are very common to restructure the enterprise by layoffs even though there are some disadvantages. First of all, constantly changing of staff make it difficult to maintain significant skills and technical knowledge. Moreover, the survivors of layoffs may suffer from vulnerable on their job and stress from extra work. For honeybee practice, workers are the key success for creating value of the company. They try to keep their staff even in tough times. This practice helps to increase job security and create employee loyalty in return. Laying off employees might be result in decrease cost immediately but it does not lead to promote organizational performance (Avery & Bergsteiner, 2010).

From the information, it is obviously seen that the firm always layoff some staff in order to reduce operation expenses and maximize the profit including performance and productivity. With regard to employees' interview, the layoff happens at least once a year and this is an ordinary situation in this firm that everyone gets used to with it. Fortunately, the company did both the voluntary retirements program and layoff. The voluntary retirements program is for someone who are willing to leave the company. The company provide an appropriate compensation package for employees with voluntary retirements or be laid off which is more generous than its typical layoff package. Moreover, the top management said that they try to keep valuable staff with them then the performances and working skills are one of layoff criterions.

All of these in formation can refer to Honeybee theory in term of retaining staff that the American Pharmaceutical Company is totally in the opposite way which match with Locust leadership practice. However, this company try to do it in the most employee-friendly way.

4. Practice: Succession planning

Honeybee practice prefers to promote its own staff rather than hire outsiders. However, if Honeybee need to appoint outside managers, it will select carefully and will not promote them to the top positions directly. It must be ensuring that they fit the

roles and organizational cultures before promoting to the top levels. On the other side, Locust enterprise believes that hiring new talent from outside will generate new ideas more than insiders. Although, the US study found that the outstanding company require not only quality of leadership but also continuity of leadership which protect core values of the firm, preserve organization culture and make sure that strategies and the long-term plans are maintained on target. Hiring outside senior executives puts core values and culture identity in danger (Avery & Bergsteiner, 2010).

From the interview, both top management and middle management level said that the company only focus on performances and potentials of the candidates for the middle level or even some high level despite the firm provide training programs to encourage within staff to have more knowledge, skills, abilities, competencies and provide the employees a deeper understanding of their role and responsibilities of their duty, and in turn build their confidence. For the high positions with important role in company mostly are promoted from within company for example CM or GM.

Obviously, this Honeybee practice does not strongly apply in this firm because, for the middle level positions, its own staff have to compete equally with outsider candidates by their performances and potentials. They give an opportunity to everyone not only its own employees to be promoted or appoint as a manager. However, for the senior executives or top positions are offered to the insiders first in order to maintain the firm's core values and ensure that strategies and long-term plan are maintained on target.

5. Practice: Valuing staff

Honeybee leadership practice provides more superlative employee benefits and recognition than their competitors which generate strong loyalty of employees and remain valuable staff with the company instead of shift to a competitor. Several researches showed that positive work atmosphere payback in financial performance compared with negative environments. Moreover, a skilled and motivated staff, adaptable workforce shall increase shareholder value as a consequence.

The employees receive extraordinary benefits such as health insurance, flexible benefits programs, annual health check-up and maternity & paternity leave etc., which all of this help to increase job satisfaction of staff. All levels of staff appreciate with all these benefits and they feel valued to the organization or to their supervisor. A reward is provided for the best performance of staff in each team of sales and marketing team at

the end of the year. It can refer that the firm value staff's experience and appreciate with their dedicated for organization to achieve the organization's goal. The front-line workers are complemented by their supervisor in public that can make the staff feel appreciate at the firm.

Owing to the qualitative data from interview, this American Pharmaceutical company recognizes employees and their dedicate to the company and value them as one of the key success factors of business. They try to increase job satisfaction and create happy work place for everybody in order to maintain employees' quality of life and that could enhance customer satisfaction and in turn raises all performance of the company.

6. Practice: CEO and top team

In Locust principle, CEO is a visionary hero who set every direction of the firm from top to the bottom and lead the company to success. CEO is the only one or primarily powerful person to business performance. This belief can influence the undervalued by overemphasizing the contribution of a single individual. In contrast, Honeybee executive leadership is a team-based approach. The CEO is the final authority for the strategic decision making from the top management team.

