

FACTORS INFLUENCING WORKING EFFICIENCY AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A CASE STUDY OF DOIKHAM FOOD PRODUCTS CO., LTD., THAILAND.

Prakaipetch Chaitamart^{*}, Kullanun Sripongpun^{}**

^{}Graduate Student of Kasetsart University, Thailand*

E-mail address: prakaipecth.c@ku.th

*^{**}Department of Management, Faculty of Liberal Arts and Management Science,
Kasetsart University, Thailand*

E-mail address: kullanun.s@ku.th

ABSTRACT

The purposes of this research were to study 1) the influence of organizational culture on a big picture of happiness at work 2) the influence of organizational culture on each dimension of happiness at work 3) the influence of happiness at work on working efficiency and 4) the influence of happiness at work on organizational citizenship behaviors. The sample consisted of 300 employees from Doi Kham Food Products Co., Ltd. Data was collected by questionnaires and analyzed with statistical methods including frequency, percentage, mean, standard deviation and multiple regression analysis with statistically significant difference at the level of 0.05. The research revealed that 1) clan culture, adhocracy culture, and hierarchy culture influenced on a big picture of happiness at work but market culture did not 2) clan culture, adhocracy culture, and hierarchy culture influenced on all three dimensions of happiness at work (work enjoyment, work satisfaction and enthusiasm at work). Moreover, it presented that market culture only influenced on enthusiasm at work, while it was not influencing on work enjoyment and work satisfaction 3) all three dimensions of happiness at work influenced on working efficiency 4) all three dimensions of happiness at work influenced on organizational citizenship behaviors. The findings of this research were very useful to apply in the organization. Several research contributions were discussed and suggestion for future research was offered.

Keywords : Organizational Culture, Happiness at Work, Working Efficiency, Organizational Citizenship Behaviors

INTRODUCTION

The business competition in Thailand is currently escalating. The Department of Business Development stated in the business registration press conference that business registration in Thailand is increasing every year (The Department of Business Development) [9]. Hence, unique product proposition, developing product quality, and building customer satisfaction became the core in business operations. Since, these aspects reflect the employees' performance in the organization, therefore, human resources development plays a vital role. Organizations need strong organizational culture to set the right behavioral standards and promoting a happy workplace. People who are happy at work will be amicable, follow rules and regulations, cooperate in increasing work efficiency, and became a good member of the organization Warr [7].

Doi Kham Food Products Company, Limited operates as a food processing company initiated from His Majesty King Bhumibol Adulyadej's vision to alleviate poverty and poor living conditions of Thai citizens. The company had laid out organizational strategy by defining four core values: wholesome, innovative, inclusive, and legacy, for executives and all employees to adhere as a guideline in appropriate practices. Organizational culture serves as the foundation of the organizational development in achieving long-term goals and sustainability. Thus, organizations expect employees to be aware of and understand the core values, which will lead to work enjoyment, work satisfaction, work efficiency, and be the key in achieving the main objectives of the organization.

From the significance mentioned earlier, the researcher is interested to study factors that affect work efficiency and good organizational citizenship behavior with Doi Kham Food Products Company, Limited as a case study. The researcher aims to use the results of the research as a guideline to promote employee development in happily adapting organizational culture to work. Hence, this will lead to work efficiency and cooperation in good organization citizenship behavior.

LITERATURE REVIEW

Organizational culture

Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Organizational culture however can never be constant. It changes with time. There is an organizational culture framework built upon a theoretical model called the Competing Values Framework. This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality, or stability and control. The framework is also based on four dominant culture types, clan, adhocracy, market, and hierarchy Cameron & Quinn [6].

1. Clan culture: This culture is rooted in collaboration. Members share commonalities and see themselves as part of one big family who are active and involved. Leadership takes the form of mentorship, and the organization is bound by commitments and traditions. The main values are rooted in teamwork, communication and consensus.

