

Effects of Christian Leadership Characteristics and Management Approaches on Christian Business Success

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วัตถุประสงค์ของการวิจัยนี้มีอยู่ 2 ข้อ ได้แก่ 1) การค้นหาคุณลักษณะของภาวะผู้นำแบบคริสตชน ที่มีผลต่อความสำเร็จของนักธุรกิจคริสตชน และ 2) การค้นหาวิธีการบริหารจัดการแบบคริสตชน ที่มีผลต่อความสำเร็จของนักธุรกิจคริสตชน การศึกษานี้มีเป้าหมายเพื่อ

กำหนดและอธิบายความสัมพันธ์ของคุณลักษณะของภาวะผู้นำและวิธีการบริหารจัดการแบบคริสตชน ที่มีผลต่อความสำเร็จของนักธุรกิจคริสตชนในประเทศไทย ออกแบบการวิจัยให้เป็นแบบบูรณาการทั้งเชิงคุณภาพและเชิงปริมาณ เพื่อหาความสัมพันธ์เชิงพรรณนา (descriptive correlational research) อาศัยวิธีการสำรวจ ผลการวิเคราะห์พบว่า 1) มี 5 ตัวแปรของคุณลักษณะ



คำสำคัญ: คริสตศาสนจักร ภาวะผู้นำ การบริหารจัดการ ความสำเร็จทางธุรกิจ

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ของภาวะผู้นำแบบคริสตชนที่มีนัยสำคัญต่อความสำเร็จ ($F = 41.240$, $p\text{-value} = <.001$) ได้แก่ การมีสติรู้ตัว ($\beta = .269$) การมองเห็นล่วงหน้า ($\beta = .128$) การโน้มน้าว ($\beta = .123$) การสร้างชุมชน ($\beta = .121$) และการเป็นผู้รับใช้ ($\beta = .090$) ซึ่งสามารถอธิบายความผันแปรของความสำเร็จของนักธุรกิจคริสตชนโดยรวมได้ร้อยละ 45.8% 2) มี 5 ตัวแปรของวิธีการบริหารจัดการแบบคริสตชนที่มีนัยสำคัญต่อความสำเร็จ ($F = 78.949$, $p\text{-value} = < 0.001$) ได้แก่ การจัดงบประมาณด้วยความใจกว้าง ($\beta = .220$) การประเมินผลด้วยความโปร่งใส ($\beta = .195$) การวางแผนภายใต้พระพรของพระเจ้า ($\beta = .158$) การสั่งการด้วยความไว้วางใจ ($\beta = .141$) และการประสานงานบนพื้นฐานของความจริง ($\beta = .107$) ซึ่งสามารถอธิบายความผันแปรของความสำเร็จของนักธุรกิจคริสตชนโดยรวมได้ร้อยละ 61.8%



Abstract

Two research objectives are: 1) To determine the Christian leadership characteristics which contribute to Christian business success. And 2) to determine the Christian management approaches which contribute to Christian business success. The purpose of this study is to find out and describe Christian leadership characteristics and management approaches that have an impact on Christian business success of Thai Christian business executives. The research 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 success ($F = 41.240$, $p\text{-value} = < .001$): awareness ($\beta = .269$), foresight ($\beta = .128$), persuasion ($\beta = .123$), building community ($\beta = .121$), and stewardship ($\beta = .090$). The equation of regression can predict the success of Christian business executives 45.8 percent of the total variation of success. 2) Five significant predictors of Christian management methods for success ($F = 78.949$, $p\text{-value} = < 0.001$): budgeting with generosity ($\beta = .220$), evaluating with transparency ($\beta = .195$), planning with God's blessing ($\beta = .158$), directing with trust ($\beta = .141$), and coordinating with truthfulness ($\beta = .107$). The equation of regression can predict the success of Christian business executives 61.8 percent of the total variation of success.

Keywords: Christianity, Leadership, Management, Business Success

Introduction

Globalization era was ushered in with rapid advances in information technology in the 1960s. Ek Tangsapwatana (2005: 2) called the globalization phenomenon “The Borderless World.” Moreover, the global economy has been playing a most influential role over politics, society, and culture since then (Ek Tangsapwatana, 2005: 25-26). Business people currently play a leading role in shaping our present world.

