

**SUSTAINABLE LEADERSHIP AT METROPOLITAN
WATERWORKS AUTHORITY**



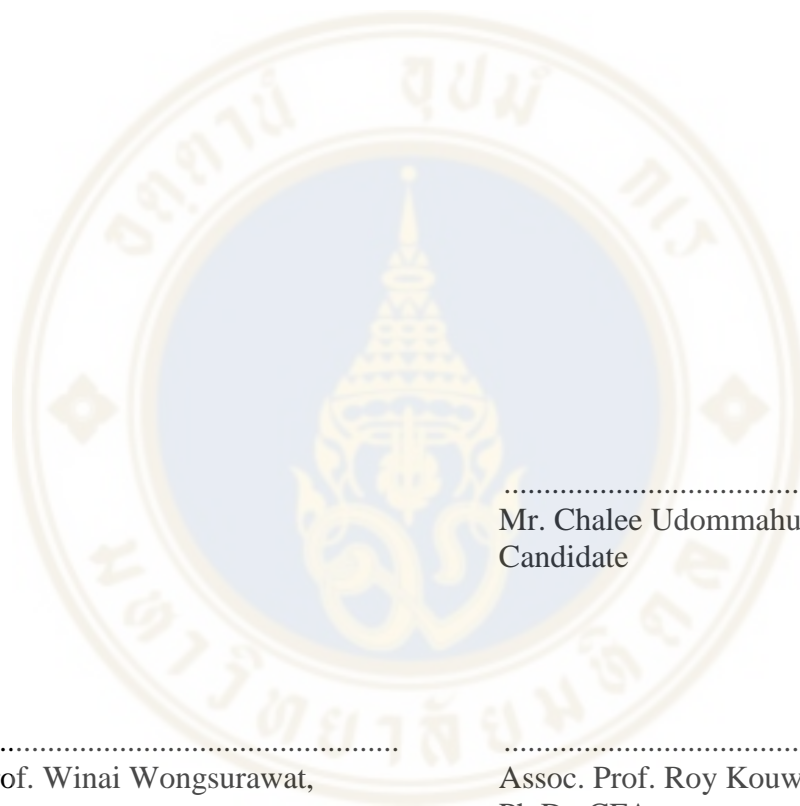
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WATERWORKS AUTHORITY**

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SUSTAINABLE LEADERSHIP AT METROPOLITAN WATERWORKS AUTHORITY

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ABSTRACT

As the world nowadays is full of competition and moves rapidly. Many businesses strive for themselves in order to survive by inventing new products and services so as to disrupt and compete with each other. Those who prevail will survive and losers may end up shutting down their business. In order to handle this challenge, sustainability is the answer. Then, the purpose of conducting this paper is to test whether are there any gaps or improvement must Metropolitan Waterworks Authority (MWA) needs to be improved in order to be more sustainability organization. Applying 19 elements of Rhineland principles plus information from interviewing reliable respondents together with the organization's performances in the past and present will lead to the answer of the hypothesis.

The results after conducting this study found that there are many elements that Metropolitan Waterworks Authority (MWA) is good at it according to the Rhineland principles. On the other hand, things to be improved are hierarchy structure problem, communication plan, and short-term profits focusing. The details of these issues will be provided and clarified in the conclusion and recommendation part of this paper.

KEY WORDS: Rhineland principles/ Sustainable Leadership/ Anglo/US leadership/
Corporate Sustainability/ Metropolitan Waterworks Authority

42 pages

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CHAPTER I

INTRODUCTION

“The only thing certain is uncertainty”. I am sure that everyone has ever heard this word more or less. No matter how much time has passed, these words still considered as a fact of life for everyone not only in work but also in his/her life as well. Applying to the working life, I do believe that many people want a secure job for their life as it was considered as a safety needs according to Maslow's hierarchy of needs theory (A. H. Maslow,1943). However, life is not as easy as a pie, we can see more often natural disasters happened in nowadays, for example, the blaze in the Amazon forest in Brazil and also the forest in Indonesia, the earthquake in Japan and plus with the fluctuation of the world economy and so forth. It was undeniable that all of these mentioned incidents are irrelevant to all of us anymore.

Among the fast-paced world and intense business competition, many firms have to adjust themselves for their own survival as the new things and trends happened day by day. As a result, those organizations who could not adapt themselves, they may end up with closing down their business finally. However, when the business ended, the problems are not, especially in the case of those giant companies in the past and present. Consequently, this could create an effect on those dead giant company's stakeholders such as their employees, customers, suppliers, society and more. The best and real-time case in describing this situation right now could be the collapse of “Thomas cook” , the world's oldest tour company that operates its business since 1841. In shutting down its business, more than 600,000 customers are in trouble and more than 22,000 employees are unemployed right away.(Holton & Faulconbridge,2019) Thus, the reason why I mentioning this incident is to show that “The only thing certain is uncertainty”, even those giant company who was serving people for more than 170 years still can not escape from shutting down its business, so how about the rest business in the world?

In Thailand, according to the statistic from the department of business development, ministry of commerce, in the rate of closing down business in Thailand

between 2016 - 2018 was continuously increasing and yet unknown in the future. We can see that this data shows how those fast-paced world and intense business competition effect on business in Thailand. Furthermore, alike two-edged sword, the technology advancement in this globalization world is one of the tools that could either make businesses grown up further or be disrupted by it. The statistic from the department of business development, ministry of commerce also shows that the rates of new business registration between 2015 - 2017 are increasing. This would be an interesting question whether those new registered businesses could survive among the challenge in this globalization world and fluctuations of the economy nowadays or not.

Sustainability is one of the important factors in saving the business from collapse as it helps to improve business continuity in long-term operation and together with the sustainable trends nowadays. We can see that many people respond and change their behavior to be more world-saving trends via many campaigns, for example, corporate social responsibilities, anti-plastic bag, no more plastic straw and so forth. According to those actions, it shows that those people are now concerning and realizing more about the effect that could happen from taking advantage of nature and society businesses. Would it be better if the business could continue operating for a long time? even though it was not a giant leap growth but sustainable in the long time and better than a huge profits in short term and then, unfortunately, ending up with shutting down their businesses in the end.

