

**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES AT A
THAI SMALL BUSINESS (FLEXCOM COMPANY LIMITED)**



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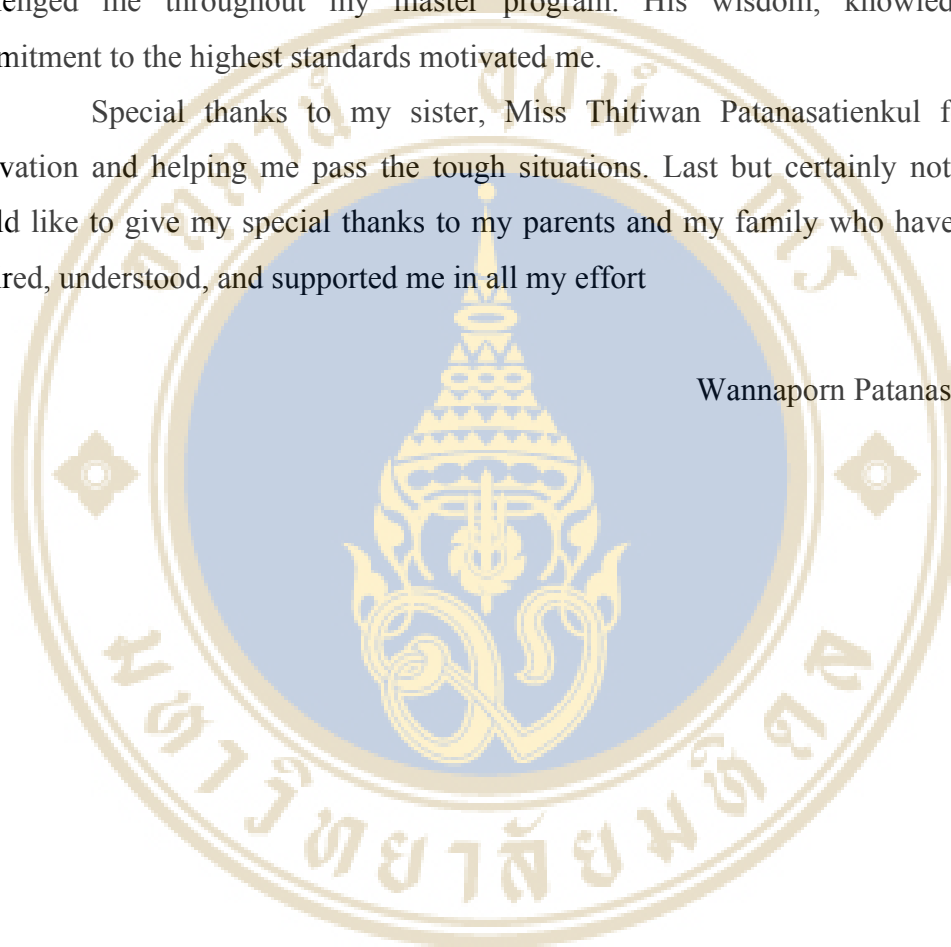
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SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES AT A THAI SMALL BUSINESS (FLEXCOM COMPANY LIMITED)

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ABSTRACT

This paper adopts 23 elements of Honeybee Leadership framework developed by Avery and Bergsteiner practices derived from sustainable enterprise as framework to examine the sustainable business practices of a small enterprise in Thailand. Data collection was carried out by having an interview session with stakeholders and through an observation during a company visit. The study found that the company practices 21 of 23 Honeybee Leadership elements, but in various degrees. The results suggest that Honeybee leadership framework can be applied to evaluate leadership practice of small business in Thailand.

KEY WORDS: HONEYBEE LEADERSHIP/ SUSTAINABILITY

43 pages

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CHAPTER I

INTRODUCTION

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

The present study therefore adopts Avery and Bergsteiner's Sustainable Leadership concept that has been supported by previous studies as a relevant approach to corporate sustainability in Thailand. The study examines business practices of Flexcom Company to determine if there is a fit between Sustainable Leadership practices and those of the case company.

Flexcom Company is a business that has been established since 2000 with the aim to develop and improve the telecommunication system in Thailand. Flexcom was appointed by Ericssons as their distributor to install the products and provide after sales service for the customers. The majority of Flexcom staffs have had experiences in the telecommunication business for more than 10-30 years, including sales and marketing, engineering, technical, and services.

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

CHAPTER II

LITERATURE REVIEW

Salzman et al. (2005) mentioned that in the past decade, the concept of business cases for corporate sustainability has been increasingly used by many corporate sectors, environmental organizations, and consultancies to defend for sustainability strategies within organization. “Sustainability has been an often mentioned goal of businesses, nonprofits and governments in the past decade, yet measuring the degree to which an organization is being sustainable or pursuing sustainable growth can be difficult” (Slaper & Hall, 2011, p.4).

2.1. Theory of Sustainability

To ensure the corporate sustainability, many approaches were used to measure the sustainability management of each firm such as Triple bottom Line (TBL) Theory, Slap and Hall (2011) described this frameworks, which is “an accounting framework that incorporates three dimensions of performance: social, environmental and financial” (Slaper & Hall, 2011, p.4). This framework is differing from other framework as the environmental and social were included to measure, which is hard to give the appropriate means of measurement. Normally, the TBL dimensions are called the three Ps: people, planet and profits (2011), Human capitalism framework, which strongly focusing on employee as being practiced in Asian country like Japan that is the most advanced stage of capitalism (Ozaki, as cited in Kantabutra & Suriyankietkaew, 2013), Sufficiency Economy philosophy, which focus on balancing the sustainability for society, it is also “stresses the moderate path as an overriding principle for appropriate conduct by the populace at all levels”(Chularee et al., 2009, p.15), Rhineland capitalism, which aim to focus long-term sustainability of organization and also focus on the relationship of all stakeholder (Kantabutra & Suriyankietkaew, 2013), and Honeybee leadership framework, which long-term

sustainability is strongly being focused and its outcomes are delivered more responsibly for more stakeholders (Avery & Bergsteiner, 2011). However, the most appropriate framework that will be able to use in this study is Honeybee Leadership framework in order to ensure corporate sustainability.

2.2. Honeybee leadership Framework

Honeybee Leadership framework, which has been developed by Gayle C. Avery and Harald Bergsteiner, are known as its origin been developed from Rhineland leadership. It has been pointed out the advantages of the sustainability leadership approach over its short-term shareholder-first counterpart (Albert, Avery and Bergsteiner, Hall and Soskice, as cited in Kantrabutra, 2013). Avery and Bergsteiner have studied and investigated these two principles and showed how each of them different in practice and found that the Anglo/US firm are less sustainable than the sustainability leadership approach. The first sustainable leadership grid (Rhineland) of Avery consists of 19 criteria, which are developing people, labor relations, retaining staff, succession planning, valuing staff, CEO and Top team, ethical behavior, long-short term perspective, organizational change, financial markets orientation, responsibility for environment, social responsibility (CSR), stakeholders, vision's role in the business, decision making, self-management, team orientation, culture and knowledge sharing and retention. Avery and Bergsteiner later increased the list to 23 criteria. The four elements added in the new grid, including trust, innovation, staff engagement and quality (Avery & Bergsteiner, 2011).

However, the 23 Honeybee leadership elements are grouped in to 3 levels: foundation practices, higher-level practice and key performance driver (Avery & Bergsteiner, 2011) as shown in the exhibit 1. These three levels have collectively drive brand integrity and reputation, improve customer satisfaction, solid financial outcomes, long-term shareholder value, and long-term value for multiple stakeholders (Kantrabutra, 2012).

