

ORGANIZATIONAL CULTURE THAT AFFECTS EMPLOYEE PERFORMANCE QUALITY OF WORK AND LIFE

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ABSTRACT

This study aims to investigate the corporate culture that influences employee performance, examine employee performance and investigate the corporate culture that influences employee performance. The population used in the study is employees of state-owned enterprises. Two hundred forty people used 160 sets of random sampling data to collect questionnaires, conduct statistical analysis, and use computer programs. The statistical data used to analyze the data includes mean, standard deviation, maximum, minimum, Pearson's simple correlation coefficient, tolerance, and VIF, and by defining the statistical significance as 0.1, the multiplier regression will be gradually analyzed.

Research has found that: 1) There are 240 employees, mainly male, aged 36 and above, with a bachelor's degree in education, working age between 6 and 10 years old, and an average monthly income of 20001-25000 Thai baht. 2) Corporate culture has the highest overall level, with the first being the culture of unity, adaptation, and participation. 3) Overall work efficiency is high regarding work quality, then work quantity, and last in time. 4) All factors, including mission culture, unity culture, participation culture, and adaptation culture, influence employees' work efficiency. The relationship between them was found not to exceed .80 (Stevens, 1996). As a result, all independent variables in this research did not have a multicollinearity relationship between factors. Therefore, all independent variables could be used in a multiple-regression analysis. 5) The corporate culture model that affects employee performance is as follows: $\text{employee performance} = 5.616 + (979 * \text{mission culture}) + 2.168 + (423 * \text{adaptive culture}) + 2.317 + (.252 * \text{participatory culture})$ 99.7%, with a prediction standard error of $\pm .241$.

Keywords: Organization Culture, Employee Performance, Quality of work

INTRODUCTION

Organizational culture is a fundamental concept with a pattern invented from group learning that is used as a tool for solving problems, adapting, and transmitting information to members of the organization. Organizational culture is very important in every organization, whether public or private, that gives more importance to employees because it is believed that human resources or personnel who work are considered the most important and valuable essential factors in the organization that will make the organization prosper or deteriorate because human resources are the primary resources that make other resources valuable and organizational culture is an important factor that makes the organization develop socially effectively (Wanakorn Ropkrob, 2015). [1]

Based on these studies, researchers are interested in studying the organizational culture that affects the work efficiency of Thai Sports Bureau employees, as organizational culture is another interesting factor in human life. Organizational culture will affect employees' efficiency in using the information obtained for social life and effectively and sustainably developing employees.

OBJECTIVE

5. To study the work efficiency of employees
6. To study the organizational culture that affects the work efficiency of employees

METHODOLOGY

This research is a survey to study how organizational culture affects employee work efficiency. The population used in this research is 240 employees, and the sample group is 150 employees. The sample size is calculated from the population proportion (95%) using Taro Yamane's formula (Taro Yamane, 1973, cited in Chonlapasorn Sittiworongchai, 2022) [2], [3]. The researcher used 160 questionnaires to collect data this time to prevent sample deviation, which was randomly selected using the probability sampling method.

The tool used in this study is a questionnaire constructed by researchers based on collecting the data obtained from the concepts and theories of relevant research, using relevant research to study the corporate culture that affects employee performance, analyzing the data and studying the ready-made scheme. The questionnaire is divided into four parts, as follows:

The first part concerns demographic characteristics, including gender, age, education level, working age, average monthly income, and status. The second part concerns corporate culture, which has four elements: culture, cultural mission, cultural unity, cultural participation, and adaptability. The third part concerns work efficiency, which has three elements: work quality, workload and time.

RESULTS

Data analysis results

Part1: Results of the analysis of the demographic characteristics of the respondents include gender, age, education level, average monthly income, and status as shown in Table 1.

Table 1
Number and Percentage Demographic Characteristics

Demographic Data	Total (n=160)	Percentage
Gender		
Male	92	57.5
Female	68	42.5
Age		
Under 25 yrs	27	16.9
26-30 yrs	57	35.6
Over 36 yrs	76	47.5
Education		
High School	0	0
Undergraduate	122	76.3
Postgraduate	38	7.5
Experience		
Below 1 yr	31	19.4
1-5 yrs	67	41.9
6-10 yrs	45	

Over 10 yrs	17	28.1 10.6
Salary		
15,000 - 20,000 THB	56	35.0
20,001 - 25,000 THB	77	48.1
25,001 - 30,000 THB	21	13.1
Over 30,001 THB	6	3.8
Status		
Single	77	48.1
Married	83	51.9
Divorce	0	0

Part 2: The analysis on organizational culture.

The results of the analysis of the organizational culture of employees in 4 components: mission culture, unity culture, participation culture, and adaptation culture, as shown in Tables 2 - 6.

