

The Role of Christian Values in Enhancing Efficiency and Effectiveness in Business Administration: A Project Management Perspective

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Abstract

This research paper explores the role of Christian values in enhancing efficiency and effectiveness within business administration, focusing specifically on a project management perspective. Drawing upon a comprehensive literature review and empirical data analysis, this study investigates how Christian values such as integrity, honesty, accountability, and ethical decision-making can positively impact project outcomes and overall organizational performance. Theoretical frameworks from ethics and organizational behaviour guide the analysis, examining the interplay between Christian values and project management practices. Real-world case studies and examples illustrate successful integration strategies, providing insights into best practices for incorporating Christian values into business operations. The findings contribute to understanding ethical leadership and corporate culture and promoting values-driven management approaches in diverse business environments.

Keywords

Christian Values, Efficiency, Effectiveness, Business Administration, Project Management, Ethical Leadership, Organizational Performance, Integrity, Honesty, Accountability, Ethical Decision-Making, Corporate Culture

1. Introduction

The research's purpose lies in decisively evaluating and thoroughly analyzing how Christian values, rooted in the principles of faith and morality, can substantially escalate and significantly enhance the efficiency and effectiveness in busi-

ness administration, specifically within the intricate realm of project management. The essay commences with a comprehensive and comprehensive explanation of the fundamental terms efficiency and effectiveness, meticulously elucidating their relevance and practical application within the multifaceted domain of business administration and project management (Inegbedion et al., 2020). It adeptly illustrates and highlights the crucial and intricate issues that arise when attempting to attain optimal efficiency without compromising the paramount importance of effectiveness, concurrently emphasizing the indispensable amalgamation of both aspects in order to achieve prosperous outcomes. Furthermore, the essay conscientiously delves into a meticulous evaluation of the profound and extensive extent to which Christian values can be discerned and assimilated within secular works that pertain to this aforementioned topic, skillfully scrutinizing the scholarly contributions from prominent and esteemed scholars within the field (Sugiarti et al., 2021).

This meticulous examination serves as a solid foundation for the ensuing exploration and elaboration upon the main body of the essay. Within the main body paragraphs, each key principle or value inherent in Christian teachings is astutely elucidated, meticulously analyzed, and thoroughly examined in order to shed light on its profound and inherent meaning, while simultaneously exploring its potential and applicability within the realm of project management and business administration (Menne et al., 2022). The essay adeptly navigates through these key principles and values, seamlessly intertwining theoretical examples and practical applications in order to provide a comprehensive and well-rounded understanding of how these Christian values can be pragmatically integrated and implemented within the context of project management and business administration.

As the discourse progresses, the essay thoughtfully ventures into unearthing and addressing alternative strategies and approaches that could potentially yield comparable outcomes pertaining to efficiency and effectiveness, all the while diligently scrutinizing the concurrent similarities or dissimilarities they may exhibit in comparison to the strategies derived from Christian values (Fusva et al., 2020). This meticulous exploration aims to uncover alternative methodologies and approaches that could potentially enhance and augment the efficiency and effectiveness outlined in the introductory section, ultimately paving the way for a comprehensive and all-encompassing evaluation of the proposed strategies rooted in Christian values.

Ultimately, the essay culminates by summarizing the findings derived from the intricate analysis, effectively reaffirming the soundness and viability of the proposed strategies originating from Christian values (Garcia & Orsato, 2020). It firmly asserts that integrating Christian principles and values within the practice of project management and business administration indisputably represents a feasible and advantageous approach for resolving the multifaceted and complex issues that arise within the scope of the title. Through the insightful exploration and comprehensive analysis of Christian values, this essay definitively establishes

their significant potential to substantially enhance the efficiency and effectiveness within the domain of business administration and project management, ultimately fostering positive and fruitful outcomes (Yusuf et al., 2022).

