

# EFFECTS OF CHRISTIAN LEADERSHIP CHARACTERISTICS AND MANAGEMENT APPROACHES ON CHRISTIAN BUSINESS SUCCESS IN THAILAND

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## Abstract

The purpose of this study is to determine and describe Christian leadership characteristics and management approaches that have an impact on Christian business success of Thai Christian business executives. The design integrated both qualitative and quantitative approaches for descriptive correlational research using a survey method. The results show: 1) five significant predictors of Christian leadership characteristics for Christian business success: awareness, foresight, persuasion, building community and stewardship. The equation of regression can predict the success of Christian business executives 45.8 percent of the total variation of success and 2) Five significant predictors of Christian management approaches for Christian business success: budgeting with generosity, evaluating with transparency, planning with God's blessing, directing with trust and coordinating with truthfulness. The equation of regression can predict the success of Christian business executives 61.8 percent of the total variation of success.

## INTRODUCTION

James MacGregor Burns stated in his book, *Leadership*, “*We know all too much about our leaders, but far too little about leadership*” (www.infinitefutures.com). Maxwell (1998: xii), an internationally recognized leadership expert, wrote in *Developing the Leader Within You*, “*Leadership*

*has to do with casting vision and motivating people*”.

Robbins and Mukerji (1994: 6) defined management as “*the process of getting activities completed efficiently with and through other people*”. Van Fleet (1991: 8) defined it as “*a set of activities directed at the efficient and effective utilization of resources in the pursuit of one or more*

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goals”.

The general understanding is that success cannot be obtained either by leadership or by management alone, but by the combined effects of leadership and management. Business executives are to not be just leaders or managers, but leader-managers. Blanchard and Hodges (2005: 84) gave a clear picture of using both leadership and management for efficient and effective success in their book, *Lead Like Jesus*, “*Leadership and management are two sides of the same coin - each equally important*”.

Christian businesspeople in Thailand have banded themselves together in groups: Catholic Business Executives Group, Catholic Young Executives Society, Thai Christian Business Association, Daikonos and Full Gospel Business Men in Thailand, etc. There are about seven hundred members in all. As leaders, they have to think ‘radically’ and ‘incrementally’ as managers. They are to integrate work and religion with full confidence. These individuals can be called “**spiritreneur**” [pronounced “*spirit-ra-nur*”, a combination of the words ‘*spirit*’ and ‘*entrepreneur*’], one who fully integrates his soul in the workplace (Jones, 2001: Xiii).

Therefore, the significance of this pioneering study is to open the minds and hearts of all Christian businesspeople to have more confidence in Jesus’ teaching and example in their occupation so that life and religion will be truly unified. The findings are of great importance in their use as tools for developing leadership qualities and management by Christian businesspeople. Also the findings serve to motivate non-Christians to make a serious study of their own religion as it relates to their business.

## LITERATURE REVIEW

The independent variables of Christian leadership characteristics and Christian management approaches were derived from existing theories. The dependent variables of Christian business success were derived from qualitative data analysis.

### 1. Christian Leadership Characteristics

1.1 D’Souza (1993: 14) wrote, “*Leadership focuses on purpose*”. For Christian leaders, their purpose is to pursue the same goal that Jesus pursued: helping people to become all they can be under God. Jesus said, “*I came that they may have life, and have it abundantly*” (Bible, John 10: 10). He described Christian leadership beautifully (D’Souza, 1993: 13):

For many, the word leadership connotes power, authority, honor, prestige, or personal advantage. Christian leadership is rather a matter of service rather than dominion; it encourages and inspires, respects rather than exploits others, reflects, prays and acts on Jesus Christ’s words, “Whoever wishes to be first among you must be your slave; just as the Son of Man came not to be served but to serve, and to give his life as a ransom for many” (Bible, Matthew 20: 27-28).

1.2 Robert K. Greenleaf (1904-1990), an American Christian, a member of the Religious Society of Friends (Quakers), founded “The Servant Leadership Theory” in 1977. He defined the servant-leader [in 1970] as one who is a servant first, a leader who desires to make sure other people’s needs are being served. Servant-leaders are

functionally superior because they are closer to the ground - they hear things, see things, know things, and their intuitive insight is exceptional. Because of this, they are dependable and trusted (Spears, 2002: 56; Greenleaf, 1977). There are ten servant-leadership characteristics: 1) listening, 2) empathy, 3) healing, 4) awareness, 5) persuasion, 6) conceptualization, 7) foresight, 8) stewardship, 9) commitment to the growth of people and 10) building community. Patterson (2003: 1) drew the conclusion about the gap between transformational leadership and servant leadership, *“Transformational leadership theory has been considered the dominant theory. However there are phenomena that do not appear to be explained by transformational leadership, specifically those leadership behaviors that appear to be completely altruistic in respect to the follower”*.