□

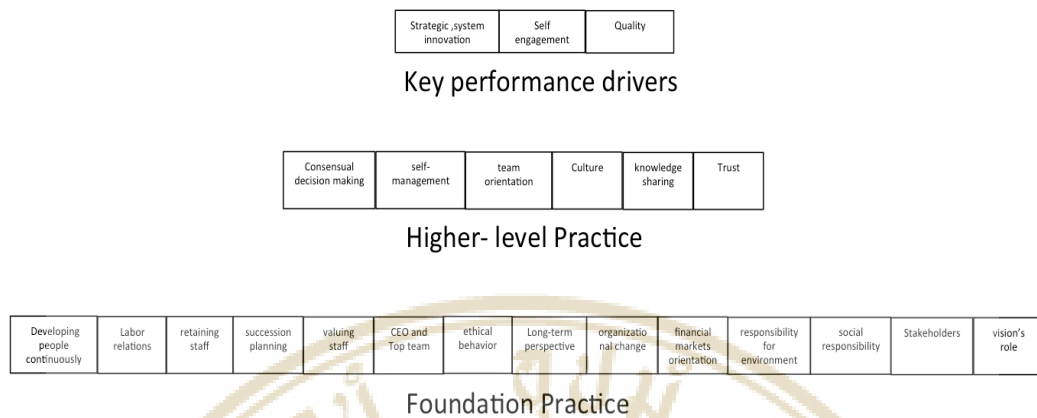


Figure 1 Adapted from Avery and Bergsteiner (2011)

Avery and Bergsteiner (2011) described 23 elements of Honeybee Leadership framework as follows:

Developing people

Not only Staff's skill and competencies are strongly focused and valued by Honeybee Leadership framework, but also people's interpersonal and management skill. This framework encourages the firm to developing people at all level continuously by setting up regular training, or special training in order to enhance staff's skill and knowledge that would create a better output.

Labor relations

"Honeybee requires corporative relations between employer, employee and employee representative where they exist"(Avery & Bergsteiner, 2011, p.124). The collaborative with unions is an important part of Honeybee leadership philosophy. Employee can join in all level of the decision, which affects their future and that of their employer.

Staff retention

"Honeybee leadership values long tenure at all levels" (Avery & Bergsteiner, 2011, p.7). Therefore, many Honeybee enterprises try to encourage and

increase the chance for employee to have a reason to stay with them. Laying off is not honeybee direction because it related with the employee loyalty.

Succession planning

Honeybee enterprise prefers to develop people continuously and aim to promote people within the organization rather than appoint skillful people from outside because a person who is promoted within the firm have more experience in company culture and know other staff attitude and behavior better than a manager from outside. Therefore, if they get promoted, they would have more information to deal with people in the organization.

Valuing employee

Not only focusing on developing staff' skill and competency, caring for staff welfare and quality of life is also another concerned for Honeybee enterprise. Most of Honeybee enterprise provide interesting staff benefits, which exceed the offered from other competitors, which can create staff' intention to stay and help the firm when face the difficult time.

CEO and top team

In honeybee enterprise, they aim to focus on balancing decision-making power from CEO. CEO is considered as just one of a top team member rather than a hero. Therefore, team-based approach is more likely to be a characteristic of executive leadership where CEO can be a speaker of a group of equal or as the final authority.

Ethic behavior

Honeybee leadership enterprise encourages their staff not only avoiding the scandals and frauds but also emphasize them on doing the right thing or to behave well as a core value.

Long-term and short-term perspective

Honeybee enterprise tends to focus on long-term perspective rather than the short-term because being a sustainable business required much concern about the future, therefore, many business heavily invest in asset or research and development, which required huge budget and minimize short-term profits, but sustainable and satisfied reward would be received in return in a long-term.

Organizational change

Since most of people have negative attitude with change, the firm should be careful in order to ask for the collaboration. In honeybee enterprise consider for the process of change that it takes time and needed to be planned and managed. The firm has to make sure that the process are get along with existing system, yet should have to encourage and rewards continuous improvement.

Financial market orientation

“Honeybee firm value their independence from the capital markets and seeks to place their needs of the business over the demand of analysts, investor, or other masters” (Avery & Bergsteiner, 2011, p.189). Some Honeybee enterprise, which is a listed company try to stabilize the dividends paid to its shareholder while maintain its share price no matter they have made a lot of profit in that year in order to pursue its long-term perspective (Kantabutra & Avery, 2013).

Responsibility for environment

Honey enterprise aim to focus on environmental responsibility as their core value. They believed that no one have no right to destroy others. Not even their health, livelihood or quality of life. Therefore, they try to protect the environment rather than exploit the environment.

Social responsibility (CSR)

“CSR contributes to business sustainability that stakeholders will support a good enterprise, and to protect a company’s reputation” (Avery & Bergsteiner, 2011, p.204). Honeybee enterprise aims to contribute positive activities to community. They

value people and community. Therefore, many form of CSR activities are used to improve and enhance people in the community.

Stakeholder

Honeybee enterprise tries to consider to every stakeholder including inside and outside an enterprise rather than focus only to its shareholder.

Vision's role in the business

Honeybee enterprise expects that visions were shared among employee due to company's vision is like a guideline or the core value that provide a direction for its employee in order to ensure that all staff were having the same understanding and behave in same direction, which is important in guiding their futures.

Decision-making

Honeybee enterprise focuses on the dispersion of decision-making power: everybody are strongly participate and involve in the decision-making, not just the CEO or top management who have power to make a decision. "Consensus involves getting acceptance of a decision within group, even if the decision is not unanimously agreed to" (Avery & Bergsteiner, 2011, p.241).

Self-managing

Honeybee approach prefer their employee to manage by their own and "work towards a direction or shared vision prescribed by leaders and/or by a strong organizational culture" (Avery & Bergsteiner, 2011, p.248), which means that employee do not need an instruction from their manger in how to do their work.

Team orientation

Honeybee leadership approach focus and support the teamwork, which required collaboration from each other and skilled staff who can self-manage need to know and trust each other well so that they can share information, knowledge and generate a powerful outcomes to enhance the performance of organization.

Culture

Honeybee enterprise have strong culture, which everyone share their feeling beliefs and values. All honeybee staff knows their goal and what they stand for. To create and maintain organization culture required long term perspective. Yet, Honeybee firm have to ensure that new staff is match with the culture. “As such, many recruiter emphasis on attitude and social skills over the technical competencies” (Avery & Bergsteiner, 2011,p. 269) because people’s beliefs, value and attitude are hard to change on the other hand, technical skill can be improved more easier.

Knowledge sharing and retention

Staffs in Honeybee enterprise seem to be more likely to share their information and knowledge through the organization than the locust company. However, sharing required a relationship between staff in the firm therefore, Honeybee firm encourage information and knowledge sharing by setting communication environment in informal way. For example, relaxing room, staff kitchen, and company’s road shows.

Trust

Honeybee enterprise gives an importance on trust and respect to their employee therefore, there is no need for the rules and procedure to control them. Yet, staffs are more willing to create or generate new things due to they do not have to be aware of punishment or humiliate in the meeting.

Innovation

Honeybee enterprise tries to emphasize their employee for the systematic innovation culture. However the innovation culture takes time, but generate a long-term wealth to the firm. “Many Honeybee enterprises have formal innovation process. New idea are requested from employees, who are often rewarded for ideas that save the company money or generate new solutions and opportunities” (Avery & Bergsteiner, 2011, p. 301).

Staff engagement

“Honeybee enterprise strive to engage their staff emotionally with the workplace, whereas Locust leadership requires only that employees relate at a cognitive rational level to the workplace” (Avery & Bergsteiner, 2011, p.309). Since, staff engagement relates to the staff’s satisfaction and motivation, which depends on how they were treated by the firm. Therefore, empowerment or rather feelings of being empowerment, is used to pursue the employees’ satisfaction and motivation, which can contribute to staff engagement.

Quality

Honeybee enterprise focuses on quality as their core value. Thus, staffs concern on quality of the output that they generate to their customer in order to ensure that it meets with the standard and satisfy the customer’s need. However, having quality output for Honeybee approach relates with many elements in the Honeybee framework such as staff engagement, developing people, and long-term perspective, staff retention, valuing staff. Therefore Honeybee tries to develop all of these elements, which enhance its quality in order to ensure organizational performance for its sustainability.