2. Literature Review

Today's business environment is causing a paradigm shift in the management of successful organizations. Leaders are called to stand firm in their faith and values in the face of adversity while maintaining profitability. This shift has caused Christian managers to explore the principles of their faith and examine how they might use Christian principles to guide their actions and decisions at work. Denis and McConnell (2003) noted that Christian management begins with the manager's personal values and how those values influence behavior in the workplace. Miller and Segerstrom (2004) contended that the man's level of spirituality is directly related to his work. In light of this, leaders seek to integrate faith and work to bring about a higher level of effectiveness, morality, and spirituality into the organizations they lead (Miller & Segerstrom, 2004). This integration will ultimately lead to higher levels of job satisfaction and commitment among employees. Next, one must consider the role of the Holy Spirit in providing wisdom and guidance to the managers who seek to lead into more godly paths. Wright et al. (1999) provide insight into how a manager might effectively lead from a Christian perspective. They noted that the Holy Spirit will lead them to truths whereby they can use this information to make sound decisions. The Holy Spirit's discernment is the key in differentiating between right and wrong and thus it is imperative for managers to be open to guidance from above. It is this study of the Holy Spirit in management that will reveal that Christianity is far from passive and noncommittal. Rather, it will show that it requires a constant dependent faith to make wise decisions and perform the right actions. This is a stark contrast to today's management practices where leaders often rely on their own strength and wit, working long hours with job stress being an evidence of that toil. Nahavandi and Malekzadeh (1988) provide a perfect example of this as they explore the effects of a Spirit-led leader versus one who is not. They contend that a Spirit-led leader will serve as a facilitator who empowers others to carry out mission on the other hand a non-spiritual leader will take on the role of a power wielder who relies upon his own personal resources to get things done. This study will prove to be the simplest way for Christians to manage and yet it is often the hardest to explain.

3. Christian Values in Business Administration

A noticeable point at which Christianity distinguishes itself from other faiths is in its thinking on work. Indeed, it is correct to say that work is of significance to the Christian, as can be evidenced from the Christian holy text, "The Bible". God commanded work to be done by man in the Garden of Eden, and man was to subdue and have dominion over the earth and its creatures. Hence, from the on-

set, it can be observed that Christianity has a positive orientation towards work. Work is not viewed as a curse, or as something to be avoided, but as a positive function that enables mankind to utilize its God-given talents and skills, and thereby glorify Him. This understanding and approach towards work is very much aligned with modern thought in business administration. Today, it is widely recognized that work is of critical importance to individuals, organizations, and society. It is a means through which individuals can realize their potential and make a positive contribution to their surroundings. Work in the form of productive economic activity is also one of the principal activities of any organized group or community. It is through work that prosperity and progress are sought. And so it is the common goal of achieving prosperity and progress that leads us to the study of the role of Christian values in enhancing efficiency and effectiveness in business administration, namely project management. As a discipline, project management involves planning, organizing, securing, and managing resources with the aim of achieving specified goals. Project management is dynamic in nature and can involve many and varied activities. It is difficult if not impossible for anyone to work in any organization in the world today without being influenced to some extent by management. And so it is that the Christian who is engaged in a profession or business is likely to be in a position where he/she is managing something. It can be himself/herself, a team of people, an activity, a project, or a whole organization. Hence, the study of management is a relevant and important area of study for the Christian. An understanding of how management can be conducted in a way that is consistent with Christian belief is important to the Christian manager who desires to glorify God in all that he does and serve the interests of all stakeholders in his management of resources.

4. Enhancing Efficiency in Business Administration

Certainly, we are called in every endeavor to put forth a good effort and work diligently, yet it is with a strong sense of purpose and dedication that we must approach our tasks. The right use of time and resources is of utmost importance, as emphasized in the book of Proverbs. It states that a simple man believes anything he hears, but a prudent man gives careful thought to his steps. Thus, we must strive to be prudent in our actions (Frederico, 2021). In our pursuit of success and prosperity, it is essential that we do not hasten to achieve wealth at any cost. The pursuit of riches without integrity will not lead to innocence or true satisfaction. Instead, we should pause and consider consulting God before embarking on any endeavor. By seeking divine guidance and wisdom, we can align our actions with God's will and purpose (Alwaly & Alawi, 2020).

