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17-19 February 2023*

ICBTS 2023



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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ORGANIZATIONAL CULTURE AFFECTED WORK EFFICIENCY OF COMPANY EMPLOYEES

**Oraphan Decha¹, Ratirath Na Songkhla², Montipa Vilasthip³,
Pannalin Suchookorn⁴, Peeranthon Saensook⁵**

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ABSTRACT

The purpose of this research is to study the organizational culture that affects the work efficiency of employees and to study work efficiency of employees and to study the organizational culture that affects the work efficiency of employees. The population used in the research was 240 employees of a state-owned enterprise using a questionnaire to collect data by random sampling of 160 sets, analysis set and processing by a statistical computer program. Statistics used in data analysis were percentage, mean, standard deviation, maximum, minimum, Pearson's simple correlation coefficient, tolerance, VIF and stepwise multiple regression analysis. The statistical significance was set at the 0.1 level.

The study found that 1.240 employees, mainly male, are over 36 years old, have bachelor's degrees and work between 6-10 years old. Annual average monthly income 20001-25000 Baht Marital status Culture, adaptation, cultural participation, the last part, unified culture 3. The overall work efficiency is high. First, work quality, workload, and finally, time. 4. All factors are cultural missions and unified culture. Participating in and adapting to the culture will affect the work efficiency of employees, and the relationship found will not exceed the. 80 (Stevens, 1996) This makes all independent variables in the study have no multicollinearity relationship. Therefore, all independent variables can be used to analyse multiple regression. 5. The organizational culture model that affects the employee's work efficiency is as follows: $\text{employee work efficiency} = 5.616 + (.979 * \text{mission culture}) + 2.168 + (.423 * \text{adaptive culture}) + 2.317 + (.252 * \text{cultural participation})$ was 99.7% and had a standard error in forecasting equal to $\pm .241$

Keywords: Organizational Cultural, Work Efficiency

INTRODUCTION

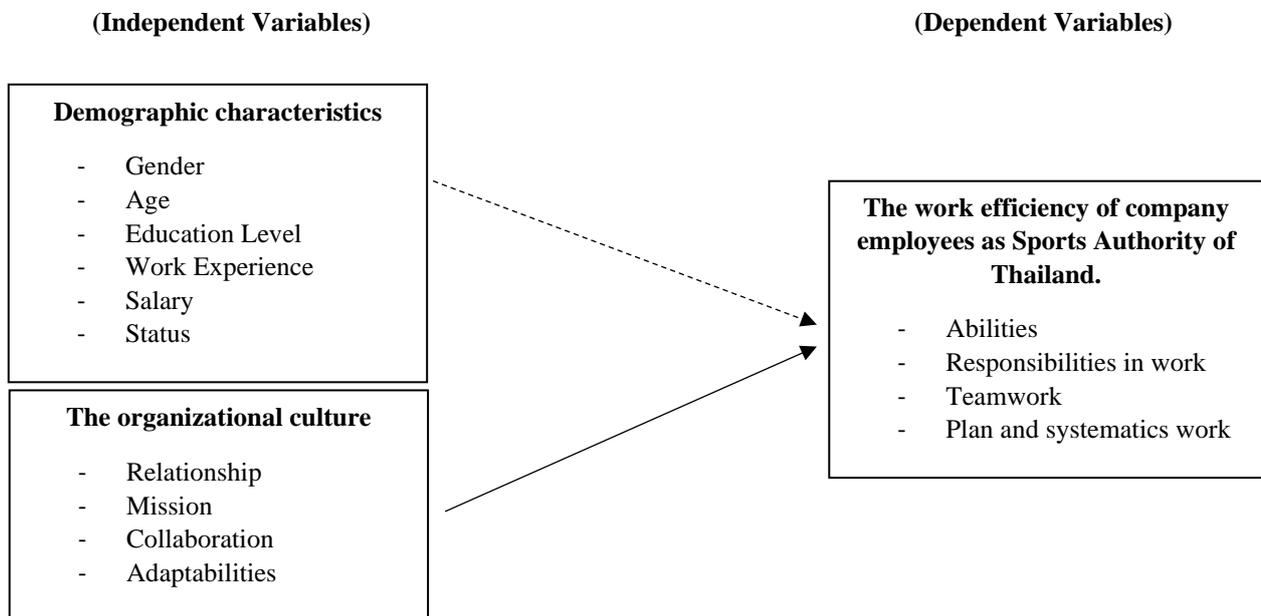
Corporate culture is a way of life that a particular group of people has practised for generations. This will become a habit and a habit and become a tradition. Ways of conduct, beliefs, values, as well as language, objects, things, and culture make people come together as a society. have an orderly coexistence The effect of corporate culture is an important part that will make the operation of the organization progress and result in the organization being trusted by the society. Corporate culture is the foundation that determines human attitudes and behaviour in society. This is a society with a culture of living that is a pattern of human behaviour without human awareness. It is a way of life that makes the organization unique and different from other organizations. And that way of life can be exchanged with each other or spread among other societies. Learning through this social and cultural refinement process is like a glue or an organizational anchor. or agencies to be harmonious, not broken down In