In this paper, the writer aims to apply Rhineland leadership to Metropolitan Waterworks Authority, so-called MWA, state enterprise in Thailand who responsible for sourcing the raw water and supplying tap water to people around Bangkok, Nonthaburi, and Samutprakarn. Currently, the organization has been operating its business for 52 years since the establishment in 1976. However, as the writer mentioned earlier that “The only thing certain is uncertainty”, with the nature of its business as a state enterprise and monopoly in water supply business that seems to be high in job stability. It may not be like that at all because the technology advancement, increasing new business, new product development, and intense business competition nowadays. Consequently, everything could be happened in the future and considered as a risk which directly affect to MWA in the long term, for

example, the substitute products may happen and finally leads to the customer's choice and altering the consumer behavior or the changing in government policy which transforming the state enterprise into something else in the past or so-called "privatization". (Thiratayakinant, K., 2002)

In writing this paper, the writer foresee the challenge in how MWA operating its business towards the future and notice that yet no study in applying the theory of Rhineland leadership to MWA. Therefore, it was a good opportunity to study about it and also this study would let reader and organization realize all about the "gap" following with issuing any relevant strategies or policies to improve and "close the gap" in order to be a sustainable organization and continue operating its business effectively and efficiency along with its vision, mission and value to achieve its goal for the sake of nation and Thai people forever.

Expected Benefits

How sustainable leadership helps firms became better company than others?. According to the suggestion from Avery and Bergsteiner (2010), there were five good things that happening in firms in applying sustainable leadership which are: good brand image and morality for the firms, increasing customer satisfaction, strong financial stability, long-term shareholders and stakeholders value. Similarly, The research also suggests that those companies applying sustainable leadership practices show how well they can manage their firms systematically, cost-effectiveness and also increasing their brand awareness. (Avery and Bergsteiner, 2011; Mays, 2003; Morgan Stanley and Oekom Research, 2004). Moreover, adopting those practices also increase the immunity to those unexpected harmful events that may occur in the future as better risk management and opportunities are implemented in their operating system. As a result, not only the companies and their employees gain benefits from an unstoppable business operation but also their stakeholders as well.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Rhineland leadership

Avery (2005) was the first person who introduced an effective way to be a sustainable enterprise called “Rhineland leadership”. Conducting 28 cases from many different countries such as Switzerland, Japan, Hong Kong, Australia, USA, South Africa, Sweden and Germany to analyze and compare the two different ways in leading the company. According to Albert (1993), who studied Rhineland principles mostly in Europe, there were two popular terms in leading the company which are Anglo/US and Rhineland principles. The Anglo/US terms (Albert,1993) refer to those companies who seeking for the competition, using their own competitive advantage in generating their own profits and interests, hardly care all about the ecosystems. On the other hand, Rhineland leadership refers to those companies that focus on sustainability, they also care all about their stakeholders rather than making profits for their own sake. Those firms who adopting the Rhineland leadership are far more sustainable than those who adopting the Anglo/US principles as Rhineland leadership considering too many criterions for stakeholders while another one is not.

The sustainability trends are now becoming a hot issue in many countries right now as people all around the world are facing natural disasters and environmental crisis. Thus, the Rhineland leadership approach would be one of their good choices for firms in implementing their organization in becoming a more sustainable organization. However, as the writer mentioned earlier that Rhineland leadership was conducted research by Avery mostly in European countries, it is still questionable that is it effective in those non-Western countries especially in Asia or not. In supporting this argument, there was not too much research studying this concept in Asia except Thailand (e.g., Tuan, 2012). Hence, there are also six case studies of those companies who applying Rhineland leadership in Thailand (Kantabutra and Avery, 2011; Kantabutra,2012; Kantabutra and Suriyankietkaew,

2013; Kantabutra and Thepa-Apiraks, 2016; Kantabutra, 2014b; Kantabutra, 2011) which are comprised of three big famous companies (SCG, KBANK, and Thai President Food) and the rest are SME companies (Theptharin Hospital, Bathroom Design, and SPP House).

According to Rhineland Leadership, 19 elements that could distinguish whether firms are Anglo/US or Rhineland principles were specified by Avery (2005), the meaning of each element will be defined as below;

1.) CEO concepts - CEO is not the main commander of the organization, instead, the CEO then appointed top team speakers who speak on behalf of the management team. CEO is not considered as a “Hero”

2.) Decision Making - consensus decision making is made by relevant people in the organization. The ideas and opinions are being discussed through those relevant decision-makers.

3.) Ethical Behavior - Everyone in the organization always concerning ethics in every process on his/her daily operations or any actions.

4.) Financial Markets - The organization emphasize the long term profits and do not focus too much on the short term profit.

5.) Innovation - Focus on turning innovation into the solution rather than radical innovation only.

6.) Knowledge Management - The knowledge from all employees from many generations flowed and shared throughout the organization.

7.) Long-Term Perspective - concerning all about the long term effect in doing something, for example, in making any decisions and so forth

8.) Management Development - Promote the management level inside the organization rather than hiring the new one.

9.) Organizational culture - The organization makes the workplace a special place to work. Manage its culture via vision, values or philosophy to guide employees' behavior.

10.) People Priority - The organization treats its employees as valuable resources and focus on investing in its employees.

11.) Quality - The organization emphasizes on the quality rather than cost-saving and speed.

12.) Retaining Staff - The organization hardly laid off its employees but finding good ways to retain them instead.

13.) Skilled Workforce - the organization always supports and develops its employees' knowledge, skills and abilities.

14.) Social Responsibility - The organization invests in social responsibility because it is the right thing to do and never consider this action as a cost or profit reduction activities.

15.) Environment Responsibility - The organization invests in environment responsibility because it is the right thing to do and never consider this action as a cost or profit reduction activities.

16.) Stakeholder - The organization focuses on broad stakeholders, for example, considering all about the future generations and society not just only its shareholders.

17.) Teams - There is no management intervention, the teams are self-governing and the organization emphasizes on building teamwork.

18.) Uncertainty and change - The organization considers all about planning and managing any uncertainty and change that could happen in the future.

19.) Union-management relations - The management, employees and the union work together in order to help create or save the benefits for everyone in the organization.

Moreover, according to Kantabutra's (2011, 2012a) and Kantabutra and Avery's (2011), these 19 elements are categorized into 6 groups which are people priority, innovation, ethical behavior, long-term perspective, social responsibility, and organizational culture as shown in the relevant categories in CHAPTER V.