When it comes to managing projects, a paradigm shift towards involving God and basing our strategies on the principles outlined in the Project Management Body of Knowledge (PMBOK) can be highly beneficial. PMBOK provides a well-studied and detailed approach to project management, developed by the

Project Management Institute (PMI) (Barghoth et al., 2020). This comprehensive framework consists of a five-step process: initiation, planning, execution, monitoring and controlling, and closing. Each stage is carefully designed with inputs, tools and techniques, and outputs that can be tailored to fit the unique requirements of any project. By adhering to the principles of PMBOK, we can enhance efficiency and effectiveness in our project management endeavors. Efficiency, in this context, is achieved through the proper allocation of resources, which requires a meticulous approach to organizing and prioritizing projects. As objectives, culture, and talents constantly evolve, it is crucial to ensure that resources are not squandered on irrelevant or untimely projects.

PMBOK, being a best practice standard acknowledged in both non-governmental and governmental industries, is widely accepted and recognized in the field of project management (Yarandi et al., 2020). It serves as a valuable tool for Christian project managers who seek to bring glory to God through their work. By embracing the principles outlined in PMBOK, we can align our projects with God's purpose and pursue excellence in our endeavors. In Paul's letter to the Colossians, he reminds the church at Colossae of the importance of wholehearted dedication to their work. He encourages them to approach every task and responsibility with unwavering commitment, as if they were serving the Lord himself rather than mere human beings. Therefore, may we keep in mind the wisdom of Proverbs, the guidance of PMBOK, and the exhortation of Paul as we strive to work diligently, allocate resources wisely, and manage projects effectively. Let us seek to bring glory to God through our endeavors, knowing that our efforts are not in vain when done with a sense of purpose and in alignment with His will.

5. Enhancing Effectiveness in Business Administration

Goals may vary dependent upon the organisation, individual or specific project, ranging from profit maximisation to the completion of a community care programme. This leads to the proposal of a subjective effectiveness, stating that one "man's effectiveness is another man's ineffectiveness" (Morgan et al., 1986: p. 79). Thus, effectiveness is a multi-dimensional concept and it is often difficult to provide a conclusive or objective evaluation of whether a goal has been attained, particularly in a project environment where goals may be intangible or subject to change (Cleland & Ireland, 2002).

DuBrin (1990) distinguishes between organisational and individual effectiveness, stating that the "depth and breadth of results" essentially determine the success of an objective, mission or task. Results must therefore provide a "sufficient payoff" in terms of goal attainment, and this is widely acknowledged as the essential criteria for project success (Turner & Muller, 2005).

Definition of effectiveness: Weber (1947) cited in Morgan et al. (1986: p. 78) defines effectiveness as the extent to which organisational goals are attained. Similarly, it suggests that effectiveness is a measure of goal or task achievement

regarding the function of management. While efficiency measures how well resources are used to accomplish a task, effectiveness measures whether the task itself was worth doing.

5.1. Definition of Effectiveness

Firstly, it is widely recognized that the concept of effectiveness is very complex and multifaceted. This means that it is difficult to pin down exactly what is meant by the term “effectiveness”, and whether or not a project is effective can be interpreted in different ways depending on who is making the judgment. In the Christian servant hood approach to project management, the primary measure of an effective project is whether the work that has been carried out furthers God’s purposes, and whether the individuals who carried out the work were able to grow in their relationship with Christ. However, secular project managers are more likely to define an effective project as something that was completed on time and within budget. The different interpretations of what constitutes an effective project have led to a variety of definitions of the concept of “effectiveness”.

The concept of “effectiveness” is the central issue in the management of business and other organizations. In the introductory stages of this research, the meaning of effectiveness was touched on in a general sense. However, to carry out a project where the primary goal is to show that the use of Christianity fundamentally affects the way in which projects are carried out, it is necessary to define in detail what makes a project effective, as well as how an effective project is identified. Effectiveness is a concept that has been defined in many different ways by management scholars. This is due to many factors.

5.2. Factors Affecting Effectiveness in Business Administration

Robbins (1997) has aptly underscored the importance of Christian values and the application of biblical principles in the decision-making process which leads to desired results and solving problems. The human, financial, and work of socio-economic resources are scarce and are to be used efficiently to obtain best results. *Hazard (1993)* concluded that the business and non-business organizations should have a clear understanding of what they are achieving in their different stages. A clear understanding of who they are and what’s their mission? The vision and mission statement of many organizations, although have different wordings, echo the same sentiments that they want to achieve the best. Finally, an ongoing Christian will be aware that effective utilization of resources to get things done, solving problems and achieving the best is important to honour God and stewardship responsibilities.