organizations that arise from an organized group of people. If you look at the individual, you will see that a person can act towards any goal, it must rely on the centre of the mind or mind as a guide. When individuals come together in an organization there are many different minds. The thing that binds these differences of mind together and the organization to have a consistent way of life is the culture in the organization. When society changes have an impact on the organization. Especially in terms of technology that can help make work easier and working in the globalization era can be managed to make the organization size smaller. There is decentralization to provide services widely. Can penetrate specific areas, specific areas, specific areas until these groups have specific goals, such as legal groups, accounting groups, personnel management groups, and other groups. These groups may have the names of departments, divisions, departments, or ministries. which will have a connection to the culture of work. It is a gathering of minds from different organizations. so that the organization can work to move towards the same direction. Therefore, all types of organizations need to apply ethics in the management and management of organizational problems in the right way to gain credibility and image. which leads to reputation, honour, and long-term progress of the organization (Wanakorn Raoprud 2017)

OBJECTIVES

1. To study the work efficiency of company employees as Sports Authority of Thailand.
2. To study the organizational culture that affects the work efficiency of employees as Sports Authority of Thailand.

RESEARCH FRAMWORK



METHODOLOGY

Data Collection: The researchers used questionnaires to collect data from 150 people and collected data from target groups in April. The researchers took the following steps: 1. The researcher introduces himself /herself, explains the purpose of the study, and asks for cooperation in collecting information. 2. The researcher handed the questionnaire to the sample

for the questionnaire survey. 3. After the sample is completed, the researcher will check the integrity of the questionnaire. If the information was found to be incomplete, the researchers asked more questions and thanked them. 4. Encode the questionnaire received for evaluation using a computer program.

Population and sample: The population using this study was 240 employees. The sample used in this study is 150 employees. The taro formula is used to calculate the sample size according to the population proportion (95%) Taro Yamane, 1970, cf. Chonpassorn Sitthiwarongchai, 2019.

Research Tools: The tool used in this study was a questionnaire. Researchers create by collecting information from relevant research concepts and theoretical research. Study the corporate culture that affects employee performance. The questionnaire was divided into the following four parts by using ready-made software to analyze the research data:

Part 1: Demography: gender, age, education level, working age, average monthly income, status

