

ORGANIZATIONAL CULTURE THAT AFFECTS EMPLOYEE PERFORMANCE

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ABSTRACT

This research aims to study organizational culture that affects employees' work efficiency. The population used in the research to examine employees' work efficiency was 240 state enterprise employees. Questionnaires were used to collect data by sampling 160 sets and analyzing and processing them with a statistical computer program. Statistics used in data analysis include number, percentage, mean, standard deviation, maximum, minimum, Pearson's simple correlation coefficient, Tolerance, VIF, and stepwise multiple regression analysis. Statistical significance was set at the 0.1 level.

The research found that: 1. There were 240 employees, most male, 36 years and over, with a bachelor's degree level, working age 6 -10 years, and average monthly income. 20,001-25,000-baht, marital status 2. Overall, organizational culture is at the highest level. First order of cultural unity Adaptation aspect Participation The last part Cultural aspect, unity aspect 3. Overall, work efficiency is at a high level. First, in quality of work and amount of work. Lastly, time 4. All factors include culture and mission: cultural unity, the culture of participation, and the culture of adaptation Influence employees' work efficiency. The relationship was found to be not more than .80 (Stevens,1996), making every independent variable in this research. There was no multiple relationship between the factors. (Multicollinearity), so every independent variable can be used in multiple regression analysis. 5. Model of organizational culture that affects employee work efficiency. The results are as follows: Employee work efficiency = $5.616 + (.979 * \text{Mission culture}) + 2.168 + (.423 * \text{Adaptation culture}) + 2.317 + (.252 * \text{Participation culture})$ percent. 99.7 and has a standard error in forecasting equal to $\pm .241$.

Keywords: Organizational Culture, Employee Performance

INTRODUCTION

Organizational culture is a way of life a group has continued to practice. This becomes habit and habit and a tradition—ways of behavior, beliefs, values, language, objects, and things. Culture makes people come together to form a society. There is an orderly coexistence. Organizational culture results are considered necessary in advancing the organization's operations and resulting in the organization being trusted by society. Organizational culture is an essential foundation that determines human attitudes and behavior. This society has a culture of life and a pattern of human behavior without humans being aware. It is the way of life that makes the organization have its own identity, different from other organizations, and ways of living that can be exchanged with each other or spread out among society. It is learned through the process of socialization.

This culture is like the glue or anchor of the organization. Or the unit to be harmonious and not fall apart. In all organizations formed from orderly groupings of people, if we look at the individual, we will see that A person can act towards any goal. Must rely on the center of

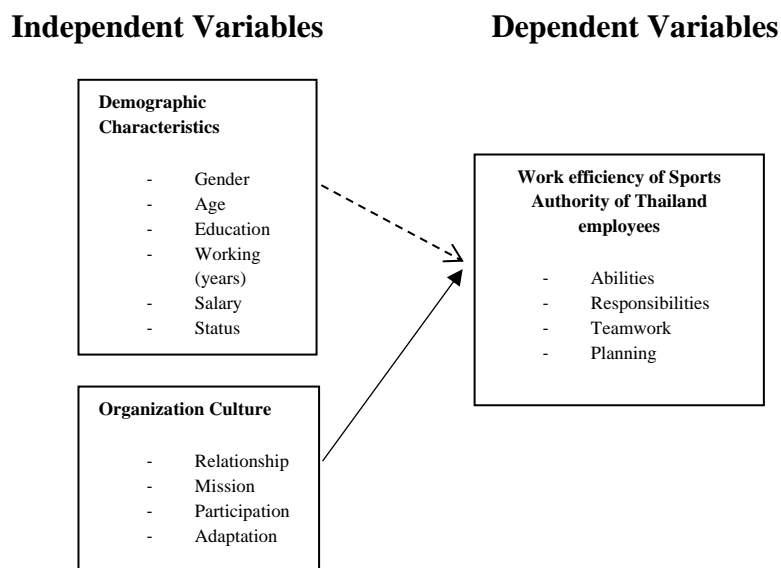
the heart or mind as the leader. When individuals come together in an organization, there will be many different minds. The thing that binds these differences of mind together and that the organization must have a consistent way of life is the culture in the organization. When social changes impact the organization, especially in technology that can make work easier and do the job in the era of globalization, the size of organizations can be reduced. There is decentralization to provide services widely in specific areas, individual cases, and specific areas until these groups, such as legal groups, accounting groups, human resources management groups, and others, have specific goals. These groups may have the names of departments, divisions, divisions, or ministries connected with the work culture. It is the center of the minds of various organizations so that the organization can work towards the same direction.