## 2. Christian Management Approaches

2.1 Jesus, in His last three years, worked hard in proclaiming the Good News of salvation and the kingdom of God to all walks of life. From His baptism by John the Baptist in the Jordan river to His death on the cross at Calvary, He carried out His mission faithfully from the beginning to the end, *“He [the Father] has sent me to proclaim release to the captives and recovery of sight to the blind, and to let the oppressed go free, to proclaim the year of the Lord’s favor”* (Bible, Luke 4: 18-19). He grouped His disciples and sent them to continue His work from then till now and it will be without end. Certainly, He was the greatest manager.

2.2 The researcher found the theory of organization by Luther Gulick and Lyndall Fownes Urwick’s (Gulick and Urwick, 1937: 37; Barzelay and Armajani, 1992; Lynn, 1996; Thompson, 1997), particularly their seven managerial functions of POSDCORB, relevant for Christian management approaches. However, an additional ‘E’ for “Evaluating” as the eighth function makes it complete for the competitiveness and uncertainty in our current business environment. Realistically, no human or business undertaking is totally effective without evaluation. “We are in the time of turbulence”, as Jones (2004: 301-302) pointed out in *Organizational Theory, Design and Change*. Eight approaches are thus incorporated into Christian management concepts: 1) Planning with God’s blessing, 2) Organizing with responsibility, 3) Staffing with integrity, 4) Directing with trust, 5) COordinating with truthfulness, 6) Reporting with accountability, 7) Budgeting with generosity and 8) Evaluating with transparency.

## 3. Christian Business Success Indicators

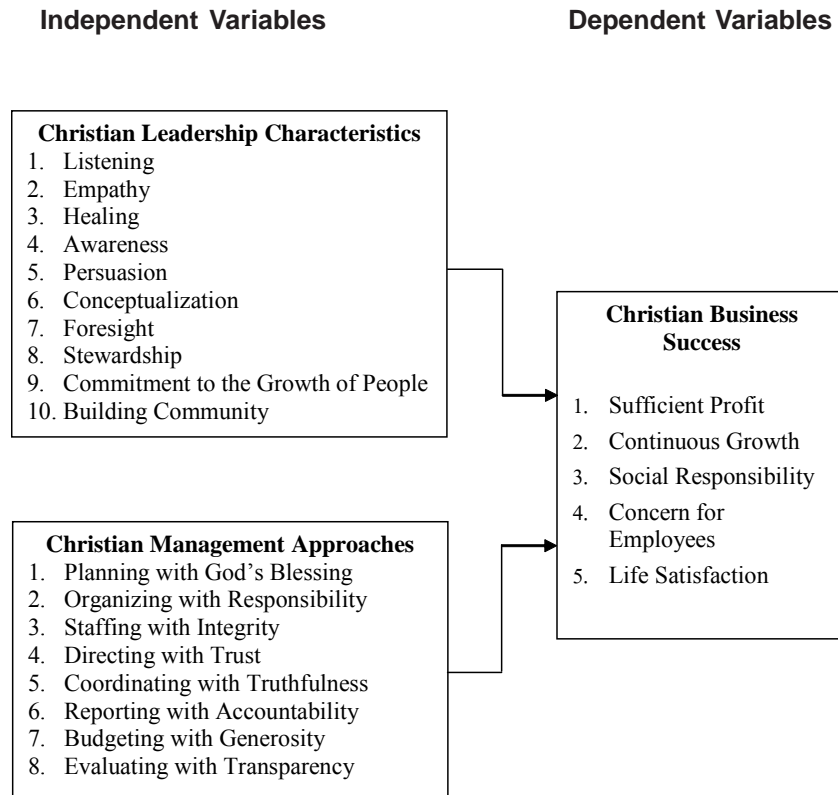
3.1 Jesus taught His audience the truth of genuine success, i.e., gaining eternal life after death. For example, *“Do not store up for yourselves treasures on earth, where moth and rust consume and where thieves break in and steal; but store up for yourselves treasures in heaven, where neither moth nor rust consumes and where thieves do not break in and steal. For where your treasure is, there your heart will be also”* (Bible, Matthew 6: 19-21). Julian (2002: 46) changed the term for

Christian success to “Significance”. He explained that significance is more important than success because it is related to a meaningful process, essentially relevant and valuable. Success drives us by a desire for tangible things; significance guides us by a desire for something greater than just the tangible.