Referring to the information from top and middle managements, the CEO is not a hero for this company. They absolutely believe that every success come from everybody not only the leader. The CEO just give the vision and direction to guide the teams how to achieve the goal. Some issues CEO can work as a team with top management teams. However, for the important decision makings are made by CEO and everyone must accept that because it is a policy of the company.

The CEO has been appointed to responsible for major decision making by the headquarter policy. Nevertheless, setting strategy, vision and direction are taken by the top management team and CEO together. Thus, this enterprise applies both Locust and Honeybee manner for this practice.

7. Practice: Ethical behaviour

Honeybee organization embeds ethical behaviour in the organization's culture for against wrong-doing and fraud. They required all staff to follow the rules and regulations, bound them and a set of principles, codes of conduct and values together that support ethical behaviour in order to protect brand and reputation and to ensure the firm's

resources and technical skills are put to appropriate use. Then, ethics become an integral part of good leadership. Ethical firm encourage people to be virtuous and act in the best way as they can and not only create positive behaviour but also avoid bad behaviour in organizational (Avery & Bergsteiner, 2010).

This case study firm conduct business ethically. It has highest standards of ethical behaviour, industry compliance, and personal integrity in every activity which follow policies and procedures. Moreover, it is monitored and audited by internal to make sure everyone including top management team strict to firm's regulations and policies and make sure that conduct the business follow the legal and ethical manner. It also educates patients and professional health cares transparently and responsibly about specific information of each product.

Being an ethical enterprise can generate higher market value and protect its reputation that has positive effect to its financial performance that generate higher market value and consistently and substantially profits.

8. Practice: Long- or short-term perspective

According to the locust leadership, it is focus principally on the short term. The locust managers are pushed to grow profit in every reporting period. Clearly, one of the key success factors for all business is balance of the short-term and long-term, whereas meeting short term goal put the long-term goal in danger therefore it is difficult to achieve. From another point of view, Honeybee firm more likely to focus on establishing a long-term strategy and adding more value of long-term shareholder. It is not surprising that this firm invest heavily in R&D and innovation because it is a big pharmaceutical company that does not have a new bright future product awhile. This situation has direct affects to the company and its performance especially its financial performance due to all famous products are going to be off-patent soon. Lately, even though the company allocate an extensive budget for R&D division, they are unsuccessful for finding new product. Thus, new innovations or new products come from taking over other companies. Moreover, the company aim to cut the cost in many ways even reducing firm's tax with merger and acquisition method.

Although, all information show that this company invest for the future but deep down the primary issue that the company always emphasize is maximize short-term profitability and spend greater profits on shareholders, which enrich shareholders without

growing their business. This reveals that the company disregard about long term perspective as much as it should.

9. Practice: Organizational change

Changes and continuous innovation should be viewed as opportunities rather than as threats. Many other external factors are also pressuring organizations to adapt. Locust managers often view change as isolated events without considering the consequence effects on daily operations. In contrast, when the major change is required in Honeybee enterprise, it is a plan and managed process whenever possible. Change can be carefully planned to make sure new procedures and practice are compatible with previous system or it requires to modify entire system. The major change can not occur just because leaders want it to happen. Employees' behavior must also adapt and of course they will need compelling reasons for doing so (Avery & Bergsteiner, 2010).

The major change that most common found in pharmaceutical business are the government policy as follow; procurement and supplies management policy. It is rapidly and continuously happened over particular time and no one is able to control it. The top management team must have broader vision and prepare for the change that may occur any time and have to response quickly. This firm response to external change fastly, it prepares commonly for predictable changes such as median price policy. They also have strategies for unexpected change that might take place in the near future even it is unclear for the practice level. However, responding quickly to evolving conditions and competition is not enough to ensure success. Long-term successful businesses are forward-looking and able to prepare for change rather than simply respond to it.