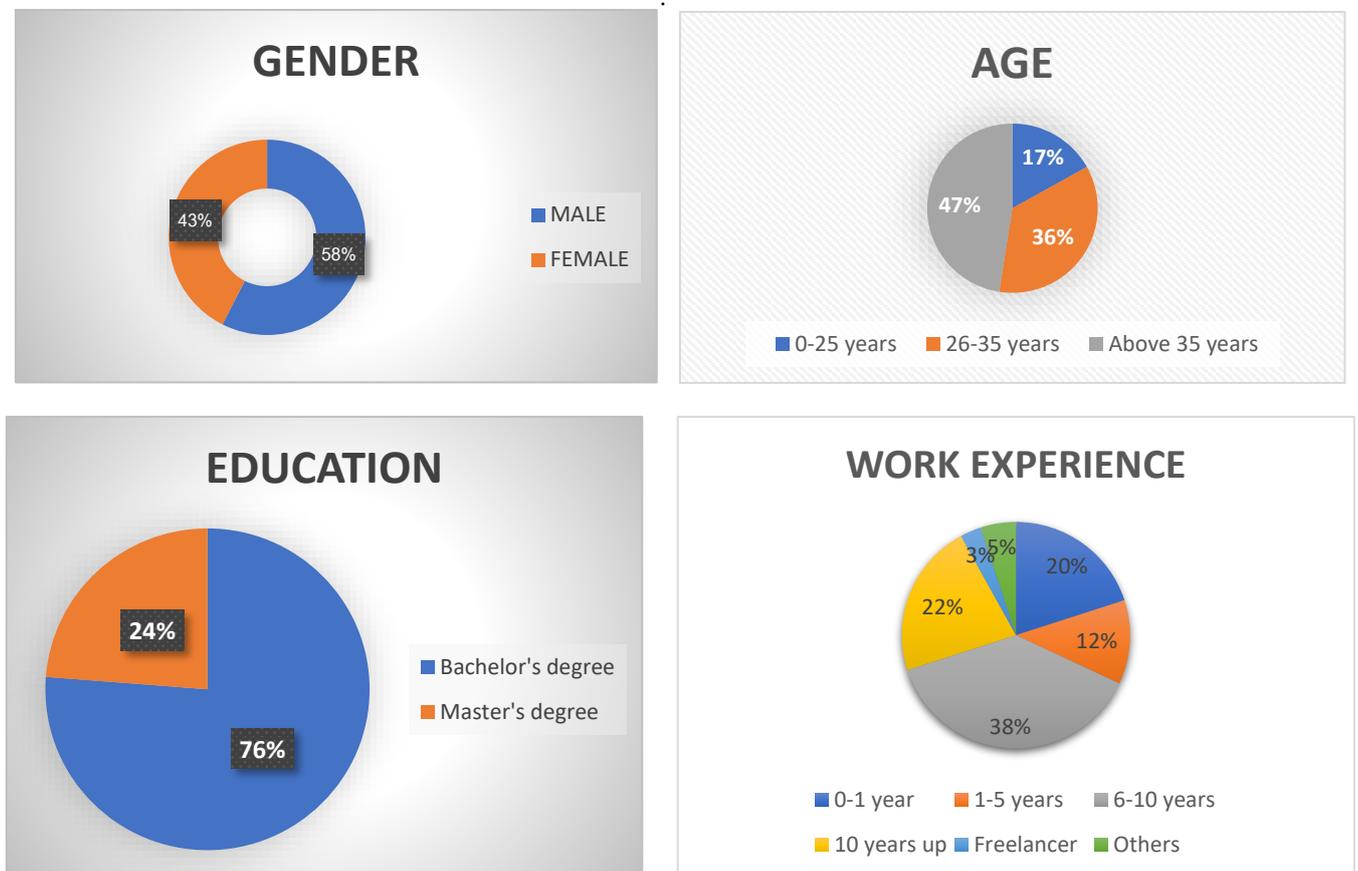
Part II: Corporate culture: mission culture, unified culture and participation culture
Adapt to the culture

Part III: Work efficiency: work quality, workload, and time

RESULTS

Part 1: Information about questionnaire respondent, includes basic demographic data of respondents. This is general information such as gender, age, education, occupation, salary, work experience, and status as shown in Table 1.

Table 1: Information about questionnaire respondent





Part 2 Analysis of Organizational Culture

The results of the analysis of the organizational culture of employees in 4 components, namely the mission culture; cultural unity participation culture, and adaptative culture.

Table 2: Mean and standard deviation of the results of organizational culture analysis of employees.

Mission Culture	\bar{x}	S.D.	Meaning
1. Your organization determines the strategy, vision, and goals for the operation.	4.38	.487	Highest
2. You know and understand the strategy.	4.00	.000	Highest
3. You can work efficiently.	4.31	.467	Highest
4. You have the concept of working in the same direction as the organization.	4.31	.530	Highest
5. You can work to achieve the goals of the organization.	4.20	.561	High
Total	4.24	.213	Highest

From Table 2, Results of organizational culture analysis in terms of mission culture, it was found that the overall level was at the highest level ($\bar{x} = 4.24$, $SD = .213$). Your organization has a strategy. Vision and goals in action at the highest level ($\bar{x} = 4.38$, $SD = .487$), followed by you have the idea of working in the same direction as the organization at the highest level ($\bar{x} = 4.31$, $SD = .530$) and we can work effectively was at the highest level ($\bar{x} = 4.31$, $SD = .467$). You know and understand the strategy. corporate vision at a high level ($\bar{x} = 4.20$, $SD = .561$)

Table 3: Mean and standard deviation of the results of organizational culture analysis of cultural unity.