2.2 Definition of Sustainable Organization

What does a sustainable organization look like?. There are numerous researchers gave opinions and definitions all about these matters. According to Parrish (2010), a sustainable organization is a company who derived money from its operation and be able to retain its business together with involving in social and environmental responsibility activities. However, Kollmus and Agyeman (2002) argue that

sustainable organizations are the strong will or demanding perspective in the mix of both profit-making and the responsibility of those social, environment and employment by utilizing and preserving the not only natural resources but also human resources, communities and the environment as long as possible. Moreover, the firms need to cultivate these desirable manner from their organizational culture to employees' DNA. Nevertheless, according to Kotler and Caslione (2009), rather than cultivating a good manner in caring all about social and environmental matters, in order to be a sustainable organization, the companies also have to consider all about the ethics, behaviour, positive attitude and also short , medium and long term plan as well.

According to Avery, to be simple, there are 3 criteria to consider whether those companies are sustainable organizations or not which are;

- a) delivering strong financial performance
- b) demonstrating the ability to endure economic and social difficulties
- c) demonstrating the ability to maintain a leadership position in its relevant market (Avery, 2005)

2.3 Leadership Paradigms

According to Avery (2004), there are four paradigms of leadership which are classical, transactional, transformational (visionary) and organic leadership style. So each of them will be explained as follows;

Classical leadership refers to those dominant person or blue-blooded group of people. This person or group of person commands others to do somethings to achieve the goal. As for the commands, those subordinates have no right to ask but to obey it. This kind of leadership could be sympathetic or harsh, or both, for example, Singapore's former Prime Minister Lee Kwan Yew and Hitler's. The followers follow this kind of leadership because of fear or respect. However, this kind of leadership could also be useful in a crisis situation.

Transactional Leadership refers to those leaders who motivate or influence his/her followers to do something by using his/her interpersonal skills, for example, negotiation all about benefits, influencing by offering rewards or incentives and so

forth. However, those followers are following this kind of leader because of benefits only and there is no willingness to do it better.

Transformational Leadership refers to those leaders who influence followers by using vision via giving an inspiration, for example, Buddha, Jesus Christ or Mohammad who is the leader of the religion. Comparing to transactional leadership and classical leadership, anyone in the organization could apply this kind of leadership. However, those supporters still focus on supporting top leaders of the organization. This kind of leadership needs a clear vision and direction for the followers to realize it otherwise it may lead to the misunderstanding in any actions. Those transformational leaders may apply transactional, classical leadership style or other leadership approach to implement their visions in order to transform the organization.

Organic Leadership refers to the leadership style that relies on helping each other and where those people in the organization work together by getting rid of the hierarchy (equally in the position and power). Furthermore, this kind of leadership style tends to have more than one leader in the organization as many leaders are likely to solve the problems more effectively and efficiently due to the different backgrounds, experiences, and management styles that may require in solving certain relevant problems. This means that when there is no official leader, anyone could be a leader depends on the situation, expertise or the consensus and then get supported or participated by other individuals to achieve the goal according to the vision, mission, and value set by the organization.

2.4 Maslow Hierarchy of Needs

According to A.H.Maslow (1943), there were 5 levels of human needs which is described in the form of a pyramid. Reaching to the top of the pyramid, the lower down level in each hierarchy must be fulfilled. From the bottom of the pyramid, each of the needs will be described as follows;

1.) The psychological needs refer to the basic needs to be fulfilled in the first stage of this hierarchy. In this level, the basic needs, for example, food, shelter, water, food, air, sex, clothes and more. Without these, humans can no longer live or

can not work normally. Thus, these needs are considered as the most important level that needs to be fulfilled first.

2.) The safety needs refer to the needs above psychological needs that concerning all about safety and security in life matters. After the first needs are already fulfilled, the stability in financial, jobs and the safety in their life are the next things to seek.

3.) The love needs refers to the needs of social, friendship, belongings, religion, love and so forth. These things make human be a part of society. Everyone wants the feeling of love and belonging no matters who he/she is. Without these, the anxious and depression might happen and finally leads to the social phobia.

4.) The esteem needs refers to the self-esteem and the acceptance by the others. Achieving this stage, humans feel confident in what they contribute or pay attention to, for example, the recognition from the management when you do something good for the company.

5.) The need for self-actualization refers to the highest needs in Maslow's pyramid. After achieving all previous 4 stages, in this stage, the needs of each person will be different. In other words, the biggest dream or goal in his/her life. Moreover, this stage is the hardest one to achieve, not everyone can do it. Therefore, many people try to find and keep developing themselves in order to reach his/her full potential and reach this stage.



Figure 2.1 Maslow's Hierarchy of Needs Pyramid (Gargasz, 2010)

2.5 Hofstede Cultural Dimension

According to Hofstede (2011), there are 6 cultural dimensions which are;

1.) Power Distance refers to the difference in the power. The high score in power distance means those countries concern all about the hierarchy. The decision making power belongs to the top management. However, the low score in power distance means those countries care less about the hierarchy and making a decision in a team or basis on the consensus.

2.) Individualism vs Collectivism - the high score in this one refers to the individualism. The people in individualism society are always do something, making decision all alone by him/herself, no need to involve or bother anyone and do not care too much about the relationship. On the other hand, the people in collectivism tends to do things in groups and focus on the relationship.

3.) Masculinity vs Femininity - The high score in this index refers to the masculinity society which means that those people are task-oriented, focusing on the competition and less care about the relationship. However, the low score in this index refers to femininity society which focuses on the relationship, cooperation and quality of life rather than masculinity society.

4.) Uncertainty Avoidance refers to the index that reflects how society concerns about something that they unaware or not realize about it, for example, the risk and unexpected events. The high score in this index means that society cares about the risk and uncertainty of things. As a result, risk management, laws, contracts, guidelines and more are conducted to prevent it. Nevertheless, the low score in this index refers to the society that considers uncertainty, risks or any unexpected events that are acceptable and manageable for them. Therefore, this kind of society is more flexible and less strict regulations rather than those high score society.

5.) Long Term Orientation vs Short Term Orientation - the high score in this index refers to the long term orientation society. This means that society is focusing on long term relationships in doing things, careless about the old tradition in the past and looking forward to adopting new good things to reach a better future. On the other hand, the low score in this index refers to the short term orientation which means that the society still adhering to the old good traditions and consider changing in society in a new way is a weird thing, not in a common way.

6.) Indulgence vs Restraint - the higher score in this index refers to the indulgence society. This means that they have freedom in asking and giving opinions, no emotion and desire controlling. However, the low score in this index refers to the restraint society. This society has to control its emotion, no freedom in giving any expressions or comments, people in the society are regulated by laws and regulations to control their behavior and it was not as flexible as indulgence society does.



