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Edited by Kai Heuer, Wismar University, Germany
Chayanan Kerdpitak, IBEST Conference & Publication, USA
Nitaigour Premchand Mahalik, California State University, Fresno, USA
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AN ORGANIZATIONAL CULTURE THAT IMPACTS THE OPERATIONAL EFFECTIVENESS OF MULTINATIONAL CORPORATION EMPLOYEES

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ABSTRACT

The research of an organizational culture that impacts the operational effectiveness of multinational corporation employees. With a purpose (1) to study the corporate culture of multinational corporations (2) to study the operational effectiveness of multinational corporate employees. (3) To study the organizational culture that influences the operational effectiveness of multinational corporate employees. The research sample consisted of 400 multinational corporation employees who completed questionnaires to collect data using simple random sampling. Data was analyzed and processed using statistical software packages. The statistics used in data analysis were number, percentage, mean, and standard deviation. Pearson's simple correlation coefficient, Tolerance, VIF, and stepwise multiple regression analysis were all set to .05 level of statistical significance. According to the findings;

1. The majority of multinational corporate employees were male, over the age of 25, had a bachelor's degree, were single, and had an average monthly income of more than 30,000 baht.

2. Overall corporate culture in terms of engagement, goal achievement, cognitive participation, and organizational leadership were all at a high level.

3. Overall operational effectiveness, production capability, knowledge and understanding of the work, and work quality were all at a high level.

4. Human resource management and employee engagement were found to have a correlation of less than .80, making all 5 independent variables in this study. All factors, including organizational culture, increasing organizational engagement, goal achievement, participation, cognition, and organizational leadership, do not have a multifactorial relationship. influencing migrant workers' operational effectiveness

5. The model of factors influencing migrant workers' operational effectiveness was just as follows: $= .389 + (.456 * \text{Organizational Leadership})$, which can explain 98.8% of migrant workers' operational effectiveness with a discrepancy. The forecasting standard was indeed equal to $(+).063$.

Key words: Organizational Culture, Operational effectiveness

INTRODUCTION

It has changed over time in today's world, depending on the era. The world is constantly expanding. By making use of the available resources to achieve the desired results. Quality personnel is an important resource that can provide an advantage to the organization; however, personnel must be connected to the organization. This value is expressed in the form of corporate culture with corporate values (Corporate Values) for employees to commit (Commitment) to the organization. (Organisational culture or corporate culture) is a belief, value, and pattern of behavior in which employees can participate and practice together through words, thoughts, learning actions, or behaviors that occur in the organization. which can determine whether the organization succeeds or fails Organizational culture, it can be said, enables employees to demonstrate work behaviors to achieve organizational goals while adhering to shared beliefs and values. According to (Deal & Kennedy, 1982), the importance of employee values and organizational norms is at the heart of company culture. It has the potential to benefit or harm the organization on both sides. (Sitthichok Waranusantikul, 2004; Sonthaya Kriengkrai na Phatthalung, 2014) It was found in the 1990s that organizational culture was related to effectiveness. (Effectiveness) of the organization as a result of employee beliefs and values. Strong beliefs (Strong), trust in the mission (Mission) or values (Value), and belief (Belief) that employees have consistently and consistently would be important foundations for cooperation. (Denison, 1990, as cited in Sonthaya Kriengkrai na Phatthalung, 2014)

Successful work necessitates the use of an organizational culture as a guideline for the work of personnel in the organization in practice, making the organizational culture an important factor driving the organization's effectiveness because it would be related to a person's behavior in the workplace and leadership in the organization. From the values and beliefs that shape the behavior patterns that people in the organization adhere to as guidelines for practice, forging pride, love, and commitment in the organization capable of putting their visions into practice in building a strong culture. A good corporate culture will help the entire management system succeed. Have the ability to adapt to changes in both internal and external environments. An effective organizational culture results from a desire to change the organization in order to achieve its goals through experience-based learning. Personal development is critical. Understanding rules, regulations, and regulations, as well as learning together in the organization's work. Contributes to the development of work processes Improving organizational personnel's ability to use knowledge to create works in order to improve operational efficiency (Dolrudee Panduang, 2019).

According to the preceding Thus, the researcher anticipates the importance of organizational culture as an important factor influencing employee performance in terms of enabling employees to participate in collaborative work as well as the occurrence of personnel or employees who are bound to the company. The objective of this research is to create, develop, and provide guidelines for maximizing the potential of corporate culture.

Research Objective

1. To study the corporate culture of multinational corporations
2. To study the operational effectiveness of multinational corporate employees.

3. To study the organizational culture that influences the operational effectiveness of multinational corporate employees.