Cultural Unity	\bar{x}	S.D.	Meaning
1. Your organization is harmonious.	4.25	.585	Highest
2. Love and unity between you and the organization.	4.40	.529	Highest
3. All parties/departments/staff understand the direction and objectives of the organization.	4.34	.489	Highest
4. You value and realize that you are part of the organization.	4.34	.451	Highest
5. You have agreed on clear goals and guidelines.	4.28	.467	High
Total	4.32	.232	Highest

From table 3, result of organizational culture in terms of cultural unity, it was found that the overall level was at the highest level ($\bar{x} = 4.32$, S.D. = .232). Love and unity between you and the organization at the highest level ($\bar{x} = 4.40$, S.D. = .529), followed by all parties/departments/staff understand the direction and objectives of the organization at the highest level ($\bar{x} = 4.34$, S.D. = .489) and you have value and realize that you are a part of the organization was at the highest level ($\bar{x} = 4.34$, S.D. = .451). You have agreed on clear goals and guidelines at the high level ($\bar{x} = 4.25$, S.D. = .585).

Table 4: Shows the average and standard deviation of participating corporate culture.

Participating Corporate Culture	\bar{x}	S.D.	Meaning
1. You always participate in activities within the organization.	4.36	.509	Highest
2. You participate in the work planning of the organization.	4.30	.560	Highest
3. When you encounter operational difficulties, you will get help from your colleagues.	4.33	.548	Highest
4. As a member of the organization, you are proud	4.50	.584	Highest
5. You like teamwork.	4.24	.510	High
Total	4.30	.256	Highest

From table 4, result of organizational culture in terms of participating corporate culture, it was found that the overall level was at the highest level ($\bar{x} = 4.30$, S.D. = .256). As a member of the organization, you are proud ($\bar{x} = 4.50$, S.D. = .584), followed by you always participate in activities within the organization at the highest level ($\bar{x} = 4.36$, S.D. = .509) and when you encounter operational difficulties, you will get help from your colleagues was at the highest level ($\bar{x} = 4.33$, S.D. = .548). You like teamwork at the high level ($\bar{x} = 4.24$, S.D. = .510).

Table 5: Shows the average and standard deviation of organization culture as adaptative cultural.

Adaptative Culture	\bar{x}	S.D.	Meaning
1. Your organization has developed appropriate strategies based on the external environment.	4.37	.523	Highest
2. Your organization attaches great importance to summarizing performance for use in organizational development.	4.33	.559	Highest
3. Your organization encourages employees to innovate or work in new ways.	4.27	.560	Highest
4. You can adapt to the working environment and environment.	4.30	.569	Highest
5. Your organization has flexible working methods to improve internal processes.	4.28	.539	Highest
Total	4.31	.281	Highest

According to Table 5, the analysis of corporate culture adaptation found that Highest level (= 4.31, S.D.=. 281) Your organization appropriate strategy in line with external environment ($\bar{x} = 4.37$, S, D.=. 523) Secondly, your organization emphasizes summarizing performance to: Organizational development is at the highest level ($\bar{x} = 4.33$, S.D.=. 559), you

can adopt working environment and environment ($\bar{x}=4.30$, S.D.=.569) Finally, does your organization support innovators? The new working mode is very advanced ($\bar{x}=4.27$, S.D.=.560)

Table 6: Show the average and standard deviation of all aspects and the overall corporate culture.