3.2 Since no study has ever been done systematically on Christian business success, the researcher decided to study it with

nine outstanding informants from Thai Christian business executives by using two in-depth interviews and three focus-group discussions. The significant data were reduced into five categories: 1) sufficient profit, 2) continuous growth, 3) social responsibility, 4) concern for employees and 5) life satisfaction.

The conceptual framework of this study can be shown in Figure 1:



**Figure 1: Conceptual Framework**

## SELECTED METHODOLOGY

The study design was descriptive correlational research using a survey method. The population and sample focused on members of two important groups: Thai Catholic and Protestant business executives, in the top management level of business enterprises, specifically in the fields of production, service and finance, living in the Bangkok, Nonthaburi, Pathumtani and Samut Prakan provinces. They are founders and/or owner-managers (entrepreneurs), or on the board of executive directors reflecting top line positions such as: president or chief executive officer (CEO), senior executive vice president, executive vice president and/or managing director. The population of this study is 665 Thai Christian business executives, 359 Catholics and 305 Protestants. The sample size of 250 was determined by Yamane Method (Yamane, 1967) broken down into 135 Catholics and 115 Protestants, as in Table 1.

Table 1 shows Catholic business executives consisting of members of the Catholic

Business Executives Group (CBEG) and the Catholic Young Executives Society (CYES) together with Catholic businessmen-parishioners of Holy Redeemer Church. The Protestant business executives consist of members of the Thai Christian Business Association (TCBA) together with Daikonos and Full Gospel Business Men in Thailand who are listed in the Thailand Christian Directory 2007.

Research Instrument consisted of a four-part questionnaire: 1) demographic data, 2) Christian leadership Characteristics (30 items), 3) Christian management approaches (32 items) and 4) Christian business success (25 items); comprising 87 items, using a seven interval rating scale. The content validity was analyzed through Index of Item-Objective Congruence (IOC) by five experts. The instrument reliability was tested by means of 30 samples. Cronbach's Alpha Coefficient values were accepted with value between 0.701-0.905. The item analysis was confirmed through Corrected Item-Total Correlation (CITC) with value between 0.378-0.848 ( $N = 30$ ,  $v = 30 - 2 = 28$ , the critical value is .361 at

**Table 1: Population and Sample Size of the Study**

Item		N	n
Catholic	- Catholic Business Executives Group & CYES	274	135
	- Holy Redeemer Church Parishioners	85	
Protestant	- Thai Christian Business Association	133	115
	- Thailand Christian Directory 2007	173	
<b>Total</b>		<b>665</b>	<b>250</b>

p-value = .05 significant level). Then, the researcher used the “mail survey” technique with random sampling for data collection which was processed during May 12 to June 30, 2008.

## **DATA ANALYSIS AND DISCUSSION**

Data were analyzed using SPSS for Windows, incorporating the following steps:

Step 1: Description of the samples by demographic information to better understand a set of personal data before undertaking more advanced statistical analysis by using ‘Frequencies’ which would show ‘counting and percentages for each variable’ (Ticehurst and Veal, 2000: 181).

Step 2: Correlation matrix showing the inter-correlations among all variables (Hair et al., 1998: 88). Multicollinearity is a problem with a correlation matrix that occurs when variables were correlated higher than 0.85 (Polit, 1996: 281).

Step 3: Stepwise multiple regression analysis was used to predict the relationship of Christian leadership characteristics and Christian management approaches with the Christian business success. The independent variable with the greatest contribution was added first. Independent variables were then selected for inclusion based on their incremental contribution over the variable(s) already in the equation (Hair et al., 1998: 178).

Therefore, the data analysis and discussion were divided into two parts: 1) demographic data of Thai Christian business executives and 2) variables of Christian leadership characteristics and management approaches which contribute to Christian business success.

### **Part 1: Demographic Data of Thai Christian Business Executives**

The total sample size was 250 respondents. The important demographic variables included in this study were gender, age, education, and current position, as shown in Table 2.

Table 2 presents:

Most of the samples are male (65.6%), with female samples (34.4%).

The predominant age bracket is between 41-60 years old (68.4%) while 14.8% are within 61-70 years old and 2% are at 71-81 years of age. The mean value age is 51.44 and standard deviation is 9.943.

Most of the sample have bachelor’s degree (39.2%), while 30% have master’s degree and 3.6% have doctorate or equivalent. 72.8% have higher education while only 5.6% are under high school level.