2. Adhocracy Culture: This culture is based on energy and creativity. Employees are encouraged to take risks, and leaders as seen as innovators or entrepreneurs. The organization is held together by experimentation, with an emphasis on individual ingenuity and freedom. The core values are based on change and agility.

3. The Market Culture: This culture is built upon the dynamics of competition and achieving concrete results. The focus is goal-oriented, with leaders who are tough and demanding. The organization is united by a common goal to succeed and beat all rivals. The main value drivers are market share and profitability.

4. The Hierarchy Culture: This culture is founded on structure and control. The work environment is formal, with strict institutional procedures in place for guidance. Leadership is based on organized coordination and monitoring, with a culture emphasizing efficiency and predictability. The values include consistency and uniformity.

Happiness at work

Happiness is an expression of pleasant forms of emotions, moods, optimistic attitude and wellbeing are growing importance at workplace. Happiness at work is the feeling that

employee really enjoy what they do, and they are proud of themselves. There is also an evidence that happiness has positive consequences. The companies can be supportive with employees, fairness, creating challenging work environment, promoting good health among employees, career growth opportunities, flexible work options, safe work environment, socialization practices and employee development can enhance happiness at work. The model which can be used to examine work related wellbeing along three dimensions, namely work enjoyment, work satisfaction, and enthusiasm at work (Warr) [5].

1. Work enjoyment is extent to which people experience their work as pleasant and gratifying.

2. Job satisfaction is a state of pleasure gained from applying one's values to a job. It can be an important indicator of how employees are aware of their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover.

3. Enthusiasm at work: The enthusiasm of the work is an attempt to do the work actively so that jobs can be completed faster and better. Enthusiasm at work is how to encourage morale, to work hard to take advantage of all the capabilities and all its potential to achieve organizational goals.

Working efficiency

Efficiency is the ability to utilize available resources to attain maximum returns and achievement of objectives. Thus, efficiency is often measured in terms of assets or resources spent in comparison to the output or outcomes, such as costs, labors, time, and return on investment. The highest efficiency in business management is the capability to produce goods or services in appropriate quality and quantity with minimum costs, emphasizing on 4 aspects, namely, cost, quality, quantity, and time (Peterson and Plowman) [1].

1. Quality: It is a quality that must be met by a producer in order to meet consumer's expectation. The result of the work must be correct, meet the standards, work swiftly and be beneficial to the organization. In addition, it must satisfy consumers or customers.

2. Quantity: It is the number of tasks that are completed must match with the goal set by an organization. Moreover, the number of tasks completed must be consistent with the number of staffs.

3. Time: It means the amount of time spent on one task. It must be set in accordance to the nature of that task. There should be a development in techniques to make a task faster and more convenient.

4. Cost: It means the expenses on a task must be appropriate to a task. In another word, the expense must be as least as possible to complete a task and a maximum profit. Moreover, efficiency in expenses and cost, such as human resources, materials, technologies and finance, must be economical and worthwhile. There must be a plan before a task begins.

Organizational citizenship behaviors

Organizational citizenship behavior deals with the actions and behaviors that are not required by workers. They are not critical to the job but benefit the team and encourage even greater organizational functioning and efficiency. This is typically categorized as a worker going above and beyond. They look at their job as more than just a paycheck and strive to do all they can to make their work environment run smoothly; even if it has a minimal connection to their current duties. This study adopts the repertoire of Organ's initial definition of organizational citizenship behavior with five dimensions and each dimension is discussed more in details in the following sessions (Organ) [4].

1. Altruism: This type of Organizational Citizenship Behavior is when a person decides to help someone else without expecting anything in return. In a business setting, this would likely take the form of a worker choosing to help a co-worker finish a project or a set of tasks

even though the work does not necessarily relate to what they need to get done in their regular workday.

2. Courtesy: It is defined as behavior which is polite and considerate towards other people. Courtesy outside of a workplace setting includes behavior.