10. Practice: Financial markets orientation

Honeybee leadership challenges the financial markets and they avoid any involvement with those markets. They manage their own growth targets by relying on their own resources. Instead, Locust-led firms are Anglo-Saxon shareholder capitalism model, with its distribution and internationalized shareholder structure. Furthermore, Locust managers believe that number is the main priority in meeting and bringing in the number is the most powerful single action that bring them the most respect. This shows itself in a fixation in growth and profits over short-term reporting periods and judge how well an enterprise is doing based on fluctuations in the share price (Avery & Bergsteiner, 2010).

This manifests the firm are managed under short-term profit maximizing policies. It forces all management level to reach the financial targets because the financial report is effect to the share price or shareholders expectation. It tends to focus on short-term perspective in terms of stimulating financial performance and invests and allocates resources to generate the highest short-term returns for investors.

11. Practice: Practice: Responsibility for environment

Environmental responsibility is vital to Honeybee Leadership based on two factors which are ethical and pragmatic. The ethical aspect is that people have no right to damage others' health, livelihood or quality of life of the future generation for example clean air, water, natural resources etc. The pragmatic aspect is that degrading the context within which an enterprise operates poses a long-term threat to a firm's own sustainability. The care for environment is a key success of sustainable leadership. The Honeybee approach is committed to protecting the environment no matter what this is mandated or not and work strictly to environmental standards wherever they operate and they expect their suppliers to do the same.

It is no strong evidence to support that the firm concern about environment in Thailand because the business activities do not associate with the environmental destruction. They only run business in term of sales and services in an office based which create environmental awareness in the workplace to the employees.

But it is unable to conclude that it entirely ignores the importance of environment protection because some activities are still related to the environment preservation such as reduce the releasing of CO2, decrease the amount of waste disposal, reduce usage of water for the country that has firm's production plant.

12. Practice: Social responsibility (CSR)

Corporate social responsibility (CSR) is a business model that promotes the idea that a company should be socially accountable to itself, stakeholders, and the public. A business that adopts CSR will not only provide employment, investments returns, and service and goods but will also contribute to society positively. The CSR initiative helps improves the company's public image, contributes to business sustainability, and helps protect an enterprise's reputation. Furthermore, CSR activities can potentially create a range of competitive advantage of the firms (Avery & Bergsteiner, 2010).

Corporate responsibility is simply a way for companies to take responsibility for how their business operations impact the society and the environment. A firm that takes corporate responsibility seriously signals to the community in which it operates that it respects the community's ways. The current evidence suggest that this company allocate the budget for the donation of money, products or services or any sponsorship in environment or humanitarian project or establish charitable foundations that benefit charities and local community. Moreover, it allows employees to volunteer during working time to improve community relationship.

13. Practice: Stakeholders

The stakeholders approach actively promotes the interests of a wide range of individuals and groups inside and outside an enterprise. Locust philosophy promotes the idea that shareholders and company owners pursue only one goal: to maximize return on investment. Therefore, the only requirement of Locust enterprise is to maintain high quarterly returns for shareholders and owners. In contrast to this, Honeybee's philosophy is that the interests of shareholders and owners is best satisfied when the interests of a wider group of people are simultaneously taken care of. This includes employees, suppliers, customers, board members, managers, media, patrons, governments, regulators, alliance, other partners and future generation. The Honeybee Leadership accepts that many groups contribute to the success of the firm (Avery & Bergsteiner, 2010).

In terms of stakeholders' approach, the primary focus of this firm will be on customers issue as a major concern. The firm believes that better performance of employees will lead to customer satisfaction at the end. Thus, employees are trained to be professional and skillful to meet the customers' expectation. When the customers are satisfied with the products, obviously the brand and reputation will gradually increase from time to time. Finally, the revenue will be enlarged accordingly. In supplier part, the company also works as hard on building a good supplier relationship as it builds a relationship with clients.