Conceptual Framework

The study of documents and research related to organizational culture that affects operational effectiveness of employees of multinational companies using the organizational culture concept of Cameron and Quinn (1999) and the concept of operational effectiveness of Steers and Mowday (1981). As a result, the researcher drafted the following summary of the conceptual framework:

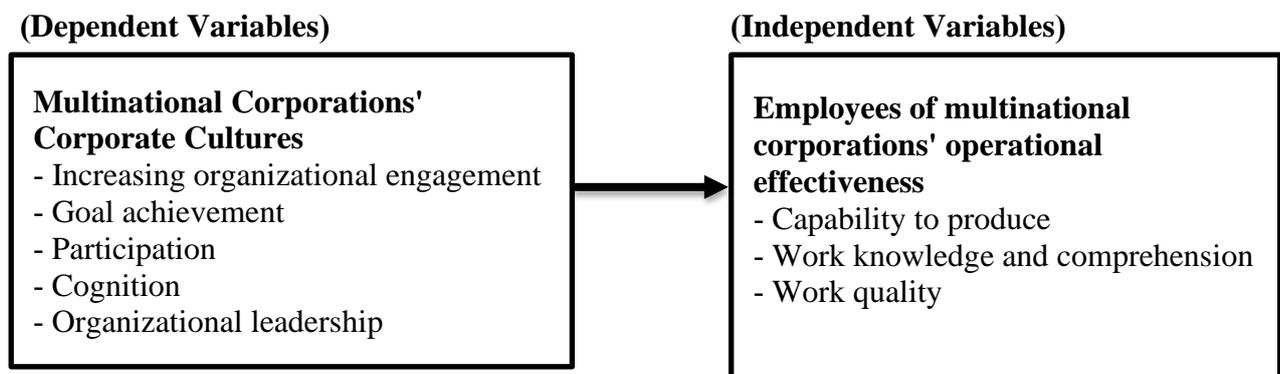


Figure 2.1: Research conceptual framework

RESEARCH METHODOLOGY

Population and sample

The participants in this study were employees of multinational corporations. By calculating the sample size from the proportion of the population (95%) using Taro Yamane's formula (Taro Yamane, 1970) at the level of error 0.05, the sample has been equal to 400 people using random sampling (Simple Random Sampling).

Research Instruments

The research tool used in this study was a questionnaire developed by the researcher from information gathered from the study of concepts and theories from related research. To investigate organizational culture as it affects the operational effectiveness of employees in multinational corporations, with part 1 focusing on demographic characteristics such as gender, age, education level, status, and length of service. It was a 5-item item check questionnaire. Part 2 focuses on the organizational culture of multinational corporations in 5 areas: creating organizational engagement; goal achievement; participation; and Cognition. There were 25 items. Part 3 contains 15 items on the operational effectiveness of employees in multinational corporations. The questions in parts 2 and 3 were Likert scale questionnaires (Likert scale) with 5 levels: higher, high, Medium, Low, Very low

Research tools and Validity/Reliability

The following questionnaires were developed for the study by the researcher to test for validity and reliability: (1) determining the precision The researcher's created questionnaire

was used to validate the content from three experts. It was then used to compute the Index of Concordance (IOC). As questions from both experts, questions with an IOC value greater than .5 were used. 3 people who examined the questionnaire and discovered that every questionnaire created by the researcher is accurate in content and covers all aspects of the research objectives. Concerning the question with an IOC value less than .5, the researcher revised it further in accordance with the expert's advice. And has been approved by the research advisor. The questionnaire consistency index ranged from 0.5 to 1. (2) To determine reliability, the researcher tested the modified questionnaire with a group of 30 people who were representative of the population to be studied to determine the confidence value. (Reliability) Using the Cronbach's Alpha Coefficient, the questionnaire's confidence value was 0.961.

Data analysis and Statistics

The researcher analyzed all of the received questionnaires statistically using a computer to calculate statistics with a statistical package, namely Descriptive Statistical Analysis explaining organizational culture and employee performance using mean (Mean) and standard deviation (Standard Deviation). To test the hypothesis, inferential statistical analysis was used to examine the correlation between all independent variables according to the conditions specified in the agreement. Pearson's simple correlation coefficient is used to introduce linear regression analysis (Pearson Product Moment Correlation Coefficient). and to assess the suitability of the organizational culture model that affects the operational effectiveness of multinational company employees using VIF (Variance Inflation Factor) not exceeding 5, Tolerance not less than 0.2, and Eigen Value The value is less than 10.0 that no independent variable is correlated and no multifactorial relationship exists between the factors (Multicollinearity). The model analysis of organizational culture that affects the operational effectiveness of multinational corporate employees employs stepwise multiple regression analysis, which involves predicting variables in the model (Model) one by one and constructing A model of organizational culture that affects employee performance.