CHAPTER III

RESEARCH METHODOLOGY

The main objective of this research paper is to find the baseline and gaps for further improvement of MWA in applying 19 elements of Rhineland leadership in order to be sustainable according to this framework. Moreover, as per research questions, it also lets readers know how employees in MWA think about its own firm in order to utilize this information in other purposes such as developing and improving policies in increasing employee engagement or any relevant research as well.

The writer deciding to emphasize on implementing qualitative research methodology in conducting this research paper so as to gain insight, in-depth and sufficient information in analyzing those primary and secondary data. Therefore, this part, the research paper shows how to obtain information as following methods;

3.1 Interview Method

Mostly, the writer using face to face interviews in order to obtain information from those interviewees. Furthermore, those who far-away, the writer also using phone interview method for those who available in this kind of data collection as well. All interview questions and conversations with interviewees are conducted in Thai language so as to avoid misunderstanding. As for the interview location, the interview usually conducted inside MWA for the convenience of those interviewees' purpose. The interviewing question translation is used in analyzing data.

3.1.1 Sample Size

The sample size in conducting this research paper was 5 samples in order to prevent bias happening and ensure that sufficient information in analyzing the result of this paper. Furthermore, the writer also picks various sample sizes in collecting the data not focusing on a certain level of any positions or else but the variety of positions,

generation, working experiences and more so as to double-check the correction of that information.

3.1.2 Interview criteria

As the details in this paper are all about MWA, the interviewees then mostly are MWA employees actually. Furthermore, the writer also setting the minimum working experiences for those interviewees (3 years) as some interview questions required more information and experiences related to those events in the past or good references as examples for better understanding in evaluation or analyzing the results.

3.1.3 Selected Respondents

Respondents No.1

Position: Administrative Officer Level 4 (Operation Level)

Working Experience: 3 years

Interview date: 18 October 2019

Location: Metropolitan Waterworks Authority

Duration: around 35 minutes

Respondents No.2

Position: Administrative Officer Level 5 (Operation Level)

Working Experience: 7.5 years

Interview date: 15 October 2019

Location: Metropolitan Waterworks Authority

Duration: around 32 minutes

Respondents No.3

Position: Administrative Officer Level 5 (Operation Level)

Working Experience: 7 years

Interview date: 17 October 2019

Location: Metropolitan Waterworks Authority

Duration: around 30 minutes

Respondents No.4

Position: Assistant Governor (Management Level)

Working Experience: 20 years+

Interview date: November 21, 2019

Location: Metropolitan Waterworks Authority

Duration: around 45 minutes

Respondents No.5

Position: Administrative Officer Level 7 (Management Level)

Working Experience:30 years+

Interview date: November 22, 2019

Location: Metropolitan Waterworks Authority

Duration: around 30 minutes

3.2 Rhineland Leadership Criteria

As Avery (2005) conducting 28 cases from many different countries in the world to develop Avery's Grid Elements. In the table shown are criteria to evaluate which actions are complied with Avery's Grid Elements. (Kantabutra, 2012)

Table 3.1 Rhineland Leadership Criteria

No.	Avery's Grid Elements	Least Evidence	Most Evidence
1.	CEO concepts	CEO is recognized as the hero.	CEO is not recognized as the hero, but another member of the organization.
2.	Decision Making	Decisions are being made by managers.	Consensual decision making abounds.

Table 3.1 Rhineland Leadership Criteria (cont.)

No.	Avery's Grid Elements	Least Evidence	Most Evidence
3.	Ethical Behavior	Ethics are not considered to be part of any decision-making at all levels.	Ethics are taken into account in decision making at all levels.
4.	Financial Markets	Organization tries to maximize its quarterly profits by all means.	Organization does not try to maximize its quarterly profit, but a long-term one.
5.	Innovation	The organization focuses mainly on R&D.	The organization focuses on both radical and incremental innovation.
6.	Knowledge Management	Knowledge is not being systematically managed throughout the organization.	Knowledge management is an essential process of the organization practice.
7.	Long-term Perspective	Organization is not willing to invest in advance for long-term benefits.	Organization is not willing to invest in advance for long-term benefits.
8.	Management Development	Many outsiders are appointed to the management team.	Internal promotion abounds.
9.	Organizational Culture	No common values are shared within the organization.	Shared common values are demonstrated throughout the

No.	Avery's Grid Elements	Least Evidence	Most Evidence
			organization.

Table 3.1 Rhineland Leadership Criteria (cont.)

No.	Avery's Grid Elements	Least Evidence	Most Evidence
10.	People Priority	Organization focuses on shareholders rather than employees.	Organization is willing to invest in employees, despite times of crisis.
11.	Quality	Top Quality does not necessarily have to be maintained due to cost-cutting and speed.	Investment is made continuously to improve quality.
12.	Retaining Staff	Layoffs are frequent.	Organization avoids laying off staff, even in times of crisis.
13.	Skilled Workforce	People bring in generic skills.	Firm-specific skills are developed and nurtured.
14.	Social Responsibility	Social responsibility is considered an expense.	Social responsibility is considered ethical behavior and investment.
15.	Environmental Responsibility	Environmental responsibility is considered an expense.	Environmental responsibility is considered ethical behavior and investment.
16.	Stakeholders	The organization mainly focuses on shareholders.	Organization focuses on a wide range of

No.	Avery's Grid Elements	Least Evidence	Most Evidence
			stakeholders, including society, environment, customers, shareholders, future generations,

Table 3.1 Rhineland Leadership Criteria (cont.)

No.	Avery's Grid Elements	Least Evidence	Most Evidence
			minority groups and the rest of the society.
17.	Teams	Teams are directed and managed by employees, but with intervention from managers.	Teams are directed and managed by employees, without intervention from managers.
18.	Uncertainty and Change	Uncertainty and change are not managed at all, given relevant expenses.	The organization anticipates uncertainty and change in the future and is willing to invest to prepare for the change and uncertainty.
19.	Union-Management relations	Unions and the top management have an adversarial relationship.	Unions and the top management work together constructively.

Source: Adapted from Kantabutra (2012,p.12)

3.3 Secondary sources

Rather than the primary sources obtained from interviewing those respondents, the writer also provides secondary sources to support each Rhineland leadership criteria via MWA performances and activities in the past as well.