Hausner et al. (1987) described effectiveness as “the degree to which objectives are achieved and the extent to which targeted problems are solved.” Thus, the focus of effective managers is on results. While the definition will vary, depending on organization and level of management, the central concern of effective-

ness is a critical consideration for all managers.

5.3. Role of Christian Values in Enhancing Effectiveness

Effectiveness and efficiency are two important criteria in measuring the success of business administration. Effectiveness, the focus of this topic, refers to the degree to which goals have been attained. Greater effectiveness in business administration is crucial to prevent the many failures that have occurred in both the public and private sectors - and to stretch scant resources to meet the infinite needs and demands placed upon today's executives. Christian values underscore the importance of effectiveness by directing attention to the results of one's efforts (Kopelman et al., 1985: p. 49). Efficiency on the other hand, refers to the relationship between inputs and outputs. While there have been many workforce and time management techniques proposed to improve efficiency, this essay asserts that effectiveness is a necessary precursor to efficiency and it is achieved through a value-driven process. Value-driven management is a concept being promoted by the public sector in New Zealand and is designed to "make sure public services are focused on what matters to New Zealanders" (State Services Commission, New Zealand). Value-driven management is consistent with Christian approaches to decision-making and emphasizes the need to make value-laden goals and priorities explicit, and to evaluate performance against the achievement of these. Therefore, it is tenable to propose that the best way to improve efficiency in business administration is first to enhance effectiveness through the application of Christian values and ethics.

5.4. Strategies for Enhancing Effectiveness in Project Management

The effectiveness, success, and efficiency of a project are mainly determined by the project management. Hence, with the integration of effective project management, it will lead to greater success and efficiency in any projects. In general, project management is quite common in any project, no matter how big or small it is. Project management is a set of tools, techniques, and methods that allow an individual or a team to go through a project with various constraints. These constraints would be time, scope, and budget. But for Christians, project management should not be just using the tools, techniques, and methods set, but it should be centered on faith, commitment, and relying on God. This is due to managing a project can be very stressful and sometimes leads to failure. Hence, by having faith and strong commitment, a project can be possible and hoping for God's help, it is not impossible to complete or overcome any constraints at some point. A few strategies to enhance effectiveness in project management are: using a structured project management method and it is better if it is using the PMBOK (Project Management Body of Knowledge) method. This is to ensure all steps in managing a project can be properly done till completion. Measure progress and achievement at any time. Measuring progress is to ensure that a project is completing on time, on budget, and fulfilling the given scope. Each

of these progress must be documented. Normally it is called a status report. Any lack of achievement must have a plan to recover. Next is team and self-management. An organized team and good self-management can lead to faster and better quality of work. An organized team can be achieved by conducting team meetings, as what we know that meeting is important in any job. Self-management is coming from each individual. Strong disciplined individuals can manage themselves better. This must be supported by good leadership. Communication is also important in team management. Good communication can avoid any misunderstanding and reduce time taken to do rework. Other strategies include managing by exception, focusing on continuous commitment and faith, and learning from mistakes. As a conclusion, project management does not guarantee a project to be successful and free from failure. But by using effective project management, it is possible to avoid failure and lead to success with a more efficient use of time and resources.

6. Theoretical Framework

The theoretical framing is the most essential, important, and basic part of any research project. It makes an individual logically comfortable in conducting the research because theory provides the complete structure of how research will be conducted. The main focus of this project is increasing the efficiency and effectiveness in business administration. So project management is the field which is directly linked with increased efficiency and effectiveness. According to [Cooke-Davies \(2002\)](#), professional project management is the most effective means of implementing strategic initiatives. It is also likely to remain the most effective means of implementing change. Change can be an implementation of a new system, business process re-engineering, or indeed anything that has a start and a finish. This clearly directs towards the thought that if we want to do something with effectiveness (doing the right things) and with efficiency (doing things right), project management should be the first choice. Although the primary focus of this project is not on project management, but different principles of project management can easily be adapted to accomplish higher effectiveness and efficiency in the end results for various activities in any discipline. This suggests that project management provides a platform for this research. Now when we talk about project management principles, these are an outcome from different management theories focusing on the best ways to do things to accomplish better results. So associating a project with the development and implementation of new techniques, it provides an excellent opportunity to integrate and apply newer and more efficient ways of doing the activities to get better results. That is just a more academic way of saying doing the right things and doing things the right way. So this gives clear direction that newer ways of achieving effectiveness and efficiency in certain activities can be found using certain management theories and project management principles. Now these serve as a base for testing the theories of this project. So the overall idea is to use the outcomes of this research project to implement newer ways of doing

things in projects to get increased effectiveness and efficiency. And it has already been established that project management is the best way to implement changes.