Organizational culture is a set of fundamental principles developed through group learning. It will solve adjustment problems and transfer them to organizational members. Organizational culture is critical in every organization. Whether it is the public or private sector, they give more importance to employees because they believe that human resources or operating personnel are considered the most critical and valuable primary factor in an organization. That will make the organization prosper or deteriorate Because human resources are the primary resource that makes other resources helpful. Organizational culture is an important thing that allows the organization to develop socially and effectively (Wannakorn Chudap, 2015) based on the information obtained from the above study. Therefore, the researcher is interested in studying the organizational culture that affects the work efficiency of the Sports Authority of Thailand employees. Due to culture, organization is another satisfying thing in human life. The organizational culture will affect employees' work efficiency in using the information obtained in social life and develop employees to be sustainable.

OBJECTIVE

1. To study the work efficiency of employees.
2. To study the organizational culture that affects employees' work efficiency.

RESEARCH FRAMEWORK



METHODOLOGY

Population and Sample Population The population used in this research was 240 employees. The sample group used in this research was 160 employees, and the sample size was calculated from the population proportion (95%) using Taro Yamane's formula (Taro Yamane,1970).

The research tool is a questionnaire. Researchers collect data from relevant research concepts and theoretical studies to study corporate culture. The four parts that affect employee performance are: Part 1: Population Statistics: Gender, Age, Education Level, Age, Work, Monthly Average Income, Status. Part 2: Corporate Culture: Mission Culture, Unity Culture, and Participation Culture Adapt to culture. Part 3: Work efficiency, including work quality, workload, and time. Part 4: Feedback on Corporate Culture Influencing Employee Performance

RESULT

Part 1 Results of data analysis of demographic characteristics of respondents. The results of the analysis of the demographic characteristics of the respondents included gender, age, and educational level. Average monthly income and status according to Table 1

Table 1 Number and percentage Demographic characteristics of respondents.

Demographic characteristics	N=160	Percentage	Demographic characteristics	N=160	Percentage
Gender			Work (years)		
- Male	92	57.5	- Under 1 yr.	31	19.4
- Female	68	42.5	- 1-5 yrs.	67	41.9
Age			- 6-10 yrs.	45	28.1
- Under 25 years	27	16.9	- Over 10 yrs	17	10.6
- 26 – 35 years	57	35.6	Salary		
- Over 36 years	76	47.5	- 15,000 – 20,000 THB		
Education			- 20,001 – 25,000 THB	56	35.0
- Highschool	0	0	- 25,001 – 30,000 THB	77	48.1
- Undergraduate	122	76.3	- Over 30,0001 THB	21	13.1
- Master	38	23.8	- Over 30,0001 THB	6	3.8
			Status		
			- Single	77	48.1
			- Married	83	51.9
			- Divorce	0	0

Part 2 Analysis results regarding organizational culture.

Table 2 Means and standard deviations of the analysis of organizational culture of employees. Mission culture

Mission Culture Factors	\bar{x}	S.D.	Meaning
1. Develop strategies, visions, and goals for your organization.	4.38	.487	Highest
2. You understand and comprehend the organization's strategy and vision.	4.00	.000	Highest
3. You can work efficiently.	4.31	.467	Highest
4. You have the same work direction as the organization.	4.31	.530	Highest
5. You can achieve the organization's goals.	4.20	.561	High
Overall	4.24	.213	Highest

From Table 2, results of organizational culture analysis Mission culture It was found that overall, it was at the highest level ($\bar{x} = 4.24$, $SD = .213$) if considered individually. First, your organization determines strategy. Vision and operational goals are at the highest level ($\bar{x} = 4.38$, $SD = .487$), followed by that you have the idea of working in the same direction as the organization is at the highest level ($\bar{x} = 4.31$, $SD = .530$) and you can work efficiency is at the highest level ($\bar{x} = 4.31$, $SD = .467$) respectively, while the last order You know and understand the strategy and vision of the organization. It is at a high level ($\bar{x} = 4.20$, $SD = .561$).