CHAPTER IV

FINDING ANALYSIS

As stated in chapter II, Avery (2005) was the first one who introduces “Rhineland Leadership” approach. In this framework, there are 19 elements to be considered whether the company is treated as “Rhineland” or “Anglo/US” terms (Albert,1993). After interviewing with MWA employees, the writer then analyze and present those data in both positive and negative way so as to let readers carefully thinking in the different point of view and discover interesting information as below;

4.1 General and Gap Analysis

4.1.1 CEO concepts

According to the interview questions, the writer found that only one respondent which is the young generation employee that do not consider MWA governor as a hero but the team because the MWA governor has 4 years of tenure and then replaced by the new governor. There is no permanent CEO as same as other companies and due to the moderate working experience, this person also never see any governors who were the great leaders for him/her. However, when the writer asking about the good things that MWA governors have done to the organization in the past, many respondents are agreed that governors and the management in the past have been playing important part for the organization until now because they had created the basic and strong foundation for the organization. On the other hand, these groups of interviewees also mentioned that not only governors but also MWA’s employees in the past that being important gears that help create a basic foundation and drive the organization to a successful organization in nowadays as well. According to the second question, the writer also noticed that many of the old generation employees who have been working for MWA for a long time still considered MWA governor in

the past as a hero because they have direct experiences about it when they were young and grown-up along with MWA while the new generation employees do not think like that. Furthermore, according to Hofstede, with 64 scores in Power Distant Index (PDI) in Thailand, it shows that the hierarchy and seniority system in Thailand still active. Therefore, moderately evident in this element should be considered as a proper criterion for MWA.

4.1.2 Decision Making

According to the interview, the participants mentioned many different points of view in the decision making because it depends on the size of the project and the type of the meeting. As for the big project or the policy meeting, the decision making required decision making from the top management or governor in order to reach the conclusion otherwise there is no end of discussion in the meeting. Normally, in the committee, the discussion will happen and the head of the committee will be the one who has the power to make a decision in case the dispute happened during the meeting. In supporting the fact, Thailand has score pretty high in power distant, then the decision making power will be basis on the seniority. On the other hand, the decision making of the small and medium project might not need the top management or governor involvement as it can be settled in the committees by discussion and participation on every level of the position but it is necessary to let them know the progress or conclusion of the meeting in the end. Nowadays, comparing to the past 10-20 years, the management team also try to support participation atmosphere and environment in every meeting to enhance idea and problem-solving skill. As a result, the hierarchy system, the conclusion from the meeting will be proposed and asking for approval from the MWA governor or management in the end. Thus, when the decisions are making by managers, not the team, then the least evidence would be a proper choice in this element.

4.1.3 Ethical Behavior

According to the interview, 4 out of 5 respondents agreed that MWA is a good governance organization. Referring to the MWA core values (QWATER), R stands for respect to transparency (anti-corruption and following to the good

governance policies). As stated in MWA's annual report, MWA adopts corporate good governance policies which is embedded in all MWA's employees. The MWA good corporate governance comprised 6 things to consider before doing any actions that could affect the firm which is the rule of law; virtue; transparency; participation; accountability; and efficiency and effectiveness. Furthermore, MWA also provides with many activities in the organization that help create its employees to realize about ethics in every manner all the time, for example, corporate governance (CG) day that was held every year, the training all about ethics to its current and new employees, the integrity and transparency assessment (ITA) score (Metropolitan Waterworks Authority, 2019) that is increasing every year which proves that MWA is really concerned about ethics in every aspect of working operation. Therefore, it is undeniable that MWA should get most evidence in this category.

4.1.4 Financial Markets

As MWA is not the listed company in the stock exchange of Thailand (SET), it would be a good thing for MWA in operating its business as no more pressure from the shareholders in making profits. However, as for the key performance indicators (KPIs) in the action plan, there are still some quarterly profits that MWA needs to achieve in the short term as well, for example, the quarterly revenue from services other than meter service and more. Thus, with all the reasons mentioned above, moderately evident will be considered as a proper level in this element.

4.1.5 Innovation & Knowledge Management

According to the interview, many of the interviewees agreed that MWA's innovations are effective as these innovations are awarded by the institutions and some participants are just curious and questioned about it. There are so many innovations that MWA creates to help alleviate its customers in providing better services and increasing customer satisfaction, for example, MWA onMobile application which allows customers to pay their water utilities online, report damaged pipeline leakage, online new connections and more. Furthermore, as for the innovation for employees, MWA still introduces many interesting innovations and gains many awards, for example, ADD[...]SPACE which is the tool that helps its officers operate their work

more effectively and efficiency in changing and maintenance water meter as in the past MWA facing the pain point in changing and moving water meter in limited operational field which consuming a lot of time in operation and water loss. Moreover, in 2016, MWA also introducing “Krai Thong”, the innovation that using in searching for the underground leakage as MWA facing the problem in high water loss and cannot detect the exact location where the leakage is. This innovation help find the right spot of the leakage which not only helps MWA fix the problems at the right place but also reduces the cost of importing and purchasing leakage detection equipment from abroad. These two innovations also gain recognition awards from the government institution as well (Metropolitan Waterworks Authority,2019 p.6-7)(Metropolitan Waterworks Authority,2018 p.59). As a result, the most evident will be rated in this element. However, many respondents also mentioned that many innovations are still in the progress of utilizing, abstract ideas (not yet to produce), or no further development of the products.

As for the knowledge management, there is also knowledge management day in MWA (KM Day) or MWA Academic Day (Metropolitan Waterworks Authority, 2018 p.49-51) which held every year in order to let employees in the organization participate in presenting an interesting innovation idea to build on the real and potential innovation that could solve MWA and customer’s pain point. Furthermore, not just only innovation, there is also knowledge sharing sessions that allows its employees to share their knowledge and exchange their working experiences between insiders and outsiders as well. However, according to the opportunity for improvements (OFIs) in knowledge management, state enterprise performance appraisal (SEPA).MWA still having an unclear knowledge management system that deploying and sharing knowledge from stakeholders to its employees so as to improve their performance and invent useful innovation. Handling with this challenge, the organization then conducting and has been operating MWA Knowledge Management Master Plan (2017-2021) with the aim to close the gap, create a good system in knowledge management in the long run and achieve its goal (vision) in being high-performance organization in the future. Therefore, moderate evident would be the best fit in this element.

4.1.6 Long-term Perspective

As per the interview, many of the interviewees agreed that MWA is concerning all about investing in the future for the following reasons. According to MWA's vision, mission and value, MWA is focusing on the long term perspective in order to supply and deliver the safe and clean water to its consumers as much as the organization can in Nonthaburi, Bangkok, and SamutPrakarn. As a result, MWA has been investing for the future to improve the quality of its products and services through many projects even though it may cost a lot of investment money, for example, The 9th Bangkok Water Supply Improvement Project, MWA change for better campaign (new pipeline change), and service expansion policy to increase the service coverage area in 3 main provinces and so forth. Furthermore, as a lot of money paid, MWA still charging the same price of water utilities for people more than 18 years (Metropolitan Waterworks Authority, 2018 p.9) without its financial problem. Therefore, with all the reasons provided, most evidence is the best answer in this element.