Majority of the sample are founders/entrepreneurs (70.4%), while 12% are managing directors, 10% are presidents/CEO, 4% executive vice presidents and 3.2% senior executive vice presidents.

### **Part 2: Variables Contributing to Christian Business Success**

#### **1. Variables of Christian Leadership Characteristics Contributing to Christian Business Success**

##### **1.1 Data Analysis:**

1.1.1 Correlation matrix among variables of Christian leadership characteristics, means and standard deviations have been processed, as in Table 3.



**Table 2: Demographic Data of the Respondents**

	Variable	Frequency	Percent
Gender	Male	164	65.6
	Female	86	34.4
Age	27-40	37	14.8
	41-50	78	31.2
	51-60	93	37.2
	61-70	37	14.8
	71-81	5	2
Education	Below High School	14	5.6
	High School	23	9.2
	Vocational Certificate	17	6.8
	Diploma	14	5.6
	Bachelor Degree	98	39.2
	Master Degree	75	30
	Doctorate or Equivalent	9	3.6
Current Position	Founder / Entrepreneur	176	70.4
	President / CEO	25	10
	Senior Executive Vice President	9	3.6
	Executive Vice President	10	4
	Managing Director	30	12

**Table 3: Correlation Coefficient among Variables of Christian Leadership Characteristics, Means and Standard Deviations**

VARIABLES	list	empa	heal	awar	pers	conc	fore	stew	comm	buil
list	1.000									
empa	.404**	1.000								
heal	.420**	.560**	1.000							
awar	.427**	.410**	.486**	1.000						
pers	.309**	.442**	.483**	.544**	1.000					
conc	.410**	.404**	.366**	.520**	.550**	1.000				
fore	.277**	.241**	.149*	.367**	.386**	.408**	1.000			
stew	.374**	.342**	.506**	.446**	.345**	.469**	.153*	1.000		
comm	.390**	.333**	.492**	.438**	.452**	.560**	.244**	.684**	1.000	
buil	.419**	.406**	.500**	.439**	.462**	.470**	.262**	.563**	.637**	1.000
M	5.555	5.607	5.651	5.921	5.629	5.629	5.859	5.580	5.248	5.079
S.D.	0.845	0.829	0.839	0.725	0.822	0.915	0.861	0.981	1.010	1.236

\*\*p < .01, \*p < .05, list = Listening, empa = Empathy, heal = Healing, awar = Awareness, pers = Persuasion, conc = Conceptualization, fore = Foresight, stew = Stewardship, comm = Commitment to the Growth of People, buil = Building Community.

Table 3 shows show that the highest and the lowest values of correlation were .684 and .149 which confirmed no multicollinearity problem. Consequently, all variables were used for the analysis. The mean scores of all dimensions were between 5.079-5.921 (*S.D.* between 0.725-1.236). Therefore, the survey results indicate that the respondents were homogeneous in their perception of “Very Accurate” (6.14-5.29) and “Quite Accurate” (5.28-4.43).

1.1.2 Stepwise multiple regression analysis was employed to predict Christian business success. The results of the analysis showed that there were five variables able to predict Christian business success, as shown in Table 3.

Table 4 shows that model 5 was the final equation where there were five predictive variables of Christian leadership characteristics which could predict Christian business success. Therefore, the best equation of regression to explain the variance of Christian business success in leadership characteristics is:

$$\hat{Y} = \hat{\beta}_0 + \hat{\beta}_1 X_1 + \hat{\beta}_2 X_2 + \hat{\beta}_3 X_3 + \hat{\beta}_4 X_4 + \hat{\beta}_5 X_5$$

$$\text{Therefore: Christian Business Executives} = 1.481 + 0.269(\text{Awareness})^{***} + 0.121(\text{Building Community})^{***} + 0.128(\text{Foresight})^{**} + 0.123(\text{Persuasion})^* + 0.090(\text{Stewardship})^*$$

Meaning, if we know the value of awareness, building community, foresight, persuasion and stewardship, then the score of Christian business success can be found with constant value, 1.481, plus 0.269 of awareness, plus 0.121 of building community, plus 0.128 of foresight, plus 0.123 of persuasion, plus 0.090 of stewardship. This equation can predict 45.8 percent of the total variation of success. For example, if we increase 1 score for perceived awareness which has the unstandardized coefficient ( $\beta$ ) of 0.269, it will increase Christian business success to 0.269 scores, when the other four variables (building community, foresight, persuasion and stewardship) are controlled.