3. Unity Culture

Table 3 Mean and standard deviation of organizational culture. Cultural unity

Cultural Unity Factors	\bar{x}	S.D.	Meaning
1. Your organization is harmonious.	4.25	.585	Highest
2. Love and Unity.	4.40	.529	Highest
3. All departments/staff are aware of and understand the direction and goals of the organization.	4.34	.489	Highest
4. You value and realize you are a part of the organization.	4.34	.451	Highest
5. You have reached an agreement on clear goals and guidelines.	4.28	.467	Highest
Overall	4.32	.232	Highest

From Table 3, the corporate culture analysis for a unified culture shows that the overall level is the highest ($\bar{x} = 4.32$, $S.D. = .232$). Firstly, your love and unity with the organization are at the highest level ($\bar{x} = 4.40$, $S.D. = .529$). Secondly, all parties/departments/staff are aware and understand the direction and goals of the organization and are at the highest level ($\bar{x} = 4.34$, $S.D. = .489$); you value and realize that you are a part of the organization the most ($\bar{x} = 4.34$, $S.D. = .451$). Finally, your organization is very harmonious ($\bar{x} = 4.25$, $S.D. = .585$).

4. Participating in culture

Table 4 Average and standard deviation of corporate culture participation

Cultural Participation Factors	\bar{x}	S.D.	Meaning
1. You are involved and will always participate in organizational activities.	4.36	.509	Highest
2. You are involved in planning the work of the organization.	4.30	.560	Highest
3. You receive help from co-workers when you encounter problems in your work.	4.33	.548	Highest
4. You feel proud to Be a part of the organization.	4.50	.584	Highest
5. You like working as a team.	4.24	.510	Highest
Overall	4.30	.256	Highest

From Table 4, the analysis of organizational culture regarding participatory culture found that Overall, it is at the highest level ($\bar{x} = 4.30$, $SD = .256$). If considered the First item, you feel proud to be a part of the organization. Is it the highest level ($\bar{x} = 4.50$, $SD = .584$), followed by you are involved and will always participate in activities within the organization is at the highest level ($\bar{x} = 4.36$, $SD = .509$) and you receive help from co-workers when you encounter problems in your work were at the highest level ($\bar{x} = 4.33$, $SD = .548$), respectively, while the last You like working as a team. is at the highest level ($\bar{x} = 4.12$, $SD = .797$)

Results of the analysis of the organizational culture model that affects work efficiency.

We are examining the appropriateness of the model of organizational culture that affects employee performance. Examining the appropriateness of the model of organizational culture that affects the work efficiency of the Sports Authority of Thailand employees, including relationships. In terms of having a mission Participation In terms of adjustment, using a VIF (Variance Inflation Factor) value of not more than 5, a Tolerance value of not less than 0.2, and an Eigen Value of not more than 10.0 so that all independent variables are not related to each other. And not beyond the relationship between factors (Multicollinearity).

The table shows the results of examining the appropriateness of the organizational culture model that affects employees' work efficiency.

Order.	Model	β	T	Collinearity Tolerance	Statistics VIF
Model 1	Constant Cultural Mission	5.616 .979	184.834 10.506	1.000	1.000
Moder 2	Constant Cultural Mission Cultural Adaptation	2.168 .552 .423	5.722 10.506 5.722	.005 .005	5.973 5.973
Model 3	Constant Cultural Mission Cultural Adaptation Cultural Coordination	2.317 .381 .338 .252	4.390 6.352 4.042 3.904	.004 .005 .005	6.806 2.321 5.117

Remark: Highest of all models = 1.000, 1.997 and 2.994

From the table showing the results of examining the relationship between factors of models 1 - 3, it was found that the highest VIF (Variance Inflation Factor) value was equal to 1.180, which was not more than 5. The lowest value of Tolerance was equal to .839, which was not lower than 0.2, and the highest Eigen was equal to 5.616, which has a value not exceeding 10.0, showing that the independent variables analyzed in the model. There is no relationship. Does not cause multiple relationships between factors. (Multicollinearity) The data is, therefore, suitable for using Stepwise Multiple Regression Analysis.