Corporate Culture	\bar{x}	S.D.	Meaning
1. Mission Culture	4.24	.213	Highest
2. Cultural Unity	4.32	.232	Highest
3. Cultural Participation	4.30	.256	Highest
4. Adaptative Culture	4.31	.281	Highest
Total	4.31	.201	Highest

Table 6 Analysis of corporate culture ($\bar{x}=4.30$, S.D.=.201) If considered first, the culture of solidarity is at the highest level ($\bar{x}=4.32$, S.D.=.232) Second, adaptive culture is at the highest level ($\bar{x}=4.31$, S.D.=.281) and participation culture is at the highest level ($\bar{x}=4.30$, S, D.=.256) Finally, the Ministry's culture is at the highest level ($\bar{x}=4.24$, S.D.=.213)

Part 3 Analysis of Employee Performance

The result of the analysis of the employee's work efficiency in 4 aspects, namely the quality of work and in terms of workload and time

Table 7: The average and standard deviation of employees' work quality

Work Quality	\bar{x}	S.D.	Meaning
1. Your work is satisfactory.	4.21	.597	Highest
2. Your work has been recognized by your supervisor.	4.13	.598	High
3. Your organization has more high-quality work.	4.15	.606	High
4. You are very interested in your work.	4.18	.592	High
5. You are proud of the quality of your work.	4.25	.452	Highest
Total	4.18	.303	High

According to Table 7, the analysis of employee performance and work quality shows that the overall level is very high ($\bar{x}=4.18$, S.D.=.303) First of all, you are proud of your work quality and at the highest level= 4.25, S.D.=.452), your work performance is the most satisfactory ($\bar{x}=4.21$, S.D.=.597) And you have great determination and attention to work ($\bar{x}=4.18$, S.D.=.592). Finally, your work was highly recognized by the supervisor ($\bar{x}=4.13$, S.D.=.598)

Table 8: The average and standard deviation of employee performance workload

Workload	\bar{x}	S.D.	Meaning
1. Your task has been completed as scheduled.	4.15	.589	High
2. Your organization has a time management plan to achieve its goals.	4.29	.659	Highest
3. Your work is very challenging.	4.21	.669	Highest
4. You think your work meets the requirements of the organization.	4.10	.620	High
5. You are satisfied with the workload.	4.13	.615	High
Total	4.18	.320	High

Table 8 the workload performance analysis results show that the overall level is very high ($\bar{x}= 4.18$, S.D.=. 320) First, your organization plans time management to achieve its objectives. The highest level ($\bar{x}= 4.29$, S.D.=. 659) Secondly, the work you receive is challenging. Highest level ($\bar{x}= 4.21$, S.D.=. 669) and your assigned tasks are very high ($\bar{x}= 4.15$, S.D.=. 589). Finally, you think your work meets the requirements of the organization. $\bar{x}= 4.10$, S.D.=.620)

Table 9: Mean and standard deviation of employee performance in terms of time

Time	\bar{x}	S.D.	Meaning
1. You manage your working hours perfectly.	4.13	.645	High
2. You spend your time at work.	4.21	.597	High
3. You spend your time on the right job.	4.04	.694	High
4. Your organization uses the most advanced technology to shorten working hours.	4.15	.563	High
5. Your organization has developed various technologies to reduce operational time.	4.12	.544	High
Total	4.12	.355	High

Table 9 Time efficiency analysis results ($\bar{x}= 4.12$, S.D.=. 335) First of all, you have invested a lot of time in your work ($\bar{x}= 4.21$, S.D.=. 597) Your organization uses modern technology to greatly shorten working hours ($\bar{x}= 4.15$, S.D.=. 563) and You have managed your working hours perfectly and are at a very high level ($\bar{x}= 4.13$, S.D.=. 645). Finally, you spent a lot of time completing the assigned work ($\bar{x}= 4.04$, S.D.=.694)

Table 10: Mean and standard deviation of individual and overall employee performance

Employee Performance	\bar{x}	S.D.	Meaning
1. Work quality	4.18	.303	High
2. Workload	4.18	.320335	High
3. Worktime	4.12	.694	High
Total	4.16	.355	High

According to Table 4.11, the results of various aspects and overall performance analysis show that the overall level is very high ($\bar{x} = 4.16$, S.D.=. 210) work quality is very high ($\bar{x} = 4.18$, S.D.=. 303) after high workload ($\bar{x} = 4.18$, S.D.=. 303) are at a high level respectively ($\bar{x} = 4.12$, S.D.=.210)

Part 4 The results of the analysis of the correlation coefficient between organizational cultures that affect employee performance.