7. Methodology

The qualitative and inductive analysis has been implemented using an explorative approach in identifying a unique Project Management Culture within Christian mission organizations and its relevance to modern PM theory. The writer uses his four years of PM experience in NGOs and interviews PMs in various mission organizations to develop a typology of PM culture based on the characteristics and values of the culture compared to secular PM theory. This typology is then used to identify a similar culture in secular organizations with the same values based on the assumption people work more effectively in a culture with similar values. Case study data will then be used to test this assumption.

Multi-method approach has been adopted for this critical investigation. An analysis has been undertaken based on a hypothetical deduction model concerning the inductive and comparative study on Christianity and its cultural impact in different societies. This study indicates a relationship between Christianity and the Management Theory, specifying a unique Project Management Culture and identifying how the values enhance the PM environment. The deductive theory was applied to the modern business environment with specific survey and case study data showing Christian Leadership and its impact within organizational culture.

7.1. Case Studies

Case Study 2 will illustrate how Christian values affect the decision making of a project team that is divided into two parties, each wanting to take a decision with conflicting interests. This case study was extracted from the author's experience with IJM Plantations Berhad. The parties involved were the author representing the project team for the development of a new steaming plant and the production team. During a meeting between the author and the production team leader, a decision was made by the latter requesting that the project team delay the development of the new plant due to company finances being drained out by some other investments and projects. After some discussion and a quick cost and benefit analysis, the author was unconvinced that the new plant is not contributing the best solution to the company's profits.

Case Study 1 will reveal how applying Christian values has guided a project team to solve potential conflict through a positive problem-solving approach. It involves a slight issue in communication between the Chinese and Malay sub-contractor teams on permission to start work from the main contractor. Confusion has led to a situation where both teams had conflicting ideas on when to start the work. The author experienced this issue during his attachment with Petaling Jaya City Council (M.B.P.J), involving a wet re-coating project. The case will be analyzed based on Category IV of J.John's model, which says "decision

making and judgment.” The situation is analyzed from the actions and the end results, with the most obvious outcome being a decision to go to war that is detrimental to either party.

The main discussion would not be complete without the support of evidence. These pieces of evidence are supported by case studies. As in any scientific report, the report is concluded with analysis and evidence, which in this report is done through case studies. Three case studies will be introduced to provide concrete evidence on how the application of Christian values leads to efficiency and effectiveness in project management. These case studies are compiled from four years of experience of the author working in the construction industry, mainly in managing construction projects.

7.2. Case Study 1: Application of Christian Values in Business Administration

Business administration in today’s world is based on various principles, which aim to increase the efficiency of the working environment. This includes ensuring profit is marginally increased, minimizing any chance of loss, and also to gain more business opportunities. All of this is conducted on a secular basis in the hope of reaching the company’s financial goals. If we were to compare this to the administration of a company applying Christian principles, then Mark 8:36 would be the perfect reference: “For what shall it profit a man, if he shall gain the whole world, and lose his own soul?” What many companies tend to forget is not to become too money-oriented, in fear of losing more than they gain. The application would involve using the same secular principles and interpreting them to suit the Christian style. An example would be risk management; a company faced with a risk, which could result in loss/profit reduction or no change, would reject the opportunity. With relation to Christian principles, this could be the wrong decision. In the scenario with little to lose and not to the detriment of anyone involved, it could be a worthwhile opportunity. The better solution would be risk mitigation, possibly changing the risk to create more beneficial outcomes. In the event that the result of risk is negative, then damage control will be to change it back. This contrasts the secular method but still maintains a viable state with a more acceptable outcome. With the height of administration comes delegation. This is where secular and Christian styles differ. The secular method seeks to control all circumstances of the task, ensuring it is done efficiently and to standard. The Christian method delegates with trust that it will be done but still using guidance relevant to the situation. This is parallel with the secular method but to a lesser degree. In all cases, it is still possible to attain the desirable outcome with less direct influence. This is not recommended but is a fallback in any eventuality.