2.3. Literature review

Since Rhineland and Honeybee Leadership framework overlap, there were many previous studies using these theories in Thailand. Most of previous studies’ findings are similar and support with the corporate sustainability, which they divided into 6 core groups.

Long-term perspective

The relevant practices in sustainable firms are the time perspective, Rhineland firm emphasize the long term in every aspect of what they do in their organization- plans, investments and in staff appointments and retention (Kantrabutra, 2011).

Staff Development

Developing the staff is core to Rhineland firm. They prefer to grow their own manager rather than hiring from outside. A Global study of CEOs leaving office found that appoint CEOs from outsider the company is a high-risk gamble (Lucier, Spiegel, & Schuyt, as cited in Kantrabutra, 2012). The initial high performance of external CEOs slump during the second half of there tenure and their organization significantly underperform those led by insider by 5.5 percent (Lucier et al., as cited in Kantrabutra, 2012). Rhineland firms also make a big investment in training and development. These give the result that the firms will get the returns in many ways such as increasing productivity, profit, share price (Aguinis & Kraiger, as cited in Kantrabutra, 2012).

Organizational culture

Honeybee firm foster a strong organizational culture that many scholars define as a set of commonly held values or shared beliefs (Deal & Kennedy, as cited in Kantrabutra, 2013). Values and beliefs provide the rules for people on how to behave and employee identify desirable behaviors, thereby reflecting the tacit rules underpinning and organization's culture (Kantrabutra, 2012).

Innovation

Rhineland firms invest in long-term Research and development, maintain in even in the difficult times, and continue to enhance process service and product. Innovation is approached systematically within Rhineland firm, gathering idea from the entire organization, including from a range of stakeholders such as employee, customers, suppliers, the society and environment (Kantrabutra, 2013).

Social and environment responsibility

Social and environmental responsibility underpins the corporate philosophy of Rhineland firm. Where there is a need to invest in being social responsible for social and environmental issues, Rhineland firm will do so, because it is the right thing to do.

Ethical behavior

Essentially, ethical behavior refers to “doing the right thing”, a somewhat elusive concept that can be difficult to define (Zadek et al., as cited in Kantrabutra, 2013). Nonetheless, being ethical is a core principle for honeybee firms. At the enterprise level ethics start with distilling the business strategy into a numbered of designed values and behaviors that can be readily translated into acceptable and unacceptable actions. Although corporate leaders perceived as high ethics have the most success in obtaining employee understanding a commitment to realized the strategy (Recardo, as cited in Kantrabutra, 2012).

The finding found that the similarity point of each study is that the theoretical frameworks of Rhineland leadership and Honeybee leadership were applied to measure the success in managing sustainability in the firms considering by 19 and 23 criteria of sustainability leadership grid.

Another similarity of each study is that they focus on long-term perspective by investing in its future not just attempt to maximize short-term profitability for it's own alone. However, the investment made by each firm are differ in details depending on their business focus such as SCG invested in research and development and employee development while the small business like Sa preservation house investing on the expansion by the availability of capital, labor, and natural resource for long-term perspective (Kantrabutra, 2011, 2013).

Next, the study of Honeybee practices at Thailand's oldest university and the study of honeybee practice at a leading Asian conglomerate both have similarity in finding that the current and past CEO appear to be highly respected heroic leaders, may be cultural given the high power distance valued by Thai Society (Kantrabutra, 2011, 2013).

Since sustainable Leadership has gained support in Thailand as an approach to ensure corporate sustainability and no study has been conducted in to Flexcom Company, the present study adopts the Honeybee Leadership as a framework to explore business practices of a business in the proposed industry to determine if they are consistent with the Honeybee Leadership. Recommendations to improve the

business practices so that the business can be more sustainable will also be provided. Methodology used for the present study is discussed in the next chapter.

2.4. Area of future research

The previous studies indicated the recommendation for the future research to study about applying of sustainability leadership, Honeybee leadership in other Thai business and to continue studying the previous case studied whether it outperform its Anglo/US counterpart in the long run (Kantrabutra, 2011). Another suggestion is about to study the Southeast Asian corporate leader to examine their leadership practice as they strive to accomplish their organization goal (Kantrabutra, 2012).

2.5 Research question

How to apply Sustainable leadership practice at a Thai small business (Flexcom)

CHAPTER III

RESEARCH METHODOLOGY

To answer the research question, in-depth interview and non-participant observation (during the company visit) techniques are adopted as the data collection approach which allows for obtaining in depth data and making sure that interviewees are understand all questions and provide effective answers for this research (McDaniel & Gates, 2013). By observing non-participant, it allow us to collect data relating to the organization's environment and employees' behaviors without asking normal questions to people involved.

Guion, Diehl, and McDonald, (2011) described how to conduct an in-depth interview. Briefly, the authors described that the interviewer's skills and attribute should be open-minded and patient to the interviewee's answer. Judgment and criticism by interviewer was not encouraged the interviewee to openly share their opinions so interviewer should let the interviewee speak freely and comfortable. Flexibility and reaction are also necessary for interviewer because answers from human are rarely predictable therefore good interviewer must respond to challenges and make sure that the core questions are being answered. Being a good listener and observant are another necessary skill for interviewer. The interviewer could focus to the interviewee' opinion then use their answer to ask further strategic question in order to gather more interviewee's insight and carefully observed the subtle cues such as the facial expression, body language and the tone of their voice.

In-depth interview technique is also used to gather data by performing an interview with the list of open-ended questions, which allows interviewee to "reply in her or his own words while interviewer does not limit the interviewee choices" (Mcdaniel & Gates, 2013, p.344). Open-ended questions also allow interviewee to share more idea and personal attitude toward questions. "Open-ended responses have the advantage of providing the researcher with the rich array of information. Answers

from interviewees are based on his or her personal idea and described in real-world terminology rather than laboratory or other jargon” (Mcdaniel & Gates, 2013, p.345).

A list of open-ended questions is developed based on the required data of this research and we are able to control interviewee to focus on the given questions and provide effective answers. In addition, well-listed questions provide convenience for both interviewer and interviewee in order to clarify the question and to understand questions clearly. The questionnaire developed for this research also considers the ability to answer questions of the interviewees as well as their willingness to answer. To make the questions suitable for the interviewee some questions may be modified and vary from one interviewee to the other depending on their position and ability to answer the confidential information or specific questions. The questionnaire used in this study is presented in table 3.1