14. Practice: Vision's role in the business

Vision refers to whatever provides a clear direction or higher-order purpose for an organization's future. Shared visions are important because to helps unite people and bring out courage they didn't realize they have. Vision takes time to develop because it requires people to hear each other out and an open-mind that allows for new insights

to emerge about what is possible part of the process. Honeybee leadership supports a strong vision that employees are expected to share. The nature of vision varies in how it is used, its content and the context in which it occurs. The vision can be used as formal statements or a stated and shared organizational philosophy. In some cases, the company's vision derives more from its brand and reputation than from explicit statements. In addition, a shared vision is important in guiding company's future.

Honeybee enterprises have strong, clear and widely shared visions guiding staff behavior and make sure that their staff accept the vision and the organizational culture supports the vision. The clearly stated and shared visions perform better on financial when compared to the company without the vision. The clearly stated and shared visions perform better on financial when compared to the company without the vision. Customer and staff satisfaction are enhanced when the employees vision aligns with the firm vision. On the other hand, Locust leadership where achieving a strong vision is difficult because it is apart from a vision of generating the short-term shareholder profits (Avery & Bergsteiner, 2010).

It can be seen that this firm communicate organization's vision and enthusiasm about the future of the organization and its services confidently and in a way, which engages and inspires staffs. The leader behaving in a manner which reflects the values and principles inherent in the vision and act as a role model for everyone in order to convincing advocate for the vision.

15. Practice: Decision making

According to the Locust practice firm, decision-making's authority is applied by managers who are appointed and any contribution from other staff are not much required. In contrast, Honeybee enterprise's decision making is not only striving for consensus but also be developed from the lowest level within an organization. The decision-making power tends to spread throughout the enterprise that create strongly participative and developed decision-making. In addition, Honeybee Leadership encourages collaborative decision making to enhance the quality and acceptance of a decision (Avery & Bergsteiner, 2010).

By such this approach, for the minor subjects in this firm, most of the staff are authorized to make their own decision to empower their work capability resulting from well prepared training and coaching. They can make decision after consultation

with the team or independent decision for those urgently necessary cases. Achieving consensus requires time for people to be heard, and can be frustrating for those seeking an immediate outcome. Thus, for major issues, the managers can short cut this process by simply proclaiming their decisions.

16. Practice: Self-management

Self-managing refers to the employees who control their own behavior, initiate and self-leading. Self-managing staff work toward a direction or shared vision prescribed by the leader or strong organizational culture, some may express their own ideas and vision. They know which direction they are going and work out how best to achieve particular goals and targets by using their skills and initiative under the company approach. Honeybee Leadership focuses on all members operating as part of a broad system rather than the individual leader. From this point of view, the externally management is unnecessary for well-educated and professional workers. (Avery & Bergsteiner, 2010).

There are multiple layers of staff who work in the company and the self-managing system are applied to every layer from the bottom, the front-line, go up to the top level. Staff are encouraged to be able and willing to be self-managing through training courses that are provided from the training division. Employees can perform independently of managers to manage their own resources including customer relationship, marketing budget, time management, etc. The keys to success in the new networked organization are collaboration and sharing power rather than directing leadership

17. Practice: Team orientation

To achieve business goals and improve competitive advantages, teamwork and collaboration are being seen as a key success factors due to it provides significant flexibility and rapid response to the change, transfer knowledge, cultivate company value more than individual. Under the short-term perspective model, Locust team is hard to achieve an effective teamwork because employees in Locust enterprise tend to know each other less and may well compete more with each other in team and this could be a cause of limited capacity for team work. In contrast, Honeybee teams can bring out highly skilled of individuals and everyone in the organization know each other well, volunteer to share their experience and knowledge and have a commitment to the same vision and culture. Team orientation will bring higher productivity, initiative, quality of work and enhance overall performance of the company (Avery & Bergsteiner, 2010).

In this organization where staff are managed by their supervisor for the serious problems and sometimes require a team-based discussion or knowledge sharing in team members and supervisor. There is no evidence to confirm that the team can carry out of all task, control work processes, supervise the performance of a team, and launching the direction for team. However, this firm also works in team to improve individual performance to participate in planning, finding the solutions, and making the decision to better quality of service or products and generate profitability. All employees are supposed to have functionally skilled which specific to their area. Moreover, they are supposed to understand general knowledge of others field for working across department. Hence, it is unable to conclude the self-governing team core to the company's operations because this firm is something in the middle.