Model analysis of employee performance

Model analysis of employee performance Use Stepwise Multiple Regression Analysis by adding variables to predict the model individually. The results of the test are shown in the model in the table.

Table of analysis of appropriate models of employee work efficiency.

Organizational culture that affects employee performance	Model 1	Model 2	Model 3
Constant			
Cultural Mission	5.616	2.168	2.317
Cultural Adaptation			
Cultural Coordination	.979	.525	.381
		.423	.338
			.252

R ²	.995	.996	.997
S.E.	.248	.252	.241
F	34163.731	44.767	15.841
p-value of F	.000	.000	.000

From the results table of the first model analysis, it is found that the mission culture aspect is related to employees' work efficiency. It is statistically significant at the .01 level and can explain the work efficiency of employees up to 99.5 per cent with a standard error in forecasting $\pm .248$, which means Mission culture Affects the work efficiency of employees, which can be written as a regression equation in the form of a standard score of employee work efficiency as follows = $5.616 + (.979 * \text{mission culture})$.

Analysis of the second model, when the adjustment culture variable was added to the analysis, found that the power to explain employee performance increased to 99.6 per cent with a standard error of prediction equal to $\pm .252$. It was found that adaptive culture has a significant relationship with employee performance at the .01 level. After the adjustment, the culture variable was brought into the analysis together at the 0.1 level as well, which means that the mission culture aspect of Cultural adjustment Affects employees' work efficiency. It can be written as a regression equation in the form of standard scores as follows. Work efficiency of employees = $2.168 + (.525 * \text{adaptability culture})$.

Analysis of Model 3 when the participation culture variables were added for further analysis. The power to explain Employee performance increased to 99.7 per cent with a standard error in forecasting equal to $\pm .241$. It was found that the mission culture is related to the work efficiency of the Sports Authority of Thailand employees. Significant at the .01 level and later when the mission culture variables were brought into the analysis together at the .01 level as well, which means that the relationship aspect of mission culture and the aspect of

participation culture Affect employees' work efficiency. It can be written as a regression equation in the form of standard scores as follows. Work efficiency of Sports Authority of Thailand employees = 2.317 + (.381 * Participation culture).

CONCLUSION AND FUTURE WORK

The research results found that organizational culture factors influenced the level of opinions of employees at the operating level. Behaviour and quality of life affect the level of success in work. The level of opinion is at a level that is agreed upon, with a mean of 4.46 and a standard deviation of 0.5634. When classified into each item, it was found that Employees at the operating level affect organizational culture and quality of life factors that influence success in work. There are different levels of opinion on each side. Details can be enumerated as follows. Organizational culture factors There is also a level of opinion. The most is on individual characteristics, with a mean of 4.52 and a standard deviation of 0.558. The work behaviour aspect also had the highest level of opinion. It complies with the organization's regulations, with an average of 4.56. and has a deviation value. The standard equals 0.545. In terms of quality of life, employees had the highest level of agreement.

Regarding self-satisfaction, the mean was 4.54, and the standard deviation was 0.514. The level of success in work had the highest level of agreement. It depends on the work being done according to the target. With a mean of 4.55 and a standard deviation of 0.532.

Overall work efficiency of employees Quality of work the workload and time are high. Shows that Employees have good work efficiency. Able to perform tasks according to the goals set by the organization. It is consistent with the theory of work efficiency (Peterson & Plowman, 1989), which is work performance that emphasizes the quality of work. According to the goals set by the organization and promote work by reducing the duration of work Consistent with the research of (Wasana Phor Salae, 2016), the research results found that 1) personal factors classified by gender and job position have different effects on organizational commitment with statistical significance at the 0.05 level 2) teamwork Setting missions and goals of the team Open communication and the distribution of leadership affects employees' commitment to the organization. Statistically significant at the 0.05 level 3) Quality of work life Developing the abilities of employees In terms of advancement and job security Constitution in the organization The balance between work life and personal life Relationship with society is statistically significant at the 0.05 level. 4) Commitment to the organization: commitment to remaining with the organization. The aspect of normative engagement Affects work efficiency with statistical significance at the 0.05 level.

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