FINDING

The analysis yielded the overall mean and standard deviation of organizational culture in 5 components: increasing organizational engagement, goal achievement, participation, cognition, and organizational leadership in Table 1 below.

Table 1 Displays the mean and standard deviation of organizational culture by attribute and overview.

Organizational Culture	Opinion Level		
	\bar{x}	S.D.	Score Meaning
1. Increasing organizational engagement	3.98	.661	มาก
2. Goal achievement	3.94	.666	มาก
3. Participation	3.94	.696	มาก
4. Cognition	4.04	.617	มาก

Organizational Culture	Opinion Level		
	\bar{x}	S.D.	Score Meaning
5. Organizational leadership	3.99	.615	มาก
Total	3.98	.609	มาก

The analysis of the mean and standard deviation of operational effectiveness in three components: production capability, knowledge and understanding of the work, and work quality in Table 2 below.

Table 2 Displays the mean and standard deviation of Operational efficiency by attribute and overview.

Operational efficiency	Opinion Level		
	\bar{x}	S.D.	Score Meaning
1. Production capability	4.05	.641	High
2. Knowledge and understanding of the work	4.02	.647	High
3. Work quality	4.00	.574	High
Total	4.02	.617	High

The findings of the correlation coefficient analysis between organizational cultures that affect the operational effectiveness of multinational corporate employees were just as follows: increasing organizational engagement, goal achievement, participation, cognitive and organizational leadership. By calculating the Pearson's simple correlation coefficient (Pearson Product Moment Correlation Coefficient), the relationship between 5 quantitative variables: increasing organizational engagement, goal achievement, participation, cognitive and organizational leadership in table 3 below.

Table 3 The correlation coefficient between organizational cultures and the operational effectiveness of multinational corporate employees.

Variable	Z	X ₁	X ₂	X ₃	X ₄	X ₅
Z	1.00	-	-	-	-	-
X ₁	.975	1.00	-	-	-	-
X ₂	.892	.910	1.00	-	-	-
X ₃	.896	.901	.971	1.00	-	-
X ₄	.724	.756	.861	.856	1.00	-
X ₅	.969	.920	.798	.811	.614	1.00

* statistically significant at the .05 level

Z	=	Operational Efficiency
X ₁	=	Increasing Organizational Engagement
X ₂	=	Goal Achievement
X ₃	=	Participation
X ₄	=	Cognitive
X ₅	=	Organizational Leadership

According to Table 3, the correlation coefficient between organizational cultures that affect the operational effectiveness of employees in multinational corporations was less than .80 (Stevens, 1996), making every independent variable in this study there was no multifactorial relationship between the factors. (Multicollinearity), as a result, all 5 independent variables can be used in Stepwise Multiple Regression Analysis, which is the use of variables to predict in the model (Model) one by one.

The results of the analysis investigate the organizational culture model that influences operational effectiveness, including the Increasing Organizational Engagement, goal achievement, participation, cognitive, organizational leadership, production capability, knowledge and understanding of the work, and work quality, as shown below.

The impact of organizational culture on operational effectiveness is investigated using simple regression analysis in table 4 below.

Table 4 displays the results from the analysis of the organizational culture model's effect on operational effectiveness.

Table 4 The results of the analysis examine a model of organizational culture that impacts operational effectiveness.

Model	df	SS	MS	F	p - value
Regression	5	141.026	28.205	7172.899*	.000
Residual	444	1.746	.004	-	-
Total	449	142.772	-	-	-

* statistically significant at the .05 level

According to Table 4, the results of the analysis of the model of organizational culture that affect operational effectiveness revealed that the p-value of the organization's leaders was .000, which was less than .05, indicating that the main hypothesis (H_0) was rejected. The organization influences the operational effectiveness of multinational corporate employees. Meaning that culture the organization has an impact on the operational effectiveness of multinational corporate employees.

Examination of the suitability of the corporate culture model affecting the operational effectiveness of multinational company employees using VIF (variance inflation factor) not more than 5, Tolerance not less than 0.2, and Eigen Value not less than 0.2. not more than 10.0 so that all independent translators were not related to each other and there was no multifactorial relationship between the factors (multicollinearity) so that all independent variables were unrelated to each other and there was no multifactorial relationship between the factors (multicollinearity). Table 5 shows the test results.

Table 5 The results of the analysis examine a model of organizational culture that impacts operational effectiveness.