3. Sportsmanship: This principle means an employee decides to stay in good spirits even when something does not go their way, or when something that creates a considerable amount of annoyance or frustration.

4. Conscientiousness: Common features of this dimension include high levels of thoughtfulness, self-discipline, act dutifully, and aim for achievement

5. Civic virtue: It is defined as behavior which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity.

CONCEPTUAL MODEL AND HYPOTHESES

The research conceptual framework is composed of independent variable (organizational culture), mediator variable (happiness at work), and dependent variable (working efficiency, organizational citizenship behaviors); the details are reported in Figure 1.

Figure 1
A conceptual model of research

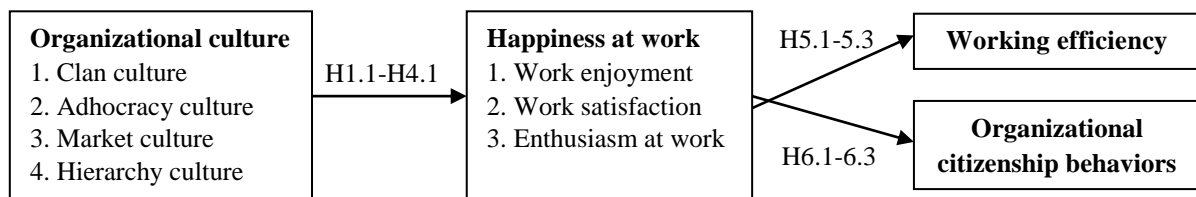


Table 1
Correlation analysis between variable

H1: The influence of organizational culture on a big picture of happiness at work	H1.1: The influence of clan culture on a big picture of happiness at work
	H1.2: The influence of adhocracy culture on a big picture of happiness at work
	H1.3: The influence of market culture on a big picture of happiness at work
	H1.4: The influence of hierarchy culture on a big picture of happiness at work
H2: The influence of organizational culture on work enjoyment	H2.1: The influence of clan culture on work enjoyment
	H2.2: The influence of adhocracy culture on work enjoyment
	H2.3: The influence of market culture on work enjoyment
	H2.4: The influence of hierarchy culture on work enjoyment
H3: The influence of organizational culture on work satisfaction	H3.1: The influence of clan culture on work satisfaction
	H3.2: The influence of adhocracy culture on work satisfaction
	H3.3: The influence of market culture on work satisfaction
	H3.4: The influence of hierarchy culture on work satisfaction

H4: The influence of organizational culture on enthusiasm at work	H4.1: The influence of clan culture on work satisfaction
	H3.2: The influence of adhocracy culture on work satisfaction
	H3.3: The influence of market culture on work satisfaction
	H3.4: The influence of hierarchy culture on work satisfaction
H5: The influence of happiness at work on working efficiency	H5.1: The influence of work enjoyment on working efficiency
	H5.2: The influence of work satisfaction on working efficiency
	H5.3: The influence of enthusiasm at work on working efficiency
H6: The influence of happiness at work on organizational citizenship behaviors	H6.1: The influence of work enjoyment on organizational citizenship behaviors
	H6.2: The influence of work satisfaction on organizational citizenship behaviors
	H6.3: The influence of enthusiasm at work on organizational citizenship behaviors

RESEARCH METHODOLOGY

The focus target population includes 939 employees from Doi Kham Food Products Company, Limited. A sample was calculated according to the formula of Krejcie and Morgan [2], and 585 samples were selected by stratified random sampling. A questionnaire was created and derived from concepts, theories, related studies and consultation with experts to cover and comply with the objectives of the study. Afterwards, it was revised, and 30 copies of questionnaires were try-out with employees from Doi Kham Food Products Company, Limited to assess reliability using Cronbach's Coefficient Alpha stated that the acceptable value for reliability should be above 0.70 (Cronbach) [3]. Reliability testing was calculated by Cronbach's alpha coefficient values as follows; 0.840-0.922 of organizational culture, 0.786-0.922 of happiness at work, 0.933 of working efficiency and 0.944 of organizational citizenship behaviors. The statistics used for data analysis were frequency, percentage, mean, and standard deviation. The hypothesis has been tested by multiple regression analysis with statistically significant difference at the level of 0.05.