## 1.2 Discussion:

1.2.1 From the ten characteristics of servant leadership theory by Greenleaf, there are five characteristics of servant leadership which are not applicable: 1) listening, 2)

**Table 4: Stepwise Multiple Regression Analysis of Christian Leadership Characteristics to Predict Christian Business Success**

Predictors	Cumulative R	Cumulative R <sup>2</sup>	$\beta$	Beta	t
Awareness	.566	.320	.269	.279	4.569***
Building Community	.639	.408	.121	.214	3.487***
Foresight	.659	.435	.128	.158	3.012**
Persuasion	.669	.448	.123	.145	2.407*
Stewardship	.677	.458	.090	.126	2.115*
Constant ( $\beta_0$ ) = 1.481    R <sup>2</sup> <sub>adj</sub> = .447    F = 41.240    p-value = < .001					

$N = 250$     \*\*\*  $p < .001$ ,    \*\*  $p < .01$ ,    \*  $p < .05$



empathy, 3) healing, 4) conceptualization and 5) commitment to the growth of people, because of two reasons:

1) The ten characteristics of servant leadership are compatible with American culture as the following two testimonies indicate: 1) Heaphey (2006), in *Servant leadership in Public Libraries*, gave a concrete example that the servant leadership concept has high ideals. The departments led by “employee-centered” managers were more productive than those led by “production-centered” managers. 2) Ruschman (2002) addresses the real-world effectiveness of servant leadership in her examination of three companies (Forbes’ *100 Best Companies to Work for in America* in 2001): Southwest Airlines, TDIndustries and Synovus Financial Corporation. Each company works at building internal and external communities. These examples, along with the fact that Southwest Airlines continues today to make profits at a time when most other airlines are filing for bankruptcy (“Southwest Airlines profits nearly double”), highlight the benefits of community-minded organizations.

2) The comparison of index from 0-100 between Thai and American culture (Hofstede and Bond (1988: 8) based on the five “dimensions of national culture”. Waisfisz (1989: 5-6) reported on the position of Thailand (which is opposite to that of the United States): Power Distance 64(40) implies that Thais accept hierarchical order. Individualism 20(91) implies a highly collectivistic score. Thus, in Thailand there is a preference for a tightly knitted social framework or in-group membership. Thailand’s score on the feminine side is 34(62) which implies that the

social differentiation between genders, in Thailand, is not being emphasized. This means that some women can take assertive roles if they so desire. Uncertainty Avoidance 64(46) implies that Thais feel comfortable with structured situations. Thailand’s score on Confucian Dynamism 56(29) implies that Thais feel comfortable with both a short and long-term orientation for planning. It may be that the ten characteristics of servant leadership theory are applicable to leadership in general, not to leadership in business specifically.

1.2.2 There are five characteristics which are applicable: 1) awareness, 2) building community, 3) foresight, 4) persuasion and 5) stewardship, integrating their individual importance:

1) Awareness is the ability of the person to be conscious always of his/her ideals and goal to live a balanced, integrated, holistic life in all aspects. Thai Christian business executives would be wise to avoid red ocean strategy or an extreme blue ocean strategy (Kim and Mauborgne, 2005); but hold “**Jesus’ ocean strategy**” which views their business as a gift from God to help all stakeholders, all society and competitive businesses. By this way, they actively become “God’s co-workers” who use their efforts and business as the means to serve God.

2) Building community is the skill of the leader to harness a business organization’s resources and talents to benefit the community in which it is inseparably linked and situated. As the axiom “When you care for others, others will care for you” says, the business exists in a community and draws manpower, material and other resources from the community. Therefore it

must relate with its surroundings and take care of the social and economic well-being of its immediate community (CSR concept). In this way, they represent Jesus who is “*the good shepherd*”.

3) Foresight is the ability deeply rooted within the intuitive mind, by virtue of one’s collective knowledge and experience, to foresee and anticipate the likely outcome of a situation. Thai Christian business executives do not focus only on profit but “Significance with Legacy”. Julian (2002: 46) used the term “Significance” for Christian success because it related to a process which is meaningful, essential, relevant and valuable. Success drives us to a desire for tangible things; significance guides us to a desire for something greater than just what is tangible. Albert Einstein also confirmed with his saying, “*Try not to be a success, try to be of value*” (Hesselbein and Goldsmith, 2006: 57). Jesus taught us to “*interpret the signs of times*” (Bible, Matthew 16: 3), to work for profit or happiness now and after death.