18. Practice: Culture

In Locust companies, it focuses only on the culture that relevant to shareholder profit and this culture might not necessarily be willingly shared at lower level. Due to the high turn over rate of employees, it is difficult to maintain any kind of culture. Establishing and remaining a consistent culture takes time and requires a long-term perspective. To make sure that new employees fit the organizational culture, recruiter in Honeybee organizations will look for someone whose values match in that organization's culture. Moreover, organizational cultures include shared feeling, way of practice, beliefs and value. It is clearly identified where they are and where their destination is. Because of sharing culture, employees can possess to the others about how special their workplace is. Creating a strong culture and widely shared culture is related with increasing organizational performance in both government and private companies. And this culture shall be flexible enough to enable the firm to adapt when required (Avery & Bergsteiner, 2010).

Creating and maintaining a consistence organization cultures in this American company is relatively difficult. According to the information from interview, corporate's cultures are only shared and keep reminding for the higher level not widely shared to front-line level. Most of employees might not familiar with the company's cultures that have been changed every year or this can be the result of the high turnover rate of employees. Thus, the operational level does not focus on the firm's culture as much as higher level. Since the cultures are shared to every level but not at the same understanding

that can pay off the sustainability leadership of company. While, everyone has the same understanding regarding to the cultures, it will become driving forces for continuous development which clearly visible in terms of reputation and brand image, customers' good experience, return on investment and increase the value for long term to all concerned parties.

19. Practice: Knowledge sharing and retention

Many firms are building communication environments that encourage staff to share knowledge to create the real value for corporations and social as well. The sharing information community and shared goal resulted in time savings and cost saving, moreover, promote continuous improvement in service and product quality and indirectly influences financial performance by increasing efficiency and sustains the organization (Avery & Bergsteiner, 2010).

The exchange of knowledge and attitudes are considered to be important things in this business as the result shows that there is an effort to create sharing environment in this firm both formal an informal way. This exchange of knowledge requires a good quality of relationship among employees and between their supervisor because knowledge usually come from employee experience, research, experiment or learning from surroundings and will be shared depending on the quality of relationship. In this firm, staff are supposed to share or exchange of knowledge/experience in their specific field to continue development of staff and enhance firm's performance and to be competitive.

20. Practice: Trust

Honeybee leadership practices consist with obligational contractual relationships (OCR) in many ways. OCR depends on goodwill rather than contracts, regulations and standards. All parties in a relationship be willing to do a good thing for each other more than conditions that mentioned in the contract or agreement and can be relied on not to take advantage of partners. Formal policies and procedures force generate less willing, flexible and adaptive than trust that come from goodwill. Trust in the workplace is the essential success factor that creates loyalty and can be benefits to business performances (Avery & Bergsteiner, 2010).

In this company, most of managers usually have good relationship and trust toward their subordinates therefore the workers are trust other co-workers and supervisors. A good relationship with stakeholders can lead to the successful of business. Trust is

the most fundamental requirement for all relationships. The evidence could be sharing information about how the company is performing financially with employees. Trust can help to increased productivity and improved employees' morale. Working in a team is more effectively than individuals.

21. Practice: Innovation

Honeybee leadership is more focus on systemic innovation culture rather than buy the new necessary skills because this enhance the firm's long-term wealth. Systemic innovation in product, service, process and management is the key of Honeybee organization, it is a widespread capacity inside a business. This is not only about spending money at R&D because the study shown that the amount of R&D cost is not relevant with financial performance. The new ideas are found in all levels and all medias in order to generate creative opportunities and future solutions. However, embedding innovation process in the company require a long-time and it probably does not show instant benefits after applying but Honeybee enterprises continue to innovate and rarely cut their R&D budgets even if in difficult economic times.