RESULTS

The descriptive statistics

The opinion of the employees toward the organizational culture was at a high level, when classified also by hierarchy culture, clan culture, adhocracy culture, and market culture, this achieved $\bar{x} = 3.88$, $\bar{x} = 3.78$, $\bar{x} = 3.75$, $\bar{x} = 3.69$ respectively. The opinion of the employees toward the happiness at work was at a high level, when classified also by work satisfaction, enthusiasm at work, and work enjoyment, this achieved $\bar{x} = 4.02$, $\bar{x} = 3.92$, $\bar{x} = 3.62$ respectively. The opinion of the employees toward the work efficiency was at a high level $\bar{x} = 3.96$. The opinion of the employees toward the organizational citizenship behaviors was at a high level $\bar{x} = 3.97$.

The hypotheses were used regression analysis; hence the symbols used to analyze in this research were as follows; ORG1: Clan culture, ORG2: Adhocracy culture, ORG3: Market culture, ORG4: Hierarchy culture, HAP1: Work enjoyment, HAP2: Work satisfaction, HAP3: Enthusiasm at work, EFF: Working efficiency, OCB: Organizational citizenship behaviors.

Table 2
Correlation analysis between variable

Variables	ORG 1	ORG 2	ORG 3	ORG 4	HAP1	HAP2	HAP3	EFF	OC B	Collinearity Statistics	
										Tolerance	VIF
ORG1	1									0.378	2.645
ORG2	.730*	1								0.351	2.850
ORG3	.695*	.746*	1							0.280	3.573
ORG4	.725*	.713*	.813*	1						0.285	3.510
HAP1	.600*	.567*	.563*	.583*	1					0.517	1.933
HAP2	.584*	.580*	.546*	.627*	.676*	1				0.416	2.405
HAP3	.536*	.543*	.506*	.616*	.579*	.682*	1			0.509	1.964
EFF	.560*	.550*	.502*	.595*	.594*	.634*	.713*	1			
OCB	.581*	.563*	.546*	.627*	.553*	.615*	.680*	.803*	1		

The relationship between the independent variables must be less than 0.80, because if it is more than 0.80, multicollinearity problem will be happened. This research showed the highest value was 0.813, so the variance inflation factors (VIF) and tolerance were used to test again. If VIF value is over 10 or tolerance is lower than 0.1, then there is a problem with multicollinearity (Hair, et al.) [8]. However, the results in Table 2 presented that tolerance values were over than 0.1 and VIF values was lower than 10. Therefore, multicollinearity was not detected. Multiple regression analysis could be used to test the hypotheses in the next step.

Table 3
The influence of organizational culture on a big picture of happiness at work

Independent Variable	Standardize Coefficients (β)	t	Sig.
ORG1	0.235	5.178	0.000
ORG2	0.210	4.462	0.002
ORG3	-0.021	-0.398	0.691
ORG4	0.392	7.511	0.000
Adjust R ² = 0.546, SEE = 0.43725, F = 176.893, Sig = 0.000**			

Table 4
The influence of organizational culture on work enjoyment

Independent Variable	Standardize Coefficients (β)	t	Sig.
ORG1	0.285	5.542	0.000
ORG2	0.151	2.842	0.005
ORG3	0.101	1.694	0.091
ORG4	0.186	3.147	0.002
Adjust R ² = 0.418, SEE = 0.60541, F = 105.921, Sig = 0.000**			