4.1.7 Management Development

There is no other cases that MWA appointed outsider as a management team. However, as per the interview, it is still questionable that the board of directors appointed by the cabinets will be considered as a management team or not? As they are not considered as MWA employees. Normally, in MWA, employees are promoted internally and there are so many cases that the one who will be the governor is also the being former employee of MWA. Thus, in this element, if the board of directors is not counted as a management team then it was obvious that most evidence would be the best fit in this element.

4.1.8 Organizational culture

According to the interview, there are respondents who both believe and do not believe that MWA's employees can remember the organization value by these following reasons;

Those interviewees who agreed that MWA's employees could remember the organization's value thought that it was easy to remember and acknowledge via communication plan. As MWA has been operating its business for 52 years, the strong organizational culture has been rooted, embedded and shaped in its employees' behavior. Most of MWA employees realized and understand all about its core value, which is so-called "QWATER". The short explanation in each abbreviation are; Q stands for quality; be responsible and detail-oriented in every tasks and operation in order to deliver international standard quality of water and services to the consumers, W stands for willingness; A will to do or breakthrough something seriously no matters how hard it is for the benefits of the organization, A stands for achievement; starting from improving oneself in knowledge, skills and abilities, integration thinking and knowledge sharing to others, T stands for team; work in team so as to solve the problem systematically and prioritize in considering the benefits of the others rather than your own benefits so as to improve the quality of product and services to reach the international standard ,E stands for excellent service; deliver the equally great service to ensure the good experience and satisfaction with accurate information, and never forget about CSR and R stands for respect to transparency; anti-corruption, following MWA CG policy and be honest in revealing the information to the public. However, those respondents who do not believe that MWA employees could remember the organization's value mentioned that the person who communicates lacks the interesting techniques to motivate and inspire the listeners to believe and deeply understand in it by comparing with the moment that Steve Jobs presenting his product. Another one also mentioned that blurred communication plan made him/her does not understand it clearly in the meaning of the organization's value. In addition, as MWA considered as a state enterprise, the writer noticed that the working style still in the same way as a government or so-called "red tape" rather than a private company style. With a lot of rules and regulations, this could be the disadvantage of the organization's culture of many state enterprises. Therefore, with all the reasons mentioned above, moderate evidence would be the best fit in this element for MWA.

4.1.9 People Priority & Skilled Workforce

According to A.H.Maslow (1943), the hierarchy of needs, MWA does a very good job in responding the human needs from the bottom to the top of the pyramid by following reasons ; as for the psychological needs, MWA already fulfilled this needs by providing foods, clean water, working office, uniform and so forth. Next, the safety needs; MWA also providing welfare and job security to its employees. Following loves, self-esteem and self-actualization needs; the promotion training provided by MWA are already fulfilled these needs as it focuses on the team-based workshop which let the team do some problem-solving activities so as to strengthen, build their relationship together. Furthermore, not just only promotion training, there are so many activities that help strengthen the relationship between MWA employees, for example, concert on MWA establishment day, sports day or normal training courses basis on the training needs in each department upon request for both operational and management level in order to fulfill the self-actualization needs. Referring to the interview questions, many of the interviewees are agreed that MWA is good enough at taking care and developing its employees as the organization providing all good welfares and training to every level of position. On the other hand, those respondents who do not agree with this question also mentioned that the needs and expectation for welfares and benefits are unlimited, different and keep changing, then MWA need to keep update or launching new good and interesting things about welfare and benefits to serve and respond their needs. Furthermore, there are still some unfair benefit and welfare that the respondent concerning about it, for example, tuition fees reimbursement (for those who married and have children). This makes those single employees never have the right to reimburse it as they do not have any children. As for skilled workforce, those disagree interviewees mentioned that some training need to be improved and updated to the current trends so as to be the high performance and learning organization, for example, the current trends in nowadays and future are soft skills while MWA still keep focusing on developing hard skills. Thus, it was no

doubt that the elements of both people's priority and skilled workforce would be most evident in this case.

4.1.10 Quality

As quality is one the MWA core value, so-called "QWATER". All of the interviewees are agreed that MWA is emphasized in quality as there are numerous important projects that MWA invest in order to improve the quality of products and services as mentioned in the long term perspective elements (many of the participants also mentioned about the mega project "The 9th Bangkok Water Supply Improvement Project"). Moreover, rather than those important projects, MWA also emphasizes reaching international standards by implementing HACCP, GMP, ISO standards and more in order to ensure that the consumers are getting quality water and getting a quality life. Furthermore, MWA still implementing water safety plans (WSPs) in managing quality of water according to the World Health Organization (WHO) standard and play an important role in the process of getting rid of the risk in water contamination from the source of raw water. Last but not least, there are also watchful scientists who always monitoring and checking the quality of water so as to make sure that MWA delivers safe and clean water to all of its consumers every day. Therefore, most evidence will be rated in this element.

4.1.11 Retaining Staff

According to the interview questions, all of the interviewees are agreed that there is no lay off policy from MWA. Moreover, there are numerous employee engagement activities in MWA to response the different needs for the different generation, for example, the happy workplace which providing the financial planning session for those normal employees and those who employee who will early retirement, field trips, sports day and more. As a result, there are increasing in the employee engagement (EE) survey score which is 4.30 points in 2014 (Metropolitan Waterworks Authority,2015 p.58) and 4.37 points (out of 5) in 2016 (Metropolitan Waterworks Authority,2017 p.49). However, the participants also mentioned that there

are few cases of firing on those who break the rules & regulations, for example, drunk driving, unethical and corruption behaviors. Furthermore, even though there is no lay off policy, there are still having employees asking for resigning or quit the job for their own reason. Nevertheless, firing and stepping down is not relevant in evaluating this element. Thus, most evidence would be the best fit in this element.