Base on information from interview, all new ideas, innovations or technology in medical field mostly come from R&D division. According to the nature of pharmaceutical company, more than a half of the budget is allocated for R&D division which is core to maintain business. Thus, this practice might be difficult to apply in the pharmaceutical field that require specialized knowledge or expertise in a particular field of knowledge.

22. Practice: Staff engagement

Staff motivation and satisfaction are related to staff engagement which is a key performance driver. Honeybee companies capture their staff emotionally and the workplace together and employees tend to stay with the organization and are motivated to perform the best they can. Whereas, Locust companies requires only that employees relate at a cognitive and rational level to the workplace. This means Locust companies employee morale is low and readiness to leave high. Empowerment contributes to staff engagement and the level of satisfaction. Staff satisfaction, staff engagement and customer satisfaction always link to each other. Positive staff attitudes increase customer satisfaction and retention, whereas negative employee attitudes can discourage customers from patronizing the business. Thereby, staff satisfaction influences employee engagement,

an important contributor to organizational success and viability (Avery & Bergsteiner, 2010).

Due to the qualitative information from interview the middle manager in American Pharmaceutical Company, where staff are allowed to share their ideas, experiences, skills and information to the manager for making a decision. This environment can lead to increase engagement of employees. Moreover, the firm give a very generous incentive or benefit to create staff satisfaction. This helps enhancing team performance, trust, self-management, knowledge sharing and decision making which are important to drive the organization to be sustainability leadership.

23. Practice: Quality

The core to the organizational culture in Honeybee-led company is achieving the highest quality and promoting excellence. The value for money aspect which links in closely with customer satisfaction is important. To guarantee quality, system itself is not enough, it also requires firm's culture and leadership philosophy. However, achieving high-quality products and services is not enough to depend on manager level, people at all level need to be involve (Avery & Bergsteiner, 2010).

The quality of products and services are the key success factors of this company. All staff members are empowered to accept responsibilities and be creative in achieving the company's service quality. Employees are encouraged to use their talents, knowledge and all soft skills in the customer's interest. Moreover, the firm also rely on the quality standard that can traceability anytime for maintaining the quality of products and services.

A firm's position on any of the key performance drivers can reflect either the Honeybee or Locust leadership philosophy. Every enterprise needs to achieve the goal that implementing various strategies must be priority concern. Honeybee leadership is one of alternative ways to enhance sustainability in growth for all business.

The conclusion of 23 practices of Honeybee leadership which are applied to this American Pharmaceutical Company, somehow its show the Locust leadership in some practices, will be shown in table 5.1

Table 5.1 Summary information Sustainable Leadership Grid Comparing Honeybee Criteria and Americam Pharmaceutical Company's Practices

	Honeybee Elements on the Sustainable Leadership grid	American Pharmaceutical Company	Extent to conform Based on Exhibition1		
			Least Evident	Moderate Evident	Most evident
1	Developing 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	−			
11	responsibility for environment	√			
12	Social responsibility (CSR)	√			
13	Stakeholders	√			
14	Vision's role in the business	√			
15	Decision making	√			
16	Self-management	√			
17	Team orientation	√			
18	Culture	√			
19	Knowledge sharing and retention	√			
20	Trust	√			
21	Innovation	√			
22	Staff engagement	√			
23	Quality	√			

Total elements in conformity   18

Key √=conforms; − =does not conform; ?=not known

REFERENCES

Abyssinia Law. (n.d.). *Qualities of Effective Leadership and Its impact on Good Governance*. [Online] Available at: https://www.abyssinialaw.com/blog-posts/item/1473-qualities-of-effective-leadership-and-its-impact-on-good-governance, 25 April 2018.

African Leadership. (2017). *Namibia: EasiPost takes over Courier industry* [Online] Available at: http://africanleadership.co.uk/namibia-easipost-takes-courier-industry/, 25 April 2018.

Aguinis, H. &. K. K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451-474.

Aras, G. C. (2008). Governance and sustainability. *Management Decision*, 6, 433-448.

Avery, G. C. (2005). *Leadership for sustainable futures: Achieving success in a competitive world*. Cheltenham. UK: Edward Elgar.