No	Model	β	t	Collinearity Statistics	
				Tolerance	VIF
Model 1	constant				
	Increasing Organizational Engagement	-	16.372*	-	-
	Organizational Engagement	.376	18.634*	.068	14.805
	Goal Achievement	.065	2.621*	.045	22.411
	Participation	.089	3.829*	.051	19.776
	Cognitive	.001	.126	.228	4.392
	Organizational Leadership	.497	34.094*	.129	7.725

* statistically significant at the .05 level

Note: The maximum Eigen Value of all 1 models = 5.964.

According to Table 5, the results of examining the correlation between all the factors in Model 1 revealed that the highest VIF (variance inflation factor) was 22.411, which was not higher than 5, and the lowest Tolerance was .045, which was not a low value, which was greater than 0.2, and the highest Eigen Value, 5.964, which was less than 10.0, It demonstrates that there is no multifactorial relationship between the factors due to the independence of the independent variables examined in the model. Therefore, stepwise multiple regression analysis can be performed using the data (Hair, J.F. et al., 2010).

An analysis of the organizational culture model that influences the operational effectiveness of multinational corporate employees. The model predicted each variable using stepwise multiple regression analysis. Table 6 shows the test results.

Table 6 The results of the analysis examine a model of organizational culture that impacts operational effectiveness.

Operational Efficiency	Model 1
constant	.389*
Increasing Organizational Engagement	.321*
Goal Achievement	.055*
Participation	.072*
Cognitive	.001
Organizational Leadership	.456*
R ²	.988*
S.E.	.063*
F	7172.899*
p-value of F	.000

* statistically significant at the .05 level

According to Table 6, the analysis on Model 1 revealed that organizational leadership could account for up to 98.8 percent of operational efficiency and had a statistically significant relationship with it at the .05 levels. And can explain for operational efficiency up to 98.8% with a standard error of forecasting of (+).063, This means that organizational leadership has an impact on operational efficiency. Which can be expressed as a regression equation in the form of a standard score as follows: Operational effectiveness = .389 + (.456 *organizational leadership)

DISCUSSION AND CONCLUSION

The researcher brought the following important issues to discuss the results based on the findings of this research.

1. Based on the research findings, overall increasing organizational engagement, Goal Achievement, participation, cognitive and organizational leadership at a high level demonstrates that organizational culture aims to create a bond within the organization. Collaborate to ensure that the operation goes as planned. According to Chantana (2007, cited in Wasunthara Ratanophas, 2015), organizational culture is the foundation for thinking as a goal. It is a tool that informs members of an organization whether their actions are good or bad. It is the strategy for making decisions and bringing together members of the organization. Create concepts and define authority or the thought norm that governs the relationship in that group and consistent with Cameron and Quinn's concept (Cameron and Quinn, 1999, cited in Mantra, Submissive, 2015). Organizational culture is made up of structural, regulatory, and cognitive components. Marketing or goal achievement participation in the organization, adaptation.

2. Based on the research's findings, overall operational effectiveness production potential knowledge of the work, comprehension of the work, and work quality at a high level, it demonstrates that the operator's comprehension of the task contributes to operational effectiveness. bringing about successful outcomes and high-caliber work. Consistent with Effectiveness, according to Supoj Praikaew (2002, cited in Damrongsak Thongtap, 2016), means Organizational activities that can result in outcomes that are consistent with predetermined goals or objectives both in terms of output and outcomes that satisfy the goals set. This lines up with the idea of Steers (Steers, 1981, cited in Damrongsak Thongtap, 2016). Quality of work expertise regarding the position personality characteristics cooperation dependability operational flair.

SUGGESTIONS

1. Suggestions for employing the research findings

1.1 According to the findings of the research, overall increasing organizational Engagement, goal achievement, cognitive, and organizational leadership at a high level. Organizations should prioritize employee freedom of thought and organizational rules. To establish order and relieve employee work pressure.

1.2 According to the findings of the research, overall operational effectiveness, production capability, knowledge and understanding of the work, and work quality at a high

level. Should improve operational procedures and operational safety to find solutions or shortcuts to operational procedures. This includes ensuring safe work with employees.

2. Suggestions for additional research

2.1 This research was merely a survey study on the impact of organizational culture on migrant employees' operational effectiveness, conducted using a questionnaire as a tool. Thus, interviewing methods should be used to gain in-depth insights into the organizational culture that affects the operational effectiveness of migrant employees.

2.2 Factors influencing operational effectiveness should be investigated in order to lead to more efficient work planning that will benefit management's future advancement. This will allow the organization to grow more efficiently and steadily.

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