Table 5
The influence of organizational culture on work satisfaction

Independent Variable	Standardize Coefficients (β)	t	Sig.
ORG1	0.192	3.812	0.000
ORG2	0.206	3.943	0.000
ORG3	-0.053	-0.913	0.362
ORG4	0.384	6.610	0.000
Adjust $R^2 = 0.439$, SEE = 0.56926, F = 115.381, Sig = 0.000**			

Table 6
The influence of organizational culture on enthusiasm at work

Independent Variable	Standardize Coefficients (β)	t	Sig.
ORG1	0.127	2.446	0.015
ORG2	0.196	3.639	0.000
ORG3	-0.119	-1.978	0,048
ORG4	0.482	8.062	0.000
Adjust $R^2 = 0.407$, SEE = 0.51979, F = 101.045, Sig = 0.000**			

Table 7
The influence of happiness at work on working efficiency

Independent Variable	Standardize Coefficients (β)	t	Sig.
HAP1	0.204	5.372	0.000
HAP2	0.167	3.940	0.000
HAP3	0.481	12.618	0.000
Adjust $R^2 = 0.568$, SEE = 0.395, F = 256.509, Sig = 0.000**			

Table 8
The influence of happiness at work on organizational citizenship behaviors

Independent Variable	Standardize Coefficients (β)	t	Sig.
HAP1	0.155	3.865	0.000
HAP2	0.201	4.488	0.000
HAP3	0.453	11.210	0.000
Adjust $R^2 = 0.514$, SEE = 0.4085, F = 207.218, Sig = 0.000**			

The hypotheses testing found that clan culture, adhocracy culture, and hierarchy culture positively influenced on a big picture of happiness at work. Three dimensions of the organizational culture can explain the big picture of happiness at work up to 54.60% (Adjusted R-Square 0.546) at 0.05 significant levels. 2) Clan culture, adhocracy culture, and hierarchy culture positively influenced on work enjoyment. Three dimensions of the organizational culture can explain work enjoyment up to 41.80% (Adjusted R-Square 0.418) at 0.05 significant levels. 3) Clan culture, adhocracy culture, and hierarchy culture positively influenced on work satisfaction. Three dimensions of the organizational culture can explain work satisfaction up to 43.90% (Adjusted R-Square 0.439) at 0.05 significant levels. 4) Clan culture, adhocracy culture, and hierarchy culture positively influenced on enthusiasm at work. While market culture negative influenced on enthusiasm at work. All four dimensions of the organizational culture can explain enthusiasm at work up to 40.7% (Adjusted R-Square 0.407) at 0.05 significant levels. 5) All three dimensions of happiness at work influenced on working efficiency. They can explain working efficiency up to 56.80% (Adjusted R-Square 0.568) at 0.05 significant levels. 6) All three dimensions of happiness at work influenced on

organizational citizenship behaviors. They can explain organizational citizenship behaviors up to 51.40% (Adjusted R-Square 0.514) at 0.05 significant levels.

Table 9
The hypotheses testing

Hypotheses		Results
H1: The influence of organizational culture on a big picture of happiness at work	H 1.1: The influence of clan culture on a big picture of happiness at work	✓
	H 1.2: The influence of adhocracy culture on a big picture of happiness at work	✓
	H 1.3: The influence of market culture on a big picture of happiness at work	X
	H 1.4: The influence of hierarchy culture on a big picture of happiness at work	✓
H2: The influence of organizational culture on work enjoyment	H 2.1: The influence of clan culture on work enjoyment	✓
	H 2.2: The influence of adhocracy culture on work enjoyment	✓
	H 2.3: The influence of market culture on work enjoyment	X
	H 2.4: The influence of hierarchy culture on work enjoyment	✓
H3: The influence of organizational culture on work satisfaction	H 3.1: The influence of clan culture on work satisfaction	✓
	H 3.2: The influence of adhocracy culture on work satisfaction	✓
	H 3.3: The influence of market culture on work satisfaction	X
	H 3.4: The influence of hierarchy culture on work satisfaction	✓
H4: The influence of organizational culture on enthusiasm at work	H 4.1: The influence of clan culture on work satisfaction	✓
	H 4.2: The influence of adhocracy culture on work satisfaction	✓
	H 4.3: The influence of market culture on work satisfaction	✓
	H 4.4: The influence of hierarchy culture on work satisfaction	✓
H5: The influence of happiness at work on working efficiency	H 5.1: The influence of work enjoyment on working efficiency	✓
	H 5.2: The influence of work satisfaction on working efficiency	✓
	H 5.3: The influence of enthusiasm at work on working efficiency	✓
H6: The influence of happiness at work on organizational citizenship behaviors	H 6.1: The influence of work enjoyment on organizational citizenship behaviors	✓
	H 6.2: The influence of work satisfaction on organizational citizenship behaviors	✓
	H 6.3: The influence of enthusiasm at work on organizational citizenship behaviors	✓