4) Persuasion is the ability to influence others to do one’s way willingly rather than by force or threat. Patterson (2003: 1) confirmed, “*Transformational leadership theory proposes that leadership is a process that builds the followers’ commitment to organizational objectives and that empowers followers to achieve these objectives*” and “*‘Servant-leaders’ are those leaders who lead an organization by focusing on their followers, such that the followers are the primary concern and the organizational concerns are peripheral*” (Patterson,

2003: 5). Kanter (Hesselbein and Goldsmith, 2006: 66) revealed the truth, “*Leadership involves motivating others to their finest efforts and channeling those efforts in a coherent direction*”.

5) Stewardship is the ability to exercise judiciously, effectively and efficiently the authority, responsibility and accountability related to a position one holds in trust for another and for the greater good of society. Braye’s dissertation (2000) on Servant leadership: Belief and practice in women-led businesses confirmed both businessmen and businesswomen did not display any difference in ability to be Jesus’ stewards. Drucker (Goldsmith et al., 2003: 200) suggested, “*The leader of the past was a person who knew how to tell. The leader of the future will be a person who knows how to ask*”.

## **2. Variables of Christian Management Approaches Contributing to Christian Business Success**

### **2.1 Data Analysis**

2.1.1 Correlation matrix among variables of Christian management approaches, means and standard deviations have been processed, as in Table 5.

Table 5 shows that the values of correlation were between .468-.722 which confirmed no multicollinearity problem. Consequently, the entire set of variables were used for the analysis. The mean scores of all dimensions were between 5.319-5.903 (S.D. between 0.777-0.899). The survey concluded that there was homogeneity in the perception of the respondents, that is, “Very Accurate” (6.14-5.29).

2.1.2 Stepwise multiple regression analysis was employed to predict Christian business success. The results of the analysis found only five variables out of eight variables able to predict Christian business suc-

cess: 1) evaluating with transparency, 2) budgeting with generosity, 3) directing with trust, 4) planning with God's blessing and 5) coordinating with truthfulness, as shown in Table 6.

**Table 5: Correlation Coefficient among Variables of Christian Management Approaches, Means and Standard Deviations**

VARIABLES	pwble	owres	swint	dwtru	cwtf	rwacc	bwgen	ewtra
pwble	1.000							
owres	.490**	1.000						
swint	.532**	.570**	1.000					
dwtru	.608**	.601**	.669**	1.000				
cwtf	.488**	.623**	.633**	.680**	1.000			
rwacc	.604**	.599**	.654**	.722**	.679**	1.000		
bwgen	.472**	.580**	.468**	.505**	.562**	.595**	1.000	
ewtra	.518**	.468**	.528**	.573**	.546**	.620**	.591**	1.000
M	5.638	5.828	5.753	5.641	5.636	5.903	5.751	5.319
S.D.	0.832	0.793	0.807	0.777	0.834	0.790	0.819	0.899

\*\*p < .01

pwble = Planning with God's Blessing, owres = Organizing with Responsibility, swint = Staffing with Integrity, dwtru = Directing with Trust, cwtf = Coordinating with Truthfulness, rwacc = Reporting with Accountability, bwgen = Budgeting with Generosity, ewtra = Evaluating with Transparency.

**Table 6: Stepwise Multiple Regression Analysis of Christian Management Approaches to Predict the Christian business success**

Predictors	Cumulative R	Cumulative R <sup>2</sup>	$\beta$	Beta	t
Evaluating with Transparency	.659	.434	.195	.251	4.582***
Budgeting with Generosity	.731	.534	.220	.257	4.835***
Directing with Trust	.768	.590	.141	.157	2.555**
Planning with God's Blessing	.781	.610	.158	.187	3.584***
Coordinating with Truthfulness	.786	.618	.107	.127	2.196*
Constant ( $\beta_0$ ) = 1.048    R <sup>2</sup> <sub>adj</sub> = 0.610    F = 78.949    p-value = < 0.001					

N = 250    \*\*\* p < .001,    \*\* p < .01,    \* p < .05

Table 6 shows model 5 as the final equation where the five predictive variables of Christian management approaches could predict Christian business success. Therefore, the best equation of regression to explain the variance of Christian business success in Christian management approaches is:

$\hat{Y}$

Therefore: Christian Business Success  
 $= 1.048 + 0.215(\text{Evaluating with Transparency})^{***} + 0.220(\text{Budgeting with Generosity})^{***} + 0.141(\text{Directing with Trust})^{**} + 0.158(\text{Planning with God's Blessing})^{***} + 0.107(\text{Coordinating with Truthfulness})^{*}$