Avery, G. C., & Bergsteiner, H. (2011). *Sustainable leadership: Honeybees and Locusts approaches*. Routledge.

Baker, a. (2017). *What Is Environmental Sustainability and Why Is It Important*. [Online] Available at: http://www.sustainablefriends.com/what-is-environmental-sustainability-why-is-it-important/, 26 October 2018.

Baxter, P. & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report*, 13(4), 544-559.

Bish, M. K. A. a. N. (2012). A scoping review identifying contemporary issues in rural nursing leadership. *Journal of Nursing Scholarship*, 44(4), 411-417.

Dunphy, D. (2004). Sustainability: Seize the strategic opportunity. *Executive Excellence,* 21(1), 19.

Dyllick, T. &. H. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, 11(2), pp. 130-141.

Eccles, R. G. I. I. &. S. G. (2011). *The impact of a corporate culture of sustainability on corporate behavior and performance*. Working paper No 12-035. Cambridge, MA: Harvard Business School.

Falkner, R. (2007). The political economy of 'normative power'Europe: EU environmental leadership in international biotechnology regulation. *Journal of European Public Policy*, 14(4), pp. 507-526.

Gould, S. (2013). *Ethical Leadership and Developing a Code of Conduct for Organizations*. [Online] Available at: https://www.ifac.org/global-knowledge-gateway/ ethics/discussion/ethical-leadership-and-developing-code-conduct, 25 April 2018.

Hussain, N. (2016). *Corporate Governance and Sustainability Performance: Analysis of Triple Bottom Line Performance*. [Online] Available at: https://link.springer. com/article/10.1007/s10551-016-3099-5, 26 October 2018.

Hussey, J., & Hussey, R. (1997). *Business research*. Basingstoke, UK: Macmillan.

Kantabutra, S. (2012). Putting Rhineland Principles into Practice in Thailand: Sustainable Leadership at Bathroom Design Company. *Global Business and Organizational Excellence*, 31(5), 6-19

Kantabutra, S. (2014). Sustainable Leadership at Thai President Foods. *International Journal of Business*, 19(2), 152-172

Kantabutra, S., & Avery, G. C. (2011). Sustainable Leadership at Siam Cement Group. *Journal of Business Strategy*, 32(4), 32-41

Kantabutra, S., & Avery, G. C. (2013). Sustainable Leadership: Honeybee Practices at a Leading Asian Industrial Conglomerate. *Asia-Pacific Journal of Business Administration*, 5(1), 36-56.

Kantabutra, S., & Suriyankietkaew, S. (2013). Sustainable Leadership: Rhineland Practices at a Thai Small Enterprise. *International Journal of Entrepreneurship and Small Business*, 19(1), 77-94

Krantz, J. (1990). Lessons from the field: An essay on the crisis of leadership in contemporary organizations. *The Journal of Applied Behavioral Science*, 26(1), 49-64.

Morsing, M. a. O. D. (2009). Sustainable leadership: management control systems and organizational culture in Novo Nordisk A/S. Corporate Governance. *The international journal of business in society*, 9(1), 83-99.

Peloza, J. L. M. C. (2012). Sustainability: how stakeholder perceptions differ from corporate reality. *California Management Review*, 55(1), 74-95.

Rogers, P. J. K. a. B. J. (2008). Sustainable development indicators. *An Introduction to Sustainable Development*, 12(3), 25-35.

Schneider, J. W. A. a. R. (2010). Pharmaceutical companies and sustainability: an analysis of corporate reporting. *Benchmarking: An International Journal*, 17(3), 421-434.

Székely, F. a. K. (2005). Responsible leadership and corporate social responsibility. *Metrics for sustainable performance*, 23(6), 628-647.

Torres, A. B. T. (2012). Generating global brand equity through corporate social responsibility to key stakeholders. *International Journal of Research in Marketing*, 29(1), 13-24.

Veleva, V. H. M. G. T. &. C. C. (2003). Indicators for measuring environmental sustainability: A case study of the pharmaceutical industry. *Benchmarking: An International Journal*, 10(2), pp. 107-119.