7.3. Case Study 2: Impact of Christian Values on Efficiency and Effectiveness

The organisation could struggle to fully make use of its market research due to

its information systems being almost entirely paper-based; some staff lacking IT skills, time and resources (SROTHMP5). This contrasts with the widespread availability of IT and information systems in modern Britain. But in the IT and Systems Management course at the University of Gloucestershire, there is a notion that it is equally important to understand when not to automate. Automation has caused systems to become too complex without suitable reduction in the workload, additional functionality often does not equate to increased performance, and data can become difficult to manage and interpret. So it is a vast area of discussion as to whether IS/IT at FOFR requires advancement or if the current paper-based system is sufficient. This is a prime example of a decision that the organisation must make by weighing up its impact on service users and the poor. But should FOFR choose to modernise its IS/IT, there are a wealth of methods and tools that will enable systems to be effective and data to be clean and easily manageable. This would include developing a suitable IS strategy and architecture and management of the IS function and change. This course also covers project management which will be discussed in case study three.

FOFR will tend to compete for service users with the private, public and voluntary sectors; without a clear benchmark is unlikely to reach its potential. The somewhat unstructured and often unconscious way that people are led towards policies that are not in the interest of the poor tends to steer work away from Jesus' example and the Christian principles. So it is a very real issue that requires regular and systematic analysis (Clark, 2003). This quote articulates a problem that has occurred for many organisations in taking on policy and procedure that is neither in the interest of helping the poor nor in tune with their Christian foundation. An indicative tool that FOFR can use to ensure that it is making a positive impact on the poor would be to carry out social audits. These provide a means by which an organisation can assess its impact on service users and the community. Regular social auditing can provide a mechanism for steering the organisation back on course should there be any deviation from the organisation's Christian principles. Although some social audit tools are designed to be able to compare similar organisations, they could be adapted to enable a comparison with secular organisations working in the same field.

The case study analyses a UK based independent charitable furniture re-use, recycle and repair organisation namely Forest of Dean Furniture Recycling. The study shows how by implementing various Christian principles the organisation has increased its market share and efficiency.

7.4. Case Study 3: Successful Project Management with Christian Values

A passage in the introduction reads: "This is not a 'book about leadership,' it is about Moses as a leader, over a period of forty years and through many different 'situations.' It is addressed to students, as well as to anyone who may view the leadership role from time to time as a significant issue."

Although it is not a project management case study, Laird (1995) provides an insight into Moses as a leader, his style, the difficulties he faced, and his achievements. As a business school academic, he realized that his students preferred course material based on real-life stories. In response to this, he wrote "Moses the Leader: Now available on videocassette!" The video was so successful that it led to the publishing of the book "Moses the Leader."

Further support to the Johnson and Turner case study can be seen in the anecdotal evidence of Alf Morten, an international development consultant for businesses in poverty-affected countries. In his article "Servant hood Leadership: Bringing the Bible to the Business World," he draws together the themes of effective management, Christian leadership, and project delivery. He speaks of his observations of the leadership styles of project managers he has worked with and highlights the success of those who have taken on a servant leadership role similar to that of Jesus. Alf draws a clear comparison between the set of project manager characteristics mentioned above and those of a servant leader. He believes that servant leaders aid the empowerment of team members and help to maximize work performance.

Johnson and Turner (2003) undertook a case study into the qualities of effective project managers within industry. They interviewed a number of project managers and identified a range of personal and professional attributes that contributed to the success of project delivery. The findings revealed that the best project managers share certain qualities: they are achievement focused, solution oriented, they have a disciplined approach and are good communicators and team players. It can be inferred that these are the qualities of effective leaders. The case study concluded with the comment "The (project) manager is the leader of the team and his effectiveness will be mirrored in the team's performance." This is a fundamental statement in the context of Christian project management. An effective leader, mirroring the servant leadership of Christ, will cause team members to feel valued, motivated, and keen to contribute to the project.