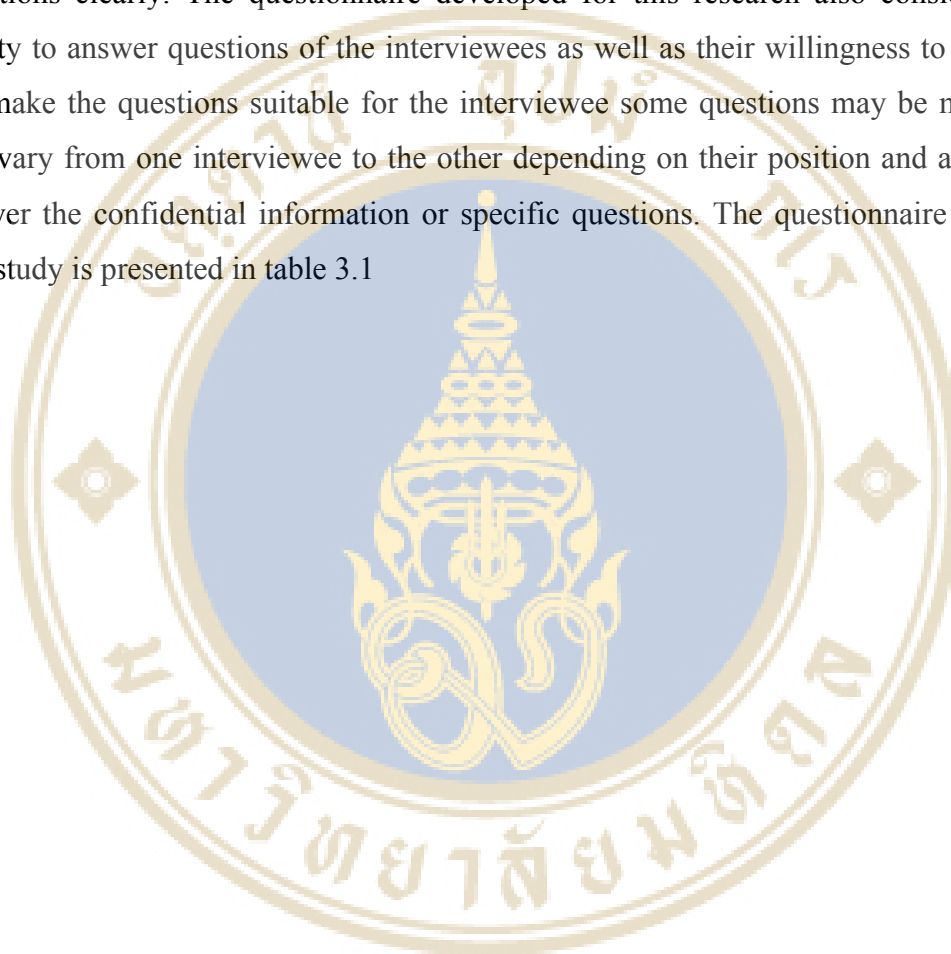


Table 3.1 Questionnaire

	Element	Interviewee	Question
1.	Developing people	HR	<ul style="list-style-type: none"> • Does your company have budget for staff training? • What is the percentage of the budget in relation to the income? • How do you select people to be trained?
		E	<ul style="list-style-type: none"> • How often does your company hold the training program? • Can you explain the training program the company has used?
2.	Labor relation	HR	<ul style="list-style-type: none"> • Do you have a union in your company
3.	Retaining staff	HR	<ul style="list-style-type: none"> • What is the average work time of employee in this company?
4.	Succession planning	HR	<ul style="list-style-type: none"> • Does the company have the policy for staff promotion?
5.	Valuing staff	HR	<ul style="list-style-type: none"> • How does the company take care employee's welfare?
6.	CEO and Top team	M	<ul style="list-style-type: none"> • If there were a situation that requires decision making, who has the right to make the decision? Is the decision-making done solely by the CEO or the whole committee gets involved in the process?
7.	Ethical behavior	E	<ul style="list-style-type: none"> • Have you been treated ethically?
		C	<ul style="list-style-type: none"> • How do you feel about service from this company? • What is the most outstanding thing that you like about this company?
8.	Long-short term perspective	CEO	<ul style="list-style-type: none"> • Do you have any plan to expand your business, if yes > what's the plan?
		M	<ul style="list-style-type: none"> • What is your target for this quarter? • How do you feel if this quarter you don't meet target? Any punishment?
9.	Organizational change	CEO	<ul style="list-style-type: none"> • What do you think about the AEC, would it have any impact to your business, How do you prepare for this?
		M	<ul style="list-style-type: none"> • In the next year, do you plan to develop or introduce the new product in the company? If yes, how do you prepare for it?
10.	Financial markets orientation	CEO	<ul style="list-style-type: none"> • Are you listed companies? If yes, what is the dividend payout rate over the past 10 years?
11.	Responsibility for environment	CEO	<ul style="list-style-type: none"> • Does you company set the budget or have policy for environment protection?
12.	Social responsibility (CSR)	CEO	<ul style="list-style-type: none"> • Does you company set the budget or have policy contributing to the community?

Table 3.1 Questionnaire (Continued)

	Element	Interviewee	• Question
13.	Stakeholders	Observe	• Observe whether the company takes every stakeholder into account when an activity or the changes occur.
14.	Vision's role in the business	E	• Where do you see about this company in the next 10 years
15.	Decision making	E	• If there were a situation that requires decision making, who has the right to make the decision? Is the decision-making done solely by the manager or the whole team get involved in the process?
16.	Self-management	E	• Suppose you get assigned to the task, what is the process of getting it done?
17.	Team orientation	E	• Can you describe your role?
18.	Culture	E, HR	• What is your company core value?
19.	Knowledge sharing and retention	E, HR	• Do you share knowledge throughout your company or share only in your department?
20.	Trust	E, HR	• Does your company have the system to control or examine the performance of your staff?
21.	Innovation	M E	• What is your new product-investing rate? • How often do you introduce new product into the market? • Are you allowed to give suggestion for the work you are responsible for?
22.	Staff engagement	E	• Are you willing to do other thing beyond your current role and responsibility without calling any extra money?
23.	Quality	C	• How do you find yourself satisfy with the product and service of this company?

Note that E = Employee, M= manager, C=customer, HR = Human resource manager

To ensure validity of the data probing technique, which is a set of questions that introduce interviewees to describe and express their feeling towards the questions and to continue the discussion, is used. This technique has been applied in several studies (Henderson, as cited in Mcdaniel & Gates, 2013).

Reflective note taking is also used to record observed data, “it takes action itself is a part of the memorization process and the result in the creation of a form of internal storage”(Kiewra as cited in Boch & Piolat, 2005, p.104). The reflective note taking helps the interviewer to ease the load of memory. It is another way to help us analyzing the case by using the information gathered while taking reflective note from observing the company.

Samples were conveniently selected from a group of staffs, who are willing to participate in the study including a CEO, three managers, two employees, and one customer.

Honeybee leadership is adopted as the framework to collect and analyze data. Kantabutra has applied the Honeybee leadership approach to a number of studies, including the study in Thailand’s oldest university in 2013, Leading Asian industrial conglomerate in 2013, Thailand True Corp in 2012, (Kantabutra, 2012, 2013)

Honeybee leadership framework is the theoretical that are used to measure how to do sustainability in organization successfully. This framework is adopted by Avery and Bergsteiner (Avery & Bergstiener, 2011), which consist of 23 elements as show in table 3.2

Table 3.2 Criteria distinguishing typical sustainable and shareholder-first perspectives

	Leadership elements	Sustainable leadership “Honeybee” Philosophy	Shareholder-first “Locust” Philosophy
1	Developing people	Develop everyone continuously	Develops people selectively
2	Labor relation	Seek for cooperation	Act antagonistically
3	Retaining staff	Values long tenure at all levels	Accept high staff turn over
4	Succession planning	Promotes from within wherever possible	Appoints from outside wherever possible
5	Valuing staff	Is concerned about employees’ welfare	Treat people as interchangeable and a cost
6	CEO and Top team	CEO works as the top team member or speaker	CEO is decision maker, hero

Table 3.2 Criteria distinguishing typical sustainable and shareholder-first perspectives (Continued)

	Leadership elements	Sustainable leadership “Honeybee” Philosophy	Shareholder-first “Locust” Philosophy
7	Ethical behavior	“Doing-the-right-thing’ as an explicit core value	Ambivalent, negotiable, an assessable risk
8	Long-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	Follow its master will, often slavishly
11	Responsibility for environment	Protects the environment	Is prepared to exploit the environment
12	Social responsibility (CSR)	Values people and the community	Exploits people and the community
13	Stakeholders	Everyone matters	Only shareholders matter
14	Vision’s role in the business	Shared view of future is essential strategic tool	The future does not necessarily drive the business
15	Decision making	Is consensual and developed	Is primarily manager-centered
16	Self-management	Staff are mostly self-managing	Manager manage
17	Team orientation	Teams are extensive, and empowered	Teams are limited and manager-centered
18	Culture	Fosters an enabling, widely-shared culture	Culture is weak except for a focus on short-term-results that may or may not be shared
19	Knowledge sharing and retention	Spread throughout the organization	Limits knowledge to few “gatekeepers”
20	Trust	High trust through relationships and goodwill	Control and monitoring compensate for low trust
21	Innovation	Strong, systematic, strategic innovation evident at all levels	Innovation is limited and selectively; buys in expertise
22	Staff engagement	Values emotionally-committed staff and resulting commitment	Financial rewards suffice as motivators, no emotional commitment expected
23	Quality	Is embedded in the culture	Is matter of control

Source: Based on Avery and Bergstiener (2011)

This framework is being compared with the Locust philosophy. Both frameworks are differing in purpose and focus. Honeybee leadership focuses on long-term benefit, stakeholders and social while Locust philosophy focuses on the short-term profit and care about the shareholder first (Avery & Bergsteiner, 2011).