4.1.12 Social Responsibility & Union-Management

According to the interview, many participants think that doing CSR is considered as an investment for the organization because if it considered as expenses, MWA could not has been continuously doing corporate social responsibility until now. In support this argument, there are so many campaigns and projects that MWA has been launch in this matters, for example, plumber for people project which has been launch since 2014 (Metropolitan Waterworks Authority,2019 p.55) with the aim to teach the basic technical knowledge in plumber by conducting a free training course to those interesting person. According to this training, those who attended the course would gain a basic knowledge in plumber and they could bring this knowledge to create their extra jobs, do something good for the society, solving their own or neighbor's problem or sharing this knowledge with the others sustainability. As a result, with this project, MWA got a winner prize in Asian CSR awards 2016, in Education Improvement categories, on Asian Forum on Corporate Social Responsibility (AFCSR) at Naypyidaw Myanmar (Metropolitan Waterworks Authority,2017 p.61). As for the environmental responsibility, the MWA Plumbing System for School (from Rinluang to Mae Klong), in response for His Majesty King Bhumibol, this project was the cooperation between its stakeholders (Thai Tap Water company, local administrative officers, and labor union of MWA (LUMWA)) in building the water supply system to those schools that lacks of the clean water supply systems around Maeklong river basin area. In addition, rather than building the water supply system, MWA also set a responsible team to take care of the system and gave them knowledge all about demand-side management to those students and local people to enhance sustainability in the area. Furthermore, some respondents also think that doing CSR is one kind of marketing that could promote the good brand image of the organization as well. As a result, with the success of the project, MWA also won State-Owned Enterprise Awards in 2017 (Metropolitan Waterworks Authority 2018,

p53,58). Therefore, most evidence would be the best fit in both social and environmental elements due to all above mentioned outstanding performances basis on the concrete evidences. However, there are some respondents who still thinking that doing CSR is considered as a cost for the organization because they saw that is considered as the routine job and returning benefits from CSR activities are not as good as they expected because the outsider never known about it. In addition, Union-Management, another respondent also raise the case that too much good relationship between top management and labor union somehow is not good because the mutual benefits between these two parties could make them ignore employees and then the benefits would not truly belong to the employees in the organization. Therefore, moderate evidence could be the best fir for Union-Management due to the cases mentioned above.

4.1.13 Stakeholders

All of the participants agreed that MWA take stakeholders into account. In support, this fact, according to Hofstede's website (Figure 4.1), Thailand is considered a femininity society which is really focused on the relationship rather than a competition. Having a good relationship with partners or stakeholders might be better than standing alone. So do MWA, As MWA really focused on building a relationship with its stakeholders. According to the MWA strategies, stakeholder is one of The 4th Issue of MWA Strategic Management Planning. According to the strategic management plan, MWA then organizes the event named "connected stakeholders - connected happiness" (Metropolitan Waterworks Authority, 2018) to invite those MWA's stakeholders to join this event and inform them all about the vision and direction of the organization. Moreover, in the event, MWA also aims for getting feedback and knowledge exchange from the stakeholders in order to bring this information back to improve its products and services to be better in the future. Furthermore, there is also increasing in customer satisfaction survey score and customer engagement survey score as well. (Metropolitan Waterworks Authority 2019,p.69). Thus, with all evidence provided, it obviously clear that this element would be the best fit with the most evidence.

4.1.14 Teams

According to Hofstede's website (Figure 4.1), Thailand has a low score in individualism which means that Thailand is a collectivist society. In addition, the team is one of MWA core values. The organization encourage employees working as a team in order to share their experience and knowledge together which will bring to the great solution for the consumers, for example, according to the interview, all of the management level using delegate work assignment style rather than control them as same as those operational level participants as they are all mentioned that their boss just assigned the tasks and let them manage freely, available for consulting, emphasizing in team-based thinking and participation but in the end the tasks need to be checked and approved by their boss again. In supporting these arguments, the writer found an interesting answer from the first research question that every respondent would like to thanks to his/her team rather than the management. Moreover, another example in CG&CSR activities also shows that it was allowed employees in each departments forming a team to brainstorm their ideas to do something good to the society by applying MWA good governance policies and present to the committee in CG&CSR day to gain rewards. However, according to the criteria in this element, it was required no intervention from the management. As for MWA, it is true that the teams are freely directed and managed by employees but the teams have no right for approval, there has to be the head of the committee who approves it in the end because of the hierarchy system. Therefore, moderate evidence would be the best criteria in describing this element.

4.1.15 Uncertainty and change

According to Hofstede's website (Figure 4.1), Thailand is considered an uncertainty avoidance society which means that the risk is unacceptable and not a desirable thing in operating business. As for MWA, all of the interviewees agreed that the organization is considering all about the risk in the future as they mentioned not only the risk management department but also MWA's employees that is the one who plays an important role in this matter. In support this fact, there are so many policies and performances that relevant all about the risk matters in MWA, for example, the business continuity plan (BCP) which is the plan that preparing about the supplying

water to the consumers in case of an emergency, investing in the 9th Bangkok Water Supply Improvement Project to increase the production capacity so as to handle with the expansion of the society and population in the future. Moreover, internal control also implementing in MWA to mitigate the risk in operation as well, for example, the control self-assessment (CSA) which allow those departments in MWA to evaluate their own risks according to their job description or routine tasks. Furthermore, the internal control also placed in the training for those new employees and promoting employees' courses in order to let them realize all about the risk management culture. However, one respondent also mentioned that too many worries about the risks somehow not good for the firms as it would make the organization could not move forward as much as it could be. In addition, another respondent also needs MWA's management level to accept, realize and consider the little risks that could grow up to be overlooked risks that might be big problems later. Therefore, with all the above-mentioned reasons, most evidence would be the best fit in this element.

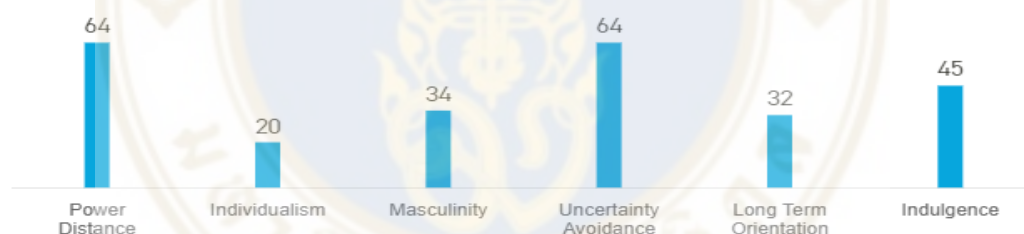


Figure 4.1 Hofstede Cultural Dimensions Score in Thailand

(Source : <https://www.hofstede-insights.com/country-comparison/thailand>)

Table 5.1 Summary Results (cont.)

