

Human Resource Management and Organizational Culture Management: A Case Study of Ophthalmic Plastic Firm in Thailand

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— *Review of* —
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ABSTRACT

The objective of this research is to study the level of organizational culture management as well as the relationship between human resource management and organizational culture management in an ophthalmic plastic lenses firm. 188 employees were randomly selected with questionnaires as the research instrument. Data were analyzed by a statistical program. The statistics used in this research were percentage, arithmetic mean, and standard deviation. Pearson correlation was used to test the hypothesis. The results showed that the organizational culture management in the ophthalmic plastic lenses firm was in the moderate level. In addition, training and development, performance management, job design, and compensation and welfare are related to organizational culture management at statistical significant level of 0.01.

Keywords: Organizational culture, Human resource management, Training and development, Performance management

1. INTRODUCTION

Optical lenses industry becomes one of a significant role in the supporting of economic development in Thailand. In this continuously changing contemporary economy, many companies have to be able to anticipate technological innovations and to compete with other companies worldwide. The ASEAN economic community (AEC) has created an environment for ASEAN's homegrown businesses, old and new alike, large and small, to thrive, evolve, and expand their market reach. (A Blueprint for Growth ASEAN Economic Community 2015: Progress and Key Achievements) This leads to the free movement of people and workforce diversity in the organization. Therefore, it is important for the company to understand how to manage their organizational culture which is essential for the company's ability to stimulate employees' learning and continuous development.

Human resource management plays the key role in managing diverse workforce in this new context. Efficiently managing employees would be created motivation to employees within the firm. To this regard, organizational culture management plays a vital role for manufacturing sites to ensure smooth operation within the firms. The purpose of this paper is to analyze the relationship between human resource management practices and organizational culture management in an ophthalmic plastic lenses firm. The paper is structured in the following way: research framework, research methodology, research results, conclusion, recommendation, and future research.

2. RESEARCH FRAMEWORK

The two main objectives of this research are (1) to study the level of organizational culture management and (2) to explore the relationship between human resource management and organizational culture management in an ophthalmic plastic lenses firm. Figure 1 depicts the theoretical research model which developed from the human resource management concept. Independent variables in this research are job design, performance management, training and development, compensation and welfare. Dependent variable is organizational culture management.

Hypothesis1: Job design has a relationship with organizational culture management

Hypothesis2: Performance management has a relationship with organizational culture management

Hypothesis3: Training and development has a relationship with organizational culture management

Hypothesis4: Compensation and welfare Compensation has a relationship with organizational culture management