The results of the analysis of the correlation coefficient between organizational cultures that affect employee performance The statistic that the researcher uses to test is the Pearson Product Moment Correlation Coefficient to find the relationship between 3 quantitative variables: quality of work in terms of workload and time.

Table 11: The coefficient between corporate cultures that affect employee performance.

ตัวแปร	Z	X ₁	X ₂	X ₃	X ₄
1. Z	1				
2. X ₁	.083	1			
3. X ₂	.095	.454	1		
4. X ₃	.126	.112	.051	1	
5. X ₄	.035	.048	.039	.189	1

*มีนัยสำคัญทางสถิติที่ระดับ .01

Z	แทน	ประสิทธิภาพในการทำงานของพนักงาน
X ₁	แทน	ด้านวัฒนธรรมพันธกิจ
X ₂	แทน	ด้านวัฒนธรรมเอกภาพ
X ₃	แทน	ด้านวัฒนธรรมการมีส่วนร่วม
X ₄	แทน	ด้านวัฒนธรรมการปรับตัว

Table 1 2 , the coefficients between organizational cultures that affect employee performance. Sports Authority of Thailand found that the relationship was not more than .80 (Stevens, 1 9 9 6) , making every independent variable in this research. There was no multifactorial relationship between the factors. (Multicollinearity), therefore, all independent variables can be used in stepwise multiple regression analysis, which is the use of variables to predict the model (Model) one by one.

Part 5 An Analysis of Organizational Culture Models Affecting Performance

5.1 Examination of the appropriate model of corporate culture that affects employee performance An examination of the suitability of the organizational culture model that affects the work efficiency of the staff of the Sports Authority of Thailand, including relations. mission Participation For adjustment, VIF (Variance Inflation Factor) value is not more than 5 , the

Tolerance value is not less than 0.2, and Eigen Value is not more than 10.0 so that all independent variables are not related and do not exceed the relationship. between factors, Multicollinearity test results are shown in Table 13.

Table 13: Results the suitability of corporate culture model affects the work efficiency of employees.

ลำดับ	แบบจำลอง	β	T	Collinearity Statistics	
				Tolerance	VIF
Model 1	ค่าคงที่	5.616	184.834		
	ด้านวัฒนธรรมพันธกิจ	.979	10.506	1.000	1.000
Model 2	ค่าคงที่	2.168	5.722		
	ด้านวัฒนธรรมพันธกิจ	.552	10.506	.005	5.973
	ด้านวัฒนธรรมการปรับตัว	.423	5.722	.005	5.973
Model 3	ค่าคงที่	2.317	4.390		
	ด้านวัฒนธรรมพันธกิจ	.381	6.352	.004	6.806
	ด้านวัฒนธรรมการปรับตัว	.338	4.042	.005	2.321
	ด้านวัฒนธรรมการมีส่วนร่วม	.252	3.904	.005	5.117

**มีนัยสำคัญทางสถิติที่ระดับ .01

Remark: Maximum Eigen Value of all 3 models = 1.000, 1.997 and 2.994

From Table 13, the result of checking the factor correlation of the model 1-3 found that the highest VIF (Variance Inflation Factor) was 1.180, which had no more than 5 values, and the lowest Tolerance was .839, which was not lower than 0.2 and the highest Eigen Value was 5.616, which was not more than 10.0, indicating that the independent variable analyzed in the model no correlation does not produce a multifactorial relationship. (Multicollinearity), the data are therefore meaningful, and appropriate to use Stepwise Multiple Regression Analysis (Hair, JE et al., 2010, cited in Chonlapasorn Sitthiwarongchai, 2017).

5.2 Model Analysis of Employee Performance Stepwise Multiple Regression Analysis was used by using the variables to predict the model (Model) one by one. The test results were modelled as in Table 14.

Table 14: The best model for analyzing employee performance.