This study adopted the analysis table from previous study, Honeybee Practices at a Leading Asian Industrial Conglomerate (Kantabutra & Avery, 2013), Honeybee Practice Lead to Sustainable Leadership at Thailand’s True Corp (Kantabutra, 2012), Sustainable Leadership at Siam Cement Group (Kantabutra & Avery, 2011), Honeybee Practices at Thailand’s Oldest University (Kantabutra &

Saratun, 2013), Sustainable Leadership at Bathroom Design Company (Kantabutra, 2012), Sustainable Leadership in a Thai Healthcare Services Provider (Kantabutra, 2011), and Rhineland practice at a Thai small Enterprise (Kantabutra & Suriyankietkaew, 2013) as shown in table 3.3

Table 3.3 Analysis table

Honeybee Elements on the Sustainable Leadership Grid		Flexcom	Extend to conform		
			Least Evident	Moderately Evident	Most Evident
1	Developing people: grow their own				
2	Labor relation: cooperation				
3	Retaining staff: strong				
4	Succession planning: strong				
5	Valuing staff: strong				
6	CEO and Top team: top team speaker				
7	Ethical behavior: an explicit value				
8	Long-short term perspective: long term				
9	Organizational change: considered process				
10	Financial markets orientation: challenge				
11	Responsibility for environment: strong				
12	Social responsibility (CSR): strong				
13	Stakeholders: broad focus				
14	Vision's role in the business: shared future				
15	Decision making: consensual				
16	Self-management: strong				
17	Team orientation: strong, self-governing				
18	Culture: strong				
19	Knowledge sharing and retention: strong				
20	Trust: strong				
21	Innovation: strong				
22	Staff engagement: strong				
23	Quality: high is a given				

Total element in conformity

Legend: ✓= conforms; - = does not conform; ? = Not known

Criteria for analysis are as follow; most evident means exactly like honeybee, moderately evident means somewhat like honeybee, least evident means somewhat like Locust, Does not conform means exactly like Locust, question mark means not know or not applicable.

Visual analogue scale is a psychometric response scale, which can be used in questionnaires (Aitken, 1969). It is an instrument that is used to measure the attitude

or the subjective characteristic that cannot be measured directly. The interviewer will indicate the vertical line on the horizon line based on their feeling. This horizon line has two points, which start from 0 and end with 100. Each end has a statement attached, which helps the interviewer make decision by drawing a vertical line at the level that they agree. This VAS helps reduce subjective bias from weighing the evidence. We then average the results for each element across the responses from all interviewee and convert the scale back to the original scale (detailed in Exhibit 3). The measurement of less than or equal to 35 mm is considered as least evident while moderate evident is when the scale is lies between 35 and 70. The measurement of 70 mm or greater is most evident.

Flexcom Company limited is used in this case study. It is a small business that has been established since 2000 with the aim to develop and improve the telecommunication system in Thailand. Flexcom was appointed by Ericssons as their distributor to install the products and provide after sales service for the customers. The majority of Flexcom staffs have had experiences in the telecommunication business for more than 10-30 years, including sales and marketing, engineering, technical, and services.

Flexcom provides design service for telecommunication system under the brand Ericssons and Astra, which can be able to respond the communication such as vision, voice, data, and multimedia serving for every size of business. Its product including the digital Private Automatic Branch Exchange (PABX), which is used in large business in order to make a telephone switching system within an enterprise. Digital Business phone system where multiple telephones are used by businesses in an interconnected fashion that allow for features like call handling, transferring, conferencing call, WEB Switch (IPBX), which is the Private Branch Exchange (PBX) that combined the telephone communication with computer in the same system.

CHAPTER IV

FINDINGS

Data collected from Flexcom Company are summarized and presented in this chapter. The study found six elements with least evident to support the honeybee leadership practice, 12 elements with moderate evident, and three elements with most evident. Since this company does not have a union nor they are listed company, two Honeybee elements, labor relation cooperation and financial markets orientation challenge, are not included in the assessment as they are not applicable to the company. Details supporting each element are described as followed:

Table 4.1 Sustainable leadership grid comparing Honeybee elements and Flexcom Company

Honeybee Elements on the Sustainable Leadership Grid		Flexcom	Extend to conform		
			Least Evident	Moderately Evident	Most Evident
1	Developing people: grow their own	✓			
2	Labor relation: cooperation	NA			
3	Retaining staff: strong	✓			
4	Succession planning: strong	✓			
5	Valuing staff: strong	✓			
6	CEO and Top team: top team speaker	✓			
7	Ethical behavior: an explicit value	✓			
8	Long-short term perspective: long term	✓			
9	Organizational change: considered process	✓			
10	Financial markets orientation: challenge	NA			
11	Responsibility for environment: strong	✓			
12	Social responsibility (CSR): strong	✓			
13	Stakeholders: broad focus	✓			
14	Vision's role in the business: shared future	✓			
15	Decision making: consensual	✓			
16	Self-management: strong	✓			

Table 4.1 Sustainable leadership grid comparing Honeybee elements and Flexcom Company (Continued)

Honeybee Elements on the Sustainable Leadership Grid		Flexcom	Extend to conform		
			Least Evident	Moderately Evident	Most Evident
17	Team orientation: strong, self-governing	✓			
18	Culture: strong	✓			
19	Knowledge sharing and retention: strong	✓			
20	Trust: strong	✓			
21	Innovation: strong	✓			
22	Staff engagement: strong	✓			
23	Quality: high is a given	✓			

Total element in conformity

Legend: ✓ = conforms; - = does not conform; ? = Not known

Developing people

HR manager indicated the company has a budget for training program for their employee including the internal training and external training, while the employees indicate that they participated in the internal training program only when they first started to work for the company. For the external training program, only selected department gets to participate in this type of training. Although HR manager addressed the questions associated with this element with high evidence, there were fewer evidences supported from the other staffs. Therefore, the score from this element is moderate.

Labor relation

This element is not applicable to Flexcom Company since it does not have a union.

Retaining staff

The score of this element of Honeybee leadership practice is most evident; however, the result must be interpreted with caution since data were collected from just one respondent. The data were collected from Human resource manager who claimed that they had no lay off policy no matter the company had faced with the

economic recession. Moreover, most of their staffs have worked here since the company established, and only a few staffs have worked for the company less than 3 years. Most of them were happy to work in this company because of an intimately atmosphere and family environment. Therefore, staff can raise topic they concern and talk freely to the manager or CEO. It shows that staffs are valuing long tenure.

Succession Planning

The score for this element again requires caution when it comes to interpretation since the data were collected from only one respondent. There were moderate evidences supporting Honeybee leadership practice. The interview with Human resource manager revealed that the company has a system to promote the current staffs to a higher position after they reach certain years of work experience because they would have a better understanding of work flow, company culture, staff's attitude and behavior than external person who has higher experiences but lack of knowledge in company culture. Therefore, the score from this element is moderate.

Valuing Staff

Human resource manager indicated many evident showing that company were concerning about employee welfare. They provide budget for the cost of medical care, annual physical examination by private hospital, provident fund, social security, and good facilities in workplace including personal computer, private desk, kitchen, coffee corner, clean washroom, parking lot, and etc. The result from an observation, in general, is in agreement with the result from interviewing the human resource manager, except that during the observation, the observer has noted that there was some congestion in the workplace, which is an indication of crowded workspace. Hence, the average score of this element is moderate.

CEO and Top Team

The score for this element of Honeybee leadership practice shows least evident. Data associating with this element were obtained from two managers. They indicated that most of the decision-making were solely done by CEO. Although one of them claimed that each people have decision-making power based on their position

and hierarchy, the final decision-making had to be reported to the CEO for the final approval.