Accordingly, business people have to assume leadership and management roles to be effective as Covey (1989: 101), author of *The 7 Habits of Highly Effective People*, wrote, “Leadership is the first creation. Management is the second creation. Leadership deals with the top line: What are the things I want to accomplish? Management is a bottom line focus: How can I best accomplish certain things?”

Business success cannot be obtained either by leadership or by management alone, but by the combined effects of leadership and management. Business executives are not to 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.” Maxwell (1998: xii), an internationally recognized leadership expert, in *Developing the Leader Within You*, wrote, “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.*”

Christian business people, as leaders, have to think ‘radically’ [getting to the root of new ways of doing things in the spirit of Jesus] and as managers, they have to think ‘incrementally’ [maximizing output through effective and efficient implementation]. Christian business people 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. There are about seven hundred members in all. They are to integrate work and religion with full confidence neither separatism nor dualism. The individual can be called ‘spiritreneur’ [pronounced ‘*spirit-ra-nur*,’ a combination of the words ‘*spirit*’ and ‘*entrepreneur*’], to indicate one who fully integrates his soul in the workplace (Jones, 2001: xiii). They understand that “*Work is love made visible*” (Jones, 2001: xviii). They are to work hard by “*making [treating] work not as a job but a mission*” (Jones, 2001: xviii-xx).

This study will focus on the integration of Christian leadership characteristics and Christian management approaches contributing to Christian business success. Therefore, the researcher hopes that the findings of this pioneering study will open the minds and hearts of Christian business people to have more confidence in Jesus’ teachings and examples as they apply to their occupation so that

their business life and religion will be truly unified. The findings will provide important insights and valuable tools for developing leadership qualities and management approaches by Christian business people directly. The research takes on a positive view that the findings will serve as a motivation for non-Christians, especially the followers of other four religions currently recognized by the Thai government, namely: Buddhism, Islam, Hinduism, and Sikhism, to make a serious study of their respective religions so that the majority of influential people in the country will move forward in the same direction together towards achieving the common good. The fact that religious teachings will of necessity be prominent and relevant in business professions will become a new paradigm [more than a way of thinking rather it will be a world view] of the 21st century.

Literature Review

The researcher worked through the libraries by paying attention to the dissertations and research papers in three levels, namely, Europe and America (especially, United States of America, Canada, and England), Asian-Oceania (especially, Singapore and Australia), and Thailand. The researcher found out that there is no particular dissertation or research paper that coincides with this dissertation topic. However, the ten dissertations and research papers, undertaken within the last nine years (1999 - 2007), were considered as having close relations to this dissertation topic. They were divided into two groups, namely, empirical studies on leadership for

business success and empirical studies on management for business success.

Eventually, the researcher had to synthesize the independent variables of Christian leadership characteristics and Christian management approaches from existing theories and the dependent variables of Christian business success from qualitative data analysis, as followed:

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). Jesus 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

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:

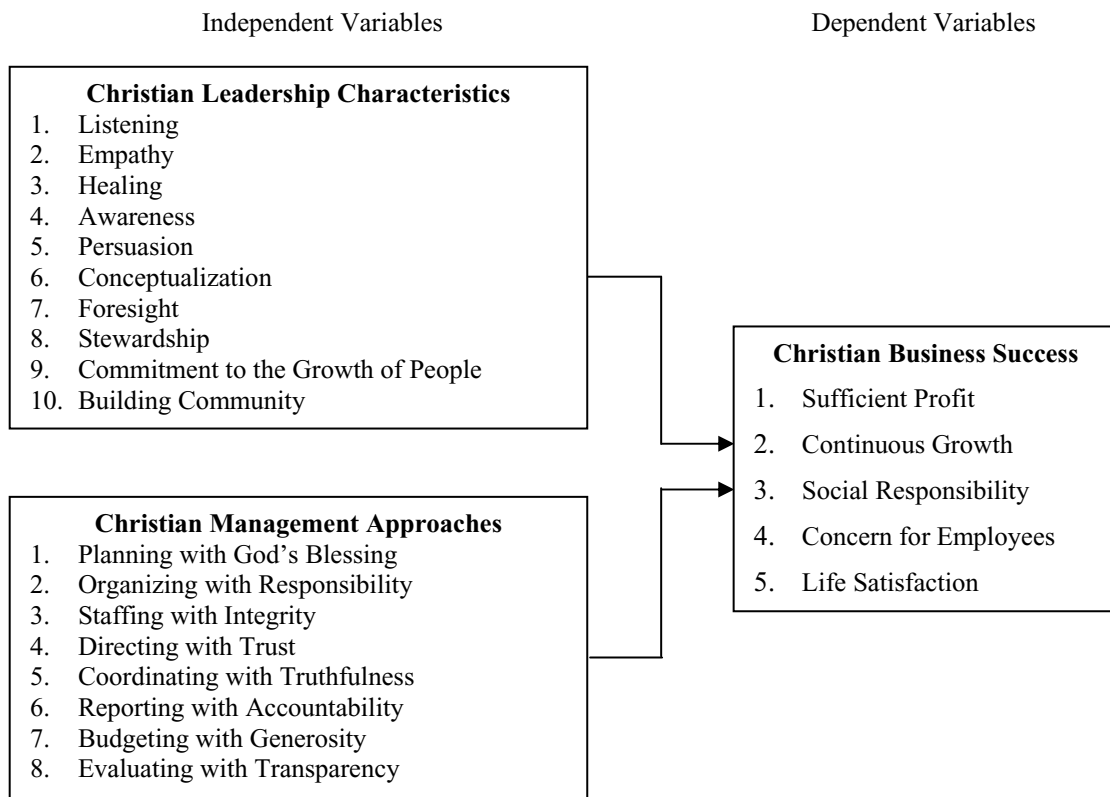


Figure 1 Conceptual Framework

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 Samutprakarn provinces. The population of this study is 665 Thai Christian business executives, 359 Catholics and 306 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 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	
Total		665	250

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) based on the ten servant leadership characteristics according to Robert K. Greenleaf’s theory, 3) Christian

management approaches (32 items) based on seven managerial functions, ‘POSDCORB’ of Luther Gulick and Lyndall F. Urwick’s theory of organization plus the eighth function, ‘Evaluating,’ from the researcher’s synthesis, and 4) Christian business success (25 items) based on qualitative data analysis derived from two in-depth interviews and three focus-group discussions with nine outstanding Christian business executives. Thus, the questionnaire comprises of 87 items, using a seven interval rating scale.

The **content validity** of the research instrument, concerned with item adequacy, that is, the content to which a specific set of items reflects a content domain of the dependent variables (Crano

and Brewer, 2002: 47), was reviewed and evaluated for format and content validity through Index of Item-Objective Congruence (IOC) by five subject matter experts. Then, the research instrument reliability was tested by means of 30 samples outside the target population for Cronbach's alpha coefficients, to determine the internal consistency of measure. Cronbach's alpha will generally increase when the correlations between the items increase. DeVellis (2003: 95), quoted Nunnally (1978), suggested that the measure of reliability ranges from 0 to 1, with a value of .70 as a lower acceptable bound for alpha. 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 $p\text{-value} = .05$ 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: Since Multiple Regression aimed at predicting a dependent variable by a linear combination of two or more independent variables using least-squares methods for parameter estimation. The purpose of a multiple regression is to find an equation that best predicts the dependent variable as a linear function of the other independent variables to represent group's the measurement variables together. In this research, success is the one dependent variable while there are different variables in leadership characteristics and management approaches as independent variables making multiple regression the most appropriate technique to be used in this study (Ticehurst and Veal, 2000). Analysis of residuals needed to be initiated to ensure the appropriate the regression model.

Then, stepwise multiple regression analysis was employed 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). How well the equation fits the data is expressed by R^2 , the "coefficient of multiple determination." This can range from 0 (for no relationship between the X and Y variables) to 1 (for a perfect fit, no difference between the observed and expected

Y values). The p-value is a function of the R^2 , the number of observations, and the number of X variables (Ticehurst and Veal, 2000).

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 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 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 and 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 Analysis of residuals (e), error which is an estimate of true random error in the population not just the error in prediction for sample data, by residual plots has been processed in the initial phase of regression to fulfill the assumptions of regression analysis: 1) Linearity of the phenomenon measured; 2) Constant variance of the error terms; 3) Independence of the error terms; And 4) normality of the error term distribution. Plotting the residuals versus the independent or predicted variables is a basic method of identifying assumption violations for the overall relationship. "Null plot", shows the residuals falling randomly with relatively equal dispersion about zero and no strong tendency to be either greater or less than zero, is the plot of residuals when all assumptions are met (Hair et al., 1998: 172-176). The "Null plot" was found as the appropriateness of the regression model. Stepwise multiple regression analysis, then, 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 3 Stepwise Multiple Regression Analysis of Christian Leadership Characteristics to Predict Christian Business Success

Predictors	Cumulative R	Cumulative R ²	β	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 (β ₀) = 1.481 R ² _{adj} = .447 F = 41.240 p-value = < .001					

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

Table 3 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:

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

Therefore: Christian Business Success = 1.481 + 0.269(Awareness)^{***} + 0.121 (Building Community)^{***} + 0.128 (Foresight)^{**} + 0.123 (Persuasion)^{*} + 0.090 (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 (β) 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) 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.” 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). By 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. Bray’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 and show that the values of correlation were between .468 - .722 which confirmed no multicollinearity problem. Consequently, the entire set of variables was 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 The process has been done as same as in 1.1.2. The “Null plot” was found as the appropriateness of the regression model. Stepwise multiple regression analysis, then, 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 success: 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 4.

Table 4 Stepwise Multiple Regression Analysis of Christian Management Approaches to Predict the Christian business success

Predictors	Cumulative R	Cumulative R ²	β	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 (β ₀) = 1.048	R ² _{adj} = 0.610	F = 78.949	p-value = < 0.001		

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

Table 4 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:

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

Therefore: Christian Business Success = 1.048+ 0.195 (Evaluating with Transparency)*** + 0.220 (Budgeting with Generosity)*** + 0.141 (Directing with Trust)** + 0.158 (Planning with God’s Blessing)*** + 0.107 (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 0.195 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 (β) 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 management, 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) 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.

2) Those three approaches are less directly related to the duties of CEOs, more the duties of middle and lower managers. As Katz's research (Levinson, 1989: 33-36) found that managers needed three essential skills: conceptual skills, human skills, and technical skills. Positions in 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 accessible. 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

The findings of this study are summarized in Table 5.

Table 5 The Results of Findings according to the Order of Unstandardized Coefficient Values

	Selected Variables	Excluded Variables	Equation Predictability
Hypothesis 1	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%
Hypothesis 2	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%

Table 5 shows that: 1) Among ten variables, there are five variables of Christian Leadership Characteristics, specifically: awareness (ability to be conscious always of ideal and goal in balanced,

integrated, and holistic life), building community, foresight, persuasion, and stewardship (ability to exercise the authority, responsibility, and accountability related to a position one holds in

trust for another and for the greater good of society) that contribute to Christian business success. 2) Among eight variables, there are five variables of Christian Management approaches, specifically, evaluating with transparency, budgeting with generosity, directing with trust, planning with God's blessing (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 also includes the ability to recognize that without God's blessings, his efforts in planning and decision making are in vain), and coordinating with truthfulness that contribute to Christian business success.

Recommendations

Thai Christian business executives should pay more attention to the results from this research study for their Christian business success because they have to practice their faith in their works. There is no dualism, but unification between work and faith. The results of this research study confirm their business success based on the authentic teaching and examples of Jesus Christ, their Lord. They will be proud of being Christian business executives who use their work as their mission – serving God and neighbors in their professions, being good example for others in doing business with ethical ways, and generating the values of the kingdom of

God among others with justice, peace, and joy. By this way, they glorify God and become the true disciples of Jesus, so-called, 'Christians.' Their success in business is not only profit, but continuous growth, social responsibility, concern for employees who are their brothers and sisters, and life satisfaction.

Further Study

Further research can be considered:

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

2. 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 of outstanding, mediocre or below standard.

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

4. This research can be used as a model for studying other religions, such as Buddhism, Islam, Hinduism, and Sikhism in a business context according to culture, place, and time.

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