วัฒนธรรมองค์กรที่ส่งผลต่อ ประสิทธิภาพในการทำงาน ของพนักงาน	Model ที่ 1	Model ที่ 2	Model ที่ 3
ค่าคงที่	5.616	2.168	2.317
ด้านวัฒนธรรมพันธกิจ	.979	.525	.381
ด้านวัฒนธรรมการปรับตัว		.423	.338
ด้านวัฒนธรรมการมีส่วนร่วม			.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

**มีนัยสำคัญทางสถิติที่ระดับ .01

From Table 14, the result of model analysis 1 found that the mission culture aspect It has a statistically significant correlation with employee performance at the .01 level and can explain employee productivity up to 99.5 percent with a standard error of forecasting $\pm .248$. mission culture Affecting employee performance can be written as a regression equation in the form of a standard score. Efficiency in work of employees is as follows: $= 5.616 + (.979 * \text{mission culture})$

Model analysis 2: When introducing adaptive cultural variables for further analysis the result shows that the power to explain employee performance has increased to 99.6%, and the standard error of prediction is: $\pm .252$: There is a significant relationship between adaptive culture and the performance of employees at 0.01 level. Then the adaptive culture variables are combined to level 0.1, which means mission culture and adaptive culture. The standard score affecting employee performance can be written into a regression equation, as shown below: $2.168 + (.525 * \text{adaptive culture})$

In the analysis of model 3, when we further analyze the cultural variables involved, we find that: The ability to explain employee performance was improved to 99.7%, and the standard error of prediction was $\pm .241$. It was found that there was a significant relationship between the culture of the ministries and the work efficiency of the staff of the Thai Sports Bureau at 0.01 level. Later, when analyzing the cultural variables of ministries and commissions, it also reached 0.01 level. This means cultural relations, mission, and participation culture. Influence the performance of employees by writing regression equations in the form of standard scores. Work efficiency of the staff of Thailand Sports Bureau $= 2.317 + (.381 * \text{participation culture})$

CONCLUSION

1. From the findings of corporate culture research, cultural integrity, cultural mission, cultural unity, cultural participation, and adaptability are all at the same level. 4.6 and the standard deviation is 0.5634. According to individual classification, what cultural, organizational, cultural, organizational, and quality-of-life factors are found to be influenced by employees of private companies at the operational level? 5.2 and the standard deviation is 0.558. Behavioral work also reached the most general opinion level, as did organizational compliance, with an average of 4.56 and has deviation. The standard is equal to 0.545. In terms of staff's quality of life and self-satisfaction, the opinion level is the highest, with an average of 4.54 and the standard deviation is 0.514. The evaluation of the level of work results is the highest, which is the performance based on objectives, with an average of 4.55 and a standard deviation is 0.532.

2. From the findings, the efficiency of work of employees Overall, the quality of work in terms of workload and time. at a high level Demonstrates that employees have good performance and can perform according to the goals set by the organization. Following the theory of efficiency in performance of (Peterson & Plowman, 1989), which focuses on the quality of work according to the goals set by the organization. And promote work and reduce operational distance. The research of (Wasana Salala, 2016), the results showed that 1. Personal factors classified by gender, job position, affecting organizational commitment were significantly different at the 0.05 level. teamwork in terms of setting missions and goals of the team in open communication and the distribution of leadership affects the organizational commitment of the staff of the Sports Authority of Thailand at a statistical significance level of 0.05 3. quality of work life Employee competency development in advancement and job security corporate constitution the balance between work life and personal life Social relations Affecting the organizational commitment of employees of the Sports Authority of Thailand at a statistical significance level of 0.05. and normative engagement Affecting the performance of employees of the Sports Authority of Thailand with a statistical significance at the level of 0.05. Commitment to the organization in terms of retention and normative engagement Affecting the performance of employees of the Sports Authority of Thailand with a statistical significance at the level of 0.05. Commitment to the organization in terms of retention and normative engagement Affecting the performance of employees of the Sports Authority of Thailand with a statistical significance at the level of 0.05.

LIMITATION AND SUGGESTION

1. Organizations should pay more attention to corporate culture to achieve common goals.
2. Improve work quality, workload, and time to improve work efficiency.
3. This study is only a survey of the corporate culture that affects the performance of employees of the Thai Sports Bureau. Using questionnaires as a tool, to educate and improve work efficiency, in-depth interview methods should be used.
4. There should be other factors to promote employees' work efficiency.

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