Meaning, if we know the value of Evaluating with Transparency, Budgeting with Generosity, Directing with Trust, Planning with God's Blessing and Coordinating with Truthfulness, then the score of Christian business success can be found with the constant value, 1.048, plus 0.215 of evaluating with transparency, plus 0.220 of budgeting with generosity, plus 0.141 of directing with trust, plus 0.158 of planning with God's blessing, plus 0.107 of coordinating with truthfulness. This equation can predict a 61.8 percent of the total variation of success. For example, if we increase 1 score for perceived evaluating with transparency which has the unstandardized coefficient ( $\beta$ ) of .195, it will increase Christian business success to .195 scores, when the other four variables (budgeting with generosity, directing with trust, planning with God's blessing and coordinating with truthfulness) are controlled.

## 2.2 Discussion:

### 2.2.1 From the eight activities of man-

agement, POSDCORB (planning, organizing, staffing, directing, coordinating, reporting and budgeting) according to Gulick & Urwick's Theory of Organization (1937), with an "E" for evaluating and now "baptizing" them from functions into management approaches. There are three approaches not applicable: 1) organizing with responsibility, 2) staffing with integrity; and 3) reporting with accountability, because of two reasons:

1) The Gulick and Urwick's Theory was developed in 1937, in America. The context of time and place is different from that of Thai Christian businesspeople nowadays. There are at least two authors who expressed the limitations or disadvantages of POSDCORB: 1) Moore (1995), in *Creating Public Value: Strategic Management in Government*, believes that POSDCORB is too inward looking. In his view, the single most important job of a manager is "understanding and shaping environment" of the organization, primarily, but not solely, by means of the services it delivers to its customers and clients. 2) Meriam ([www.12manage.com/methods\\_gulick\\_posdcorb.html](http://www.12manage.com/methods_gulick_posdcorb.html)) pointed out that the most important thing has been omitted in the fascinating acronym POSDCORB: "knowledge of a subject matter" which should come before planning and organizing something etc.

Vj qug" vj tgg" cr r tqcej gu" ctg" ngu"  
 f kt gev" tgrvfg" vq" vj g" f wkgu" qh"  
 EGQu."o qtg"vj g'f wkgu"qh'o kf f rg'cpf"  
 rny gt"o cpci gtu0Cu"Mc v au'tgugctej "  
 \*Ngxkpuqp."3; ; <55/58+"hqwpf "vj cv"  
 o cpci gtu" pggf gf" vj tgg" guugpvkcnl"  
 unkmu<eqpegr wcnlunkmu."j wo cp unkmu"  
 cpf "vgej plecnl'unkmu0Rqukkqpu'lp

senior management operate on a strategic level, CEOs are expected to concentrate on conceptual skills such as planning, evaluating, budgeting, coordinating and directing. The three excluded functions: organizing, staffing and reporting, are more technical skills of middle management which operate on a tactical level.

2.2.2 The five applicable approaches: 1) evaluating with transparency, 2) budgeting with generosity, 3) directing with trust, 4) planning with God's blessing and 5) coordinating with truthfulness, integrating their individual importance:

1) Budgeting with generosity is the ability of the manager to manage skillfully the assets of the business so that there is stability, growth and continuity. This finding confirms the contingency theory which posits that managers have to take into account all aspects of the current situation when making budgeting decisions. It also confirms Anderson's article (2005) which found that R&D spending had little impact on several business success indicators. Uree Cheasakul's dissertation (2001) gave convincing evidence of the need to pay attention especially to strategy, structure and technology, for efficient performance. This is the first significant predictor for Christian business success because of the need to always be realistic, "*Be dressed for action and have your lamps lit; be like those who are waiting for their master to return from the wedding banquet, so that they may open the door for him as soon as he comes and knocks*" (Bible, Matthew 12: 35-36).

2) Evaluating with transparency is a crucial skill of a manager by which he/she puts in place effective and adequate

monitoring for timely, honest and accurate feedback of the critical aspects of the business, and for continuous improvement. Executives have to be open to positive and negative feedback, to correct mistakes and to use evaluation results without prejudice and vested interests. The Thai Christian business executives have to keep the "good governance" guidelines for the long-run success of their business. Therefore, they have to be responsible, good citizens of the country by paying taxes and caring for the community, as well as observing God's law "Then give to the emperor the things that are the emperor's and to God the things that are God's" (Bible, Luke 20: 25). Above all, "*Be on guard against all kinds of greed; for one's life does not consist in the abundance of possessions*" (Bible, Luke 12: 15-21). "*What does it profit them if they gain the whole world, but lose or forfeit themselves?*" (Bible, Luke 9: 25).