✓ = Accepted

X = Not Accepted

CONCLUSION

Findings of this research illustrated that loyalty in the workplace and loyalty to the royal family of Thailand are the thing that connect and lead the employees of Doi Kham Food Products Company, Limited together. Thus, this became a unique trait of the organization that it has more formal policies when compare to other private companies. The organizational structure, power, role, and responsibilities of each position are clearly. We work as a team and the executives are the role model of the employees. They also listen to all employees' ideas and opinions, support the staffs to have more confidence and create a new thing that can response the consumer's needs. Therefore, it presents the staff's work enjoyment, work satisfaction, and enthusiasm at work. On the other hand, striving for market share and promoting market culture rather than encouraging clan culture may lead to physical and emotional tension among employees. It can say that when the employees are happy at their workplace and enjoy their work, they will not feel like they are working. They will do their best under no pressure condition and can achieve their goals. Their success will cause them love to do their work, building their loyalty, enhances work satisfaction, create their positive

attitude, pride and strive for improvement themselves. As mention previously, it is also a basic thing that let the staffs create an organizational citizenship behavior. They will realize that they are team, help each other, devote themselves and willing to work for the organization which does not depend on contractual obligations or award.

The present study only focuses on organizational culture and happiness at work, but two factors are not the only two factors that influence on working efficiency and organizational citizenship behaviors. Therefore, the future research should study other important variables such as leadership, strategy, and motivator factors. In addition, comparative study between the organization culture in the executives' perspective and the existing organizational culture is concerned. Moreover, the researcher maybe chooses other sampling to collect the data, in order to get more important points and more contributions to improve and develop the organization.

REFERENCES

- [1] Peterson, E. and E. G. Plowman. (1953), "Business Organization and Management" Illinois: Richard D Irwin.
- [2] Krejcie, R. V. & Morgan, D. W. (1970), "Determining Sample Size for Research Activities. Educational and Psychological Measurement" Pp. 607-610.
- [3] Cronbach, L. J. (1974), "Essentials of Psychological Testing 3rd Ed." New York: Harper and Row.
- [4] Organ, D.W. (1988), "Organizational Citizenship Behavior: The Good Soldier Syndrome" Lexington: M.A.: Lexington Books.
- [5] Warr, P. (1990), "The Measurement of Well-Being and Other Aspects of Mental Health" *Journal of Occupation Psychology*. Vol. 63, Pp. 193-210.
- [6] Cameron, K.S. & Quinn, R.E. (2006), "Diagnosing and changing organizational culture: Based on the competing values framework. (3rd ed)" San Francisco: Jossey-Bass.
- [7] Warr, P. (2007), "Work, happiness, and unhappiness. New Jersey": Lawrence Erlbaum Associates.
- [8] Hair, J., B., W., Anderson, R. & Babin, B.J., (2010), "Multivariate Data Analysis", New Jersey: Prentice Hall, Seventh Edition.
- [9] The Department of Business Development (2018), "Business Registration", URL: https://www.dbd.go.th/ewt_news.php?nid=469415571&filename=index.