Table 2
Mean and standard deviation of Mission Culture

Mission Culture	$\bar{x}$	S.D.	Meaning
1. Your organization has defined strategies, visions and operational goals.	4.38	.487	Highest
2. You are aware of and understand the organization's strategies and visions.	4.00	.000	Highest
3. You can work efficiently.	4.31	.467	Highest
4. You have a working philosophy that is in the same direction as the organization.	4.31	.530	Highest
5. You can work to achieve the organization's goals.	4.20	.561	High
Overall	4.24	.213	Highest

Table 3
Mean and standard deviation of Cultural Unity

Cultural Unity	$\bar{x}$	S.D.	Meaning
1. Your organization is harmonious.	4.25	.585	Highest
2. You and your organization love and are united.	4.40	.529	Highest
3. Every department/division/work has awareness and understanding of the organization's direction and goals.	4.34	.489	Highest
4. You give importance and are conscious of being part of the organization.	4.34	.451	Highest
5. You have a joint agreement to set clear operational goals and guidelines.	4.28	.467	Highest
Overall	4.32	.232	Highest

Table 4
Mean and standard deviation of Culture Participation

Culture Participation	$\bar{x}$	S.D.	Meaning
1. You are involved and will always participate in organizational activities.	4.36	.509	Highest
2. You participate 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 enjoy working as a team	4.24	.510	Highest

Overall	4.30	.256	Highest
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Table 5
Mean and standard deviation of Adaptability Culture

Adaptability Culture	$\bar{x}$	S.D.	Meaning
1. Your organization has an appropriate strategy that aligns with the external environment.	4.37	.523	Highest
2. Your organization places importance on summarizing operating results to use them in organizational development.	4.33	.559	Highest
3. Your organization encourages and supports personnel to invent innovations or new working methods.	4.27	.560	Highest
4. You can adapt to your work environment and atmosphere.	4.30	.569	Highest
5. Your organization has flexible ways of working and improves internal work processes to be appropriate.	4.28	.539	Highest
Overall	4.31	.281	Highest

Table 6
Mean and standard deviation of Overview

All Factors	$\bar{x}$	S.D.	Meaning
1. Mission Culture	4.24	.213	Highest
2. Cultural Unity	4.32	.232	Highest
3. Culture Participation	4.30	.256	Highest
4. Adaptability Culture	4.31	.281	Highest
Overall	4.30	.201	Highest

Research Discussion

1. From the overall organizational culture findings, mission, unity, participation, and adaptation cultures were at the highest level. This shows that organizational culture is essential for employee performance and is a positive behavior in working and creating benefits for the organization. Organizational culture will stimulate employees to be committed and united, making work more efficient and affecting the organization's growth. This is consistent with the reinforcement theory (Denison, 1990) [4] and the research of Manthana On-nom (2015) [5]. The research results found that the level of opinions of private company employees at the operational level on organizational culture, behavior, and quality of life factors that affect the level of success in work for the level of opinions were at a very high level, with an average value of 4.46 and a standard deviation of 0.5634. When classified by item, it was found that private company employees at the operational level who affected organizational culture and quality of life factors that affected success in work had different opinions in each area. The details can be summarized as follows: the organizational culture factor had the highest opinions on individual characteristics. The mean value is 4.52, and the standard deviation is 0.558. The work behavior aspect also has the highest level of opinion in compliance with the organization's regulations, with a mean value of 4.56 and a standard deviation of 0.545. The quality-of-life aspect of employees has the highest level of opinion, which is in the aspect of self-satisfaction, with a mean value of 4.54 and a standard deviation value of 0.514. The work success aspect has the highest level of opinion in the work performance according to the goals, with a mean value of 4.55 and a standard deviation of 0.532.

2. From the findings, the overall work efficiency of the employees in terms of work quality, work quantity and time are at a high level, indicating that the employees have good work efficiency and can perform according to the goals set by the organization, which is consistent with the work efficiency theory of (Pertesen & Plowman, 1989) [6], which is the work that emphasizes the quality of work according to the goals set by the organization and promotes work to reduce the work period, which is consistent with the research of (Wasana Phesala, 2016) [7], which the research results found that 1) Personal factors classified by gender and job positions affect organizational commitment significantly differently at a statistical level of 0.05. 2) Teamwork, mission and team goal setting, open communication and leadership distribution affect the organizational commitment of employees in the automotive industry group in the Hi-Tech Industrial Estate significantly at a statistical level of 0.05. 3) Quality of work life, employee capability development, advancement and job security, organizational constitution, work-life balance and social relationships affect the organizational commitment of employees in the automotive industry group in the Hi-Tech Industrial Estate. Statistically significant at the 0.05 level. 4) Organizational commitment in terms of organizational commitment and norm commitment affects the work performance of employees in the automotive industry group in the Hi-Tech Industrial Estate at a statistically significant level of 0.05 level.

CONCLUSION AND FUTURE WORK

The study concludes that:

1. There are 240 employees, mainly male, over 36 years old, with bachelor's degrees, 6-10 years of working experience, an average monthly income of 20,001-25,000, and marital status.
2. Corporate culture, overall, is the top priority at all levels. Cultural level is cultural level, cultural level is cultural level, contribution level is cultural level, and mission level is cultural level.
3. Work efficiency, overall, is greatly affected by the quality of work, workload, and, finally, time.
4. All factors, including mission culture, image culture, participation culture, and adaptation culture, influence employees' work performance. Their relationship was found to exceed .80 (Stevens, 1996) [8]. Therefore, all independent variables in this research do not have a multicollinearity relationship between factors. Therefore, all independent variables can be used in multiple regression analysis.
5. The organizational culture patterns that affect employee performance are as follows: employee performance = $5.616 + (979 * \text{mission culture}) + 2.168 + (423 * \text{adaptive culture}) + 2.317 + (.252 * \text{participatory culture})$ 99.7%, with a prediction standard error of $\pm .241$.

Research Suggestions

1. Research recommendations

- 1.1 Organizations should place greater emphasis on corporate culture to achieve common goals.
- 1.2 Improve work quality, workload, and time to enhance work efficiency.

2. Suggestions for follow-up study

- 2.1 This study only uses a questionnaire to explore the corporate culture that affects the job performance of sports employees. Therefore, in-depth interviews should be adopted to study job performance.
- 2.2 There should be other factors to promote the efficiency of employees.

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