Rhineland elements of the sustainable leadership grid	MWA	Extend to conform			Relevant categories					
		Least Evident	Moderately Evident	Most Evident	1	2	3	4	5	6
10. People Priority	✓									
11. Quality	✓									
12. Retaining Staff	✓									
13. Skilled Workforce	✓									
14. Social Responsibility	✓									
15. Environmental Responsibility	✓									
16. Stakeholders	✓									
17. Teams	✓									
18. Uncertainty and change	✓									
19. Union-Management relations	✓									
Total elements in conformity	19									

Notes : ✓ = conforms

Category no. : 1 = Long-term Perspective; 2 = People priority; 3 = Innovation;
4 = Social Responsibility; 5 = Organizational Culture; 6 = Ethical Behavior

Source: Based on Avery (2005)

Applying the Rhineland leadership approach to MWA, above table shown the result after analyzing the interview result of 5 participants together with the supporting factual basis on the organization performances in the past and present. Overall, there are too many elements that MWA is good at it which are already explained in CHAPTER IV.

5.2 Gaps and Recommendations

Discussing all the gaps, below are the summary all about the gap found in applying this leadership approach;

5.2.1 Hierarchy organization structure

As Thailand has a slightly high score in power distant according to Hofstede's website (Figure 2). Everything will be basis on the seniority system, for example, the decision-making system that everything will flow to the top of the hierarchy, which is really slow in the process. When there is only one leader, it is too risky for the organization especially when the leader is not too good. When the leaders went in the wrong direction, the rest of the organization will be doomed. According to the leadership paradigm, an organic leadership style, when there are a lot of leaders in the organization and everyone can be leader basis on the situation that they are very good at, the workload would be less burden for only one person as someone already shared the burden for you. Furthermore, the workflows would be a lot faster as there is no need to reach to the top of the hierarchy anymore. However, MWA considered a big organization, this could be the huge challenge in transforming the organization and takes a lot of time for its employees to adopt it as the old hierarchy culture has been rooted and embedded in many government agencies and state enterprises. Moreover, as per the rules and regulations, there are all Thais employees in the organization which means that there is no single foreigner employee at all. In this case, it could be the two-edged sword for the firm. The good part is that when all Thais employees hired (same culture), it could strengthen the good relationship, harmony in the organization and easier to manage people in the firm. On the other hand, when there is no difference in culture, it could not enhance the productivity as much as it does

compare to the workforce diversity. This statement also supported by Saxena (2014) which is also agreed that hiring many different cultural employees in the organization are leading towards increasing productivity. Nevertheless, hiring many different culture employees also comes along with the challenge in managing the cultural different problems such as the language barriers, attitudes, and behaviors of those employees. Applying to MWA, this could be another challenge for MWA to think further whether in adopting the workforce diversity or remaining only one single culture (all Thais) in the organization and its related businesses in the future.

5.2.2 Still focusing on the short term profit

According to Mitchell (2001), the sustainability needs a long-term result which shows that focusing on the long-term, in the end, will finally be better than focusing on the short term because if the company is good enough in doing it, there is no worries that the company need to nervous about its performance in the short term. Applying to MWA, it was good that the organization is not in the stock exchange market; means there is no pressure from the shareholders. However, it is understand that due to many investment in small and mega projects that MWA really want to improve in the quality of its products and services together with 18 years of the stable water fees are the reasons that forcing MWA to focus on short term profits goals to ensure that everything went according to the plan and utilize all resources effectively or get the most out of it. As for the recommendation, MWA may try to set up new related waterworks services or businesses in the concept as same as the plumber for people project according to the Rhineland's social and environmental responsibility element.

5.2.3 Different perception in communication plan

According to the interview result in element of organization culture, the writer noticed that the expectation in understanding and remembering the organization's value between the management and operational level are going into the different ways of thinking. As we can see that the management levels thought that everyone in the organization can remember the organization's value very well while the operation level does not think like that.

5.3 Limitations

- The conclusion and the result in analyzing Rhineland elements of the sustainable leadership in this paper represented the latest (year 2019), past performances and considered as a baseline of the company only. There might be changing in the result of Rhineland elements of the sustainable leadership grid and the evidence as per changing in policies, strategies and the performance of the firm in the future. Hence, continuing further research needed in order to get more precise evaluation results in the future.

- As Rhineland leadership framework was Western-adopted theory, mainly examined in European countries companies, there are not too many Asian countries applied but 6 case studies as mentioned in the literature review. Therefore, further research in applying this framework to Thai culture companies needed.

- Analyzing the result in this framework still hard to define because there are no specific criteria to measure each element whether how it could be considered as least evident, moderate evident and most evident. The way the how writer analyzes the result in this paper basis on weighting the performance of the organization plus the comments and opinions from interviewing all respondents.

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APPENDICES

Appendix A: Interview Questions

No.	Relevant Elements	Questions
1.	CEO concepts, Teams	When your responsible tasks are accomplished very well, who do you think that you want to say thank you to the most? why?
2.	CEO concepts	As you know that MWA in the past is not as successful as we could see in the present, whom do you think that play the most important part and role for the organization until now? why?
3.	Decision Making	In any meeting, the decision-making process will be basis on the consensus or seniority? why?
4.	Ethics	Do you think that MWA is a corporate governance organization? how?
5.	Financial Markets	Do you think that MWA focuses on short-term or long-term profits?
6.	Long term perspective	Do you think MWA is concerning about investing in the future? how?
7.	Knowledge Management	Did you think that knowledge management is shared all over the organization? how?
8.	Knowledge Management, Innovation	What do you think about MWA's innovation? is it effective? please explain?
9.	Management development	Are there any cases that MWA appointed outsider to be a management team? how?

No.	Relevant Elements	Questions
10.	Org. culture	Do you think that people in MWA can remember its value?
11.	People Priority, Skilled workforce	Do you think that MWA is good enough in taking care and developing its employees? how?
12.	Quality	Are there any investment projects that prove MWA is focusing on improving the quality of its products and services? please explain?
13.	Retaining Staffs	Are there any incidents that MWA lay off its employees in the past? how? and why?
14.	CSR& SR	Do you think that doing CSR is considered as expense or investment for the company? why?
15.	Stakeholders	Do you think that MWA focuses on its stakeholders? how?
16.	Teams	For Management level: how can you manage your team and your subordinate?(delegation or control) For Operation Level: how your manager or your boss manage the team?
17.	Uncertainty and change	Does MWA concern all about risk and management in the future? how?
18.	Union Management	Does MWA's top management has a good relationship with the unions?