Ethical Behavior

Data relating to this element were collected from a customer and two employees. The evidence from the customer were high as he indicated that he was satisfied with the products and services provided by this company, He said, “the specification of products were accurate. I have never faced problem nor got cheated by misspecification of products provided by Flexcom”. However, there were less evidence supporting this element from the other two employees who said that they were treated unequally by the executive and that the staff who has high relationship with manager would get more supportive than other staffs. Therefore, the average score from this element is moderate.

Long- Short Term Perspective

The result of this element shows least evident because of the claim from CEO, which explained that they have planned to increase sales from 300 million baht to 1000 million baht within two years by importing new product such as digital TV (DTV) and sell to support the growth of digital TV in Thailand. This evidence proofs the CEO' vision that he was only focusing on the short-term perspective instead of improving employee skill and ability, which were one of necessary activities to manage the sustainable business. Importing DTV may create profit for company but it does not mean that company would succeed sustainably. Although another evidence from interviewing the two managers gets higher score than the first one because they did not have punishment for bad performance, the score for this evidence was still not considered as high evident since the sales target which was set to be the standard for each year were still exist.

Additionally a manager said, “Although there is no punishment for bad performing of missing the sales target, but we would not get incentive at the end as well therefore it pressures us to maintain our performance to reach the target”

Therefore, the average score from this element is least evident.

Organizational change

The interviewing of two managers get moderate score from supporting evidence. They indicated that when importing new product to sell to customer, the company considers about the product's information and function that had specific technical knowledge. The company also considers that staffs required knowledge and good understanding of new product. It provides opportunity for training; however, not all staffs would be selected to participate in the training program before the product was introduced to customer. Therefore, the score from this evident is not so high. However, there were less evidence supporting this element from CEO, who indicated that since the AEC trend was widely spread in Thailand, he has not concerned about the new competitors and have had no plan to improve language skill of the AEC countries for employees in order to support the diversification in company in the future. The reasons were because he felt confident with the capability to maintain customer-based and there are only two distributors for Ericsson Thailand and once of which is Flexcom Company. This ensured him that the selling line was clearly separated. Therefore, the average score from this element is least evident.

Financial market orientation

Since Flexcom is not a listed company, they don not have data available for this study.

Responsibility for environment

The score from this element of Honeybee leadership practice is moderate; however, the result must be interpreted with caution since data were collected from just one respondent. CEO claimed that the company had campaign to save the energy by encouraging staff to turn off the electric appliance during the lunchtime to save the environment and also had campaign to use the recycle paper by using another side that had left in A4 paper in order to reduce resource consumption. However, there was no other relevant evidence mentioned by CEO supporting that the company concerns about the environment.

Social responsibility (CSR)

The score for this element again requires caution when it comes to interpretation since the data were collected from only one respondent. There were a few evidences supporting Honeybee leadership practice. The interview with CEO revealed that the company did not have social responsibility program continuously as same as big company in Thailand did, but they sometimes donate for the charity for the group that asking the company for the sponsorship such as the golf charity program or scholarship for student. This created long distance between company and social responsibility. Therefore, the score from this element is least evident.

Stakeholders

The score of this element of Honeybee leadership practice is moderate evident. Data were collected from observing and analyzing the answers from question 11,12 and 18. The first evident, which has been analyzed by an observant during the company visit got moderate score since the observant indicated that the company considered about working environment for staff by providing new facilities such as new private desks and chairs, which enhance the employees' health. The second evident by analyzing the answers of question 11, which shows that the company was concerning about the environment by reducing the electrical consumption in company got moderate score. The third evidence from analyzing answer of question 12 got least evident because the company did not considered to community since they were focusing only on some stakeholder by explained that they did not have regular CSR program for community but they sometimes donate for some charity program. The other evidence form interviewing with question 18, found that customer satisfaction was priority task for company. However, the average score from this element is moderate.

Vision's role in the business

The vision, which was rolled in this company, was not widely spread through all employees' mind. One of Employees who was interviewed in this study addressed the questions associated with this element with moderately evident, which indicated that they heard the company would register as a listed company and expand

the business in the nearly future however, there were no other evident to proof that all staffs were really understand company's vision as it had to be since the other employee claimed that he did not interest much in the company's vision and did not see any opportunity for this company to expand its business. Therefore, the average score from this element is least evident.

Decision Making

This study found that the score of this element, decision making, is moderate. There has been the evident that was gathered from interviewing one of employees, got moderate score.

“Most of the decision-making was done by manager but he still gave some opportunity for employee to share the opinion sometimes” (employees said)

However, the other staffs claimed that manager is the only one who always making decision. Although the second evident got the lower score, which was rank as least evident, but since the first evident got higher score therefore, the average score from this element is moderate.

Self-Management

Self-management in working process for the staffs in this company is quite moderate because staffs were able to manage themselves to finish their task. Some evidence were strongly supporting Honeybee leadership practice that is the evident from interviewing one of employees, which indicated that when he got the assignment to the task, he had opportunity to manage by himself to get his work done without the command from the management level. Another result from other respondent is also in agreement with the first interviewee but still provided some evident, which had least support to the honeybee leadership practice in this company.

“I usually have my own working style and were allowed to do like that as long as my boss was satisfy with the output. However, there were still have some time that boss managed too much” (Employee)

Due to the second evident got lower score than the first one therefore, the average score from this element is moderate.

Team orientation

This element has moderate evidences to support Honeybee leadership practice. The evidences derived from two respondents: two sales representatives. The former described his role that he was responsible for seeking new customer, took care of current customers, and be a consultant for the new salesman, pitching the new job, kick-off the project and take care the project they were responsible for through the end, which indicates strong evidence to support Honeybee leadership practice; however, the latter explained that he considered only the tasks he was responsible for and tried to avoid bothering with other's jobs, which weaken the evidence.

Culture

Core value for Flexcom Company was customer oriented and employee's self discipline. The company always emphasizes their employees that to be pleased by customer is necessary and to have self-discipline is also important. Although Human resource manager addressed the questions associated with this element with high evident, which indicate that the core value of company was customer satisfaction and self-discipline such as the honesty in working, time concerning.

“I always emphasize our staffs to concern about customer satisfaction and to behave myself as role model at work such as being on-time for meeting or came to work early.” (Manager)

However, there was less evidence supporting that the culture was not widely shared to the entire staffs, which claimed that most of the employees did not concern the time because they felt that the company had family environment therefore, they thought that doing little guilty caused no effect for them such as being late for getting back to work after lunch. Therefore, the average score from this element is moderate.

Knowledge sharing and retention

The result shows the moderate evident to support Honeybee Leadership practice in this element. Although human resource manager addressed the questions associated with this element with some evident claimed that the company always has

the company meeting every week in order to follow up the working process and let everyone share knowledge and problems that occurred in their task. However, there was less evidence supporting this element from the other staffs, which claimed that the knowledge sharing was happening within each department or a few departments and there were not widely spread throughout the entire company.

“During the company meeting, there were less people to speak out or shared what they really thought including me because I was not confident to speak through the meeting and did not like the controversy.”

Therefore, the score from this element is moderate.

Trust

There were many evident supporting this element from interviewing Human resource manager, indicated that although the company had process to track their employees performance but they were not so strictly to track them all the time because they trust their employee. Another result from interviewing the first employee is in agreement with the first interviewee, he provided more evident to support this element that the company trusted their employee to work in their own style. However there were less evident to support this element from the other respondent explained

“CEO start to pay attention to the management level since there were some problem occurred in the company about the collusion in bidding of purchasing raw material from suppliers.” (Employee)

Therefore, the average score for this element is moderate

Innovation

This finding shows that Flexcom got low score from this element due to the evidence to proof that company considered for innovation was less. From interviewing all respondents, found that since Flexcom has established for 12 years, there has been sold only two main products into the market. However, these two products were continuously developed new version by suppliers almost every year but the decision to invest for new product version was very few. Therefore, the score for this element is least evident.