3) Planning with God's blessing is the skill to decide today what is going to be done tomorrow. For a Christian manager, planning is not only a technical skill of a methodical, logical, or systematic nature, but it also includes the ability to recognize that without God's blessings, his efforts in planning and decision making are in vain. It confirms what Jones (2004: 301- 302) pointed out in Organizational Theory, Design and Change, "*Planned organizational change is normally targeted at improving effectiveness of one or more of four different levels: human resource, functional resources, technological capabilities and organizational capabilities*". Jesus gave a metaphor in planning, "*New wine must be poured into new wineskins*" (Bible, Luke 5: 38). It means not making decisions



based on dusty old maps.

4) Directing with trust is the ability of the manager to make things happen in the organization smoothly because of the congenial atmosphere, openness and trusting culture existing in the company. It is the consistency in management between their words and actions or “walking the talk” to be credible and trustworthy. This confirms Tipparat Laohavichien’s dissertation (2004) finding that transformational and transactional leadership have a positive impact on the implementation of infrastructure quality management practices (top management support, customer focus, supplier management, workforce management, training and organizational cooperation). The demographic data of the respondents revealed that 70.4% were founders-entrepreneurs-owners of the business, while 10% were president/CEO supported the authoritative business executives’ possibility by all means to promote the difference in their subordinates’ lives. Christian business success also depends on treating workers well (Williams, 2007: 49). Jesus lived out His teachings as He said “*The greatest among you will be your servant*” (Bible, Matthew 23: 11). He built up His cultural organization by using stories or parables (Bible, Luke 13; Mark 4) to illustrate the transcendental truth.

5) Coordinating with truthfulness refers to the ability to stay in touch with people. It connotes a manager’s skill in having a healthy and close relationship with various stakeholders of the organization, both internal and external. The finding confirms the important role of human resource management which is emphasized by many theorists. Higginson (1993: 128-130) pointed out that the manager should always be ac-

cessible. Jesus has a close relationship with his disciples, He said, “*I do not call you servants any longer, because the servant does not know what the master is doing; but I have called you friends, because I have made known to you everything that I have heard from my Father*” (Bible, John 15: 15).

## **Conclusions and Recommendations**

In Conclusion, the findings of this study reveal that five out of ten variables of Christian leadership characteristics and five out of eight variables of Christian management approaches contribute to Christian business success, as shown in Table 7.

Table 7 shows that: 1) Among ten variables, there are five variables of Christian Leadership Characteristics, specifically: awareness, foresight, persuasion, building community and stewardship that contribute to Christian business success. 2) Among eight variables, there are five variables of Christian Management approaches, specifically, budgeting with generosity, evaluating with transparency, planning with God’s blessing, directing with trust and coordinating with truthfulness that contribute to Christian business success.

In terms of Recommendations, the researcher suggests:

1. As a pioneering study on effects of Christian leadership characteristics and Christian management approaches on Christian business success, further study can be undertaken to account for culture, place and time.



**Table 7: The Results of Findings according to the Order of Unstandardized Coefficient Values**

	<b>Selected Variables</b>	<b>Excluded Variables</b>	Equation Predictability
Christian Leadership Characteristics	1) Awareness ( $\beta = .269$ ) 2) Foresight ( $\beta = .128$ ) 3) Persuasion ( $\beta = .123$ ) 4) Building Community ( $\beta = .121$ ) 5) Stewardship ( $\beta = .090$ )	1) Listening 2) Empathy 3) Healing 4) Conceptualization 5) Commitment to the Growth of People	45.8%
Christian Management Approaches	1) Budgeting with Generosity ( $\beta = .220$ ) 2) Evaluating with Transparency ( $\beta = .195$ ) 3) Planning with God's Blessing ( $\beta = .158$ ) 4) Directing with Trust ( $\beta = .141$ ) 5) Coordinating with Truthfulness ( $\beta = .107$ )	1) Organizing with Responsibility 2) Staffing with Integrity 3) Reporting with Accountability	61.8%

2. There is a continuing challenge to investigate the cause and effect relationship of the variables in order to validate theoretical concepts.

3. Additional study can focus on measurements or assessment tools on Christian business success to gauge human potential and predict with greater accuracy and reliability a person's performance likelihood according to outstanding, mediocre or below standard.

4. This study can be replicated with other specific target groups, such as the 30-39 and 40-49 years old age brackets, mixed or separate genders, for comparison.

5. This research can be used as a model for studying other religions, such

as Buddhism, Islam, Hinduism and Sikhism in a business context.

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