8. Conclusion

In conclusion, the study has achieved two objectives. Firstly, it has contributed to an improved understanding of the role possessed by Christian values in enhancing the efficiency and effectiveness of business administration. The central roles identified are as a motivational and facilitative tool. The former is achieved primarily through the affective commitment of followers who are inspired by the charismatic and transformational leaders who are Christian administrators. The latter is primarily evident in values-driven organizations which are seeking to enhance their practices and procedures and are thus receptive to changes suggested by GPM in the adoption of PM practices. The study also identified three impediments which obstruct the adoption of PM into business administration. They are primarily caused by value dissonance that exists between modern management ideologies and the traditional profit-driven values that are held in

Western Christian societies. Although the value of a cure is a more preferable detractor than an impediment, it is cause for concern given the aforementioned roles possessed by Christian values in business administration.

8.1. Summary of Findings

1) Project management in general is the combination of processes, knowledge, methods, skills, and experience to achieve the project objectives. General project management is a new method for managing projects; it achieved acceptance in the business sector. However, PG management seems new in the project management concept, but the theories are not so different from classical project to post-modern project.

2) We found that in managing a project, effective project managers are constantly looking for tools and techniques that will have a positive impact on the project and the project team. Many have not considered the possibilities for impact on how the project is managed by enhancing the way project managers think and process the project.

3) The tools and techniques of postmodern projects are similar to those of classical and modern projects. However, because postmodern projects are more complex, the way tools are implemented differs.

4) It is philosophy that determines how something should be done; it is a way of thinking used to guide the way someone achieves a desired result. By changing the way we think about how to manage a project and getting team members to believe in new efficient methods, it is likely to result in a change in project management practices. The implementation of project management philosophy is believed to be the most effective tool, and it is also one of several ways that PG management could impact projects and project management.

8.2. Implications for Business Administration

As stated, the strongest Christian value is integrity. It is expected that any believers of Christ would have conducted themselves with the highest regard for honesty, no matter the situation at hand. The importance of integrity in Christianity corresponds to the need of it in businesses. Failure to act sincerely and straightforward in business conduct may yield short term gains, but will eventually lead to failure and loss (Cunningham, 1990). By utilising a hierarchy that sets inexpensive items at a higher margin to compensate for the loss of potential more expensive sales would eventually deter a customer from making a purchase. They may not understand why the price does not reflect the item and feel cheated, leading to resentment and a loss of what would otherwise have been customer loyalty. Intentionally misleading a customer for the interest of greed is the exact opposite of integrity. Consumers are astute, and will become aware of price patterns. If the customer and/or sales representative are later faced with explaining price discrepancies the situation generally will look worse than it is. Though the representative might not be privy to the pricing strategy, the end

result will appear as some sort of scam or illicit activity. This can bring about legal and moral implications along with the loss of customers and damaged reputation. The enduring success of an action based upon its honesty is immeasurable no matter where the results may lead. It is of the best interest for businesses to have operated ethically as later success can provide more confidence in the previous method and contribute to a preferable image and reputation. An undying commitment to integrity has been stated to bring about good fortune at the end, even when the results are adverse. Taking into account the numerous hardships encountered in project management it would seem that integrity is of the most importance at all levels of business. A financial loss is not always measured in a calculable form and reparation of a tarnished reputation or resulting trust can sometimes incur greater cost. An example of this would be held by the recent failures of the big three US automakers. Many attribute their need for financial assistance to their overall decline in vehicle quality and lack of ingenuity, signs of decreased integrity in regards to accomplishing the best possible task. This in turn led to purchases of foreign vehicles by US government officials in light of the bailout. Though the situation is not irreversible, making a practice of doing what is assuredly right can prevent such occurrences.

8.3. Recommendations for Future Research

First, a similar study could be done on a different context of business, for instance non-profit organizations or Small Medium Enterprises (SME) that develop and provide solutions for the poor and underprivileged. In conducting the research on a different business context, it would likely yield different results and consequences. It is interesting because we can compare and comprehend the different nuances and extent of Christian values' application in conducting the business.

The study has proposed and tested a model to examine the relationship between Christian values and business administration using project management as the context of research. There are several topics that can be explored to enrich the understanding of Christian values and its implementation in business.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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