Staff engagement

This element has high evidence to support Honeybee leadership practice. The evidences derived from two respondents: two employees. The former described that he could help the company to do other duty beyond his responsibility because he felt that the firm also treated him good as well. The result from another employee is in agreement with the result from interviewing the first respondent, which claimed that since, there was a big flood hit in Bangkok, the firm helped him by supporting money to enhance his life so he would not hesitate to help back. Therefore, the score for this element is most evident.

Quality

The score of this element of Honeybee leadership practice is high evident; however, the result must be interpreted with caution since data were collected from just one respondent. The data were collected from customer of Flexcom Company who claimed that the product was durable and the service was very good.

“ I always feel comfortable to buy products from Flexcom due to the product quality and the after sale service was very good.” customer
Therefore, the score from this element is most evident.

CHAPTER V

DISCUSSION AND CONCLUSIONS

Flexcom Company's leadership philosophy appears to be consistent with the Honeybee framework. The company meets 21/23 criteria of Honeybee practice. Findings for each element are discussed below.

Developing people

Like other Honeybee enterprise, Flexcom improves its staff's skill/knowledge by setting up training and provides opportunity for them to participate in external training program as needed; however, no other evidence was found to support this element. Unlike other Honeybee enterprise like Asian industrial conglomerate that they invested heavily in developing people to improve their staff's skill, knowledge and competencies at all levels (Kantabutra & Avery, 2013).

Retaining staff

Consistent with other honeybee enterprise, Flexcom had never fired or lay off its employees on the other hand, treated them as a family member and provided intimately atmosphere, which employee can talk freely to their manager and CEO. Other previous study of True Corporation by Kantabutra (2012) also described the result, which support Avery's and Bergsteiner's Honeybee leadership framework that the boss of True Corporation took time to discuss with their manager and also offered a satisfactory compensation package rather than treated their staff as salaried worker.

Succession Planning

Flexcom considered their promotion plan for employees as like other honeybee enterprise do, they promote their staff to a higher position after they qualified for those position with experience of work and also the understanding of staff's attitude and company culture. As the same as previous study, True Corporation

(Kantabutra, 2012), Asian industrial conglomerate (Kantabutra & Avery, 2013), Bathroom Design Company (Kantabutra, 2012) that also promoted their staffs form within the organization rather than hiring people from outside.

Valuing Staff

Valuing staff was priority task for Flexcom to be considered. The company provided benefit for their staff as they realized the complexity of employee's day-to day life therefore, well compensation package and good facilities were served to the employees to enhance their life. However, no other evidence was found to support this element. Unlike other Honeybee enterprise, Siam Cement Group, which considered their employee as important assets for company (Kantabutra & Avery, 2011). Therefore, they provided the scholarship for their staff for a higher education that can become a driving force for company in the future.

CEO and Top team

Most of Thai company faced with the heroic image for their Top team management, since Thais have high power distance and are collectivist (Petison, 2010), including Flexcom and many other previous studies such as Sustainable Leadership at Siam cement group (Kantabutra & Avery, 2011) and honeybee practice in Thailand's Oldest University (Kantabutra & Saratun, 2013). The studies described the perspective of staff to their CEO, which appeared to be highly respected "heroic" leaders because most of the decision-making were solely done by CEO.

Ethical Behavior

Flexcom were perceived by their customer for having good image of honesty in providing products and service. However, to be 100 percent ethical organize is quite hard for day-to-day business because of a high competition therefore, corporate scandals and fraud cases were easily seen nowadays yet, the result from the finding also showed an unequally supporting by executive to their staff in Flexcom, which also considered as unethical behavior. Although, Flexcom did have ethics like other Honeybee enterprise however; no other evidence was found to support this element. Unlike other Honeybee enterprise that "seek to deter wrong-doing by

embedding ethical behavior in the organize culture” (Avery & Bergsteiner, 2011, p.169). The previous study, Sustainable Leadership at Siam Cement Group, showed the result, which described, “the firm strictly adheres to its corporate Governance and Code ethic at all time. Employees are encouraged to be good citizens for the benefit of the community.” (Kantabutra & Avery, 2011, p.39)

Long-Short Term Perspective

Unlike other Honeybee enterprise, Flexcom are more likely to take Locust approach since they focused on short-term perspective, which was a plan to increase sales within 2 years rather than focused on developing their staff’s skill and competencies. These were inconsistency with previous study that the firm chose to focus on long-term rather than short-term such as the study of Sustainable Leadership in a Thai Healthcare services provider. “They has invested in major new public education facilities, shifting its focus from treatment to prevention of the genetic disease, diabetes.” (Kantabutra, 2011, p.73) Moreover, they avoid listing Thai stock Exchange in order to decrease the pressure from focusing on short-term profits.

Organizational change

Unlike other Honeybee enterprise, Flexcom does not concern about the process of change that took time. For example, specific language preparation for staffs. Since there will open up the Asean Economic Community (AEC) in the nearly future. However, no other evidence was found to support this element. Unlike other Honeybee enterprise that preferred incremental change like the study of Honeybee practices lead to Sustainable Leadership at Thailand’s True Corp (Kantabutra, 2012), which described the change evidence considered by True Corporation that the company had invested high expense for their future. They considered the process of change including the starting up the mobile phone services, transform the company name from Telecom Asia to True Corporation, and transform the company image to focus more on the younger generation. Although, these activities took long process in order for company to achieve in the long-term, but it provided True Corporation for a sustainable business.

Responsibility for environment

Like other Honeybee enterprise, Flexcom considered about responsibility for environment such as the decreasing in electric consumption within the company and the decreasing resource consumption such as the recycling of usage of A4 paper. Since the company is not research and development company nor doing the industrial work therefore, there was low relevant evidence to support company's responsibility for environmental. However, no other evidence was found to support this element. Unlike other Honeybee enterprise, which concern about the environmental responsibility as their core value. The previous study of Rhineland practice at a Thai small Enterprise showed that Sa paper Preservation House had considered for the environment around their company (Kantabutra & Suriyankietkaew, 2013). They managed wasted water from their company before releasing to rivers and also devised a machine to recycle tiny paper from the production process.

Social responsibility (CSR)

Unlike other Honeybee enterprise, Flexcom is more likely to take Locust Approach since the company does not have relevant campaign for corporate social responsibility but only supported for the group that asked for the sponsorship. However, previous study, Sustainable Leadership at Bathroom Design Company (Kantabutra, 2012) showed the firm focusing more on honeybee leadership in this element as they aware of all environment consideration

Stakeholders

Like other Honeybee enterprise, Flexcom does focus on their stakeholders since the finding found some evidence to proof that not only their staffs who were treated with good care by the company but they also consider to customer satisfaction. However, no other relevant evidence was found to support this element due to they were still lack of focus to the community since they had not have CSR program. Unlike other Honeybee enterprise that previous study found many evidence that the company focused to all stakeholder. For example, the study of Sustainable Leadership at Siam Cement Group (Kantabutra & Avery, 2011) found that the company gave importance not only to challenge their investor for the long-term perspective rather

than maximize short-term benefit and also focusing on employees' satisfaction by providing regular training program and supporting for a higher education. For customers and community, SCG had evident to proof their focus, which were heavily investing in Social and environmental responsibility activities regularly, which enhanced their corporate image to other perspective.

Vision's role in the business

Unlike other honeybee enterprise, Flexcom seems to have less vision sharing by its staffs although some of them showed the evident of vision sharing. However, no other relevant evidence was found to support this element. Unlike the previous study of Honeybee Practices at a Leading Asian Industrial Conglomerate (Kantabutra & Avery, 2013). High attention on focusing the staff's understanding of company's vision was paid by CEO. The study indicated that CEO personally brief vision to new staff in order to understand in the same way as others does before they start to work. Therefore, CEO could make sure that vision was shared widely spread in the company.

Decision Making

Flexcom does practice Honeybee framework in the company but still a little, since the evident was not so relevant to proof its practice as a Honeybee enterprise. Like other previous study showing that many company tend to practices consistency with Honeybee leadership framework but still not perfectly practicing. For example, the study of Honeybee Practices Lead to sustainable Leadership at Thailand's True Corp (Kantabutra, 2012), which showed the evident to proof the encouraging of its staff for a consensual decision-making since True Corp emphasize the value of team work to produce a better creativity. However, there were only a few previous studies found that consensus decision-making in each company have high consistency with the Honeybee leadership framework, which describing that "Under Honeybee leadership, strongly participative and devolved decision-making is possible because power tends to be dispersed throughout the enterprise." (Avery & Bergstiener, 2011, p.248)

Self-Management

Like other previous study, Flexcom had practiced self-Management element of Honeybee leadership framework by allowing their staffs to manage themselves rather than being ordered or commanded by their manager. The study of Honeybee Practices at a Leading Asian Industrial Conglomerate also showed the evident that the firm tried to support Honeybee framework, which indicated that “the conglomerate encourage self-governing teams.” (Kantabutra & Avery, 2013, p.47) However, Flexcom and the conglomerate were still lack of other evident to support this element, which might have been caused by Thai cultural that staff respects to the older or people who have higher hierarchy. Therefore, staff tends to follow manager order rather than arranges their own working style.

Team orientation

Somewhat like other honeybee enterprise, Flexcom tends to have moderate evident to support this element. Although, there were some staffs that were more likely to concern about teamwork; however, no other evidence was found to support this element. Unlike other Honeybee enterprise like True Corporation (Kantabutra, 2012) and Leading Asian Industrial Conglomerate (Kantabutra & Avery, 2013), which tends to strongly encourage teamwork and self-governance team in order to support the creativity and effective output.

Culture

Somewhat like other honeybee enterprise, Flexcom tends to encourage their core value to their staff such as the customer oriented and the importance of self-discipline. However, no other relevant evidence was found to support this element due to there have been some evident of misbehaving by Flexcom’s employees. Unlike other Honeybee enterprise like Bathroom design (Kantabutra, 2012), Siam Cement Group (Kantabutra & Avery, 2011) Thai Healthcare Services Provider (Kantabutra, 2011), where the organizational cultures were deeply rooted in shared vision and values that staffs were strictly practicing.

Knowledge sharing and retention

Somewhat like other honeybee enterprise, Flexcom tried to encourage staff to share their knowledge by arrange the meeting however, introvert personality and high power distance, which subordinate kept to their superior obstructed knowledge sharing to the entire company. Unlike other Honeybee enterprise, True Corporation (Kantabutra, 2012), Leading Asian Industrial Conglomerate (Kantabutra & Avery, 2013), Thailand's Oldest University (Kantabutra & Saratan, 2013) that previous study found the strong evident to proof that staff were strongly retaining and sharing knowledge in the firm.

Trust

Somewhat like other Honeybee enterprise, the relationships between staffs and the firm consist of family environment. Therefore, the firm trusted their employees to manage themselves and behave well since, most of staffs have been working together for so many years, they become closer. However, no other evidence was found to support this element due to there were some issue that the firm started to carefully observe staff behavior since, there was some unethical issue occurred in the company. Unlike other honeybee enterprise that previous study found the strong evident to proof that the firm trusted their staff such as True Corporation (Kantabutra, 2012). They allowed their employees to make mistake in order to encourage their staff's creativity and innovative idea.

Innovation

Flexcom seems to have less evident to support that the firm focusing on innovation due to they invested in only two mains product to sell in the market since the company has established. Unlike other Honeybee enterprise that previous study, Bathroom Design (Kantabutra, 2012), Siam Cement Group (Kantabutra & Avery, 2011) found that they focused on investing in innovation to improve and create more values for product and service.

Staff Engagement

Flexcom was practicing this element consistent with Honeybee leadership framework since the company focused on employees' welfare and satisfaction. Like other the previous study that also showed the evident to support this framework as well. For example, True Corporation (Kantabutra, 2012), Leading Asian Industrial Conglomerate (Kantabutra & Avery, 2013), and Thailand's Oldest University (Kantabutra & Saratan, 2013), which strongly gave values to their staffs in order to enhance the output and strengthen corporate culture. Staff could share knowledge through others and participate in company activities with full willingness.

Quality

Like other Honeybee leadership enterprise, Flexcom and other previous study were practicing this element consistent with Honeybee leadership framework since they showed the evident to support the firm as they focused on customer satisfaction therefore, product's quality and well service were highly corrected before handed to customers. Consistent with other previous study like True Corporation (Kantabutra, 2012), this company had strong organizational culture therefore, the core values were share widely to its employees since, their staffs were perceiving and practicing core values, including caring creative credible and courageous, the output that had generated would have high quality to serve customer needs.

Recommendation

In general, Flexcom Company runs the business with Honeybee's philosophy; however, there is still a gap of improvement for the company to sustain the business. Since Honeybee leadership focus on valuing a skilled workforce and invest heavily in training and developing staff (Avery & Bergsteiner, 2011). Flexcom as a company that practice this framework should focus more on a long-term perspective. Although, developing staff takes time and required huge budgets, still the company should invest on it for the sustainable business. Flexcom could invest in developing its staffs to enhance staff's knowledge and competencies by setting up regular training program that involved all staffs level and promote staff from within the firm whenever possible for the continuity quality leadership (Avery & Bergsteiner,

2011). Although, the company has environmental family, interpersonal skill is still necessary to be developed in order to enhance staff's courage to share knowledge.

Considering for valuing staff is also strengthening staff's retaining and staff engagement. "Typically, Company led by Honeybee principles provides outstanding employee's benefit and recognition that exceed those offered by most of their competitors." (Avery & Bergsteiner, 201, p.156) The company could improve their working environment by reducing the space congestion and arrange working desk to be nice and tidy and provide more benefit to create loyalty that helps the firm in hard time.

CEO and Top team member of Flexcom should give opportunity for subordinator to share opinion and accept for the consensual decision-making rather than holding individual decision-making power. This is to reduce the gap between CEO and subordinates, which enhance output to be effective.

Considering to stakeholder is another improvement that Flexcom should take. The company should not considered only the key person within the organized but also consider to lower management or people outside such as, housekeeping, supplier or even people around the company, therefore, ways to improve are increasing environmental responsibility that consistent with Honeybee approach "no one have no right to damage other's health livelihood or quality of life" (Avery & Bergsteiner, 2011, p.200) and doing CSR activities is another way to enhance company's image and recognition that Big organization like Siam Cement Group as a Honeybee enterprise is also pay attention and heavily invest on it.

Strong Culture and vision sharing also need to be improved within Flexcom. CEO should ensure that all staffs are behaving and understanding the same company's core value, company's vision. Moreover, ethical behavior is necessary for company to focus on by encourage their staff to do the right thing. Like other honeybee organization, CEO of a leading Asian industrial conglomerate had personally briefed new staff on the vision and company core values during the orientation course before starting work (Kantabutra & Avery, 2013). Having strong organizational culture and vision sharing in company could help staffs in managing themselves and know the direction to achieve the goal.

Flexcom should encourage teamwork and collaboration, which is necessary for generating effective output. When company has strong and powerful teamwork, staff will have opportunity to exchange their knowledge to enhance company performance. Skilled employee could encourage and lead other team member to perform a better output. Moreover, Strong teamwork could create trust among team member, which means that knowledge, and necessary information were sharing to the team and might reduce the lost in knowledge.

Since the company will expand its business in the nearly future, new becoming of product variety and services would be one of a major change that all Flexcom staffs should be prepared. The process of learning new product and service take time therefore, Flexcom should consider for this learning process by preparing staff to be ready for the change. Moreover, encouraging staffs to generate and share their innovative idea need to be improved. “Many Honeybee enterprise have formal innovation process. New ideas are requested from employees, who are often rewarded for ideas that save the company money or generate new solutions and opportunities.” (Avery & Bergsteiner, 2011, p.311)

Conclusions

This framework is very useful in developing a sustainable business. The framework allows for evaluating a business in detail by elements, which helps understanding the performance of the company of interest. It also facilitates in finding things that can be done to improve the business performance and can be used repeatedly, therefore this approach should be applied to study and improve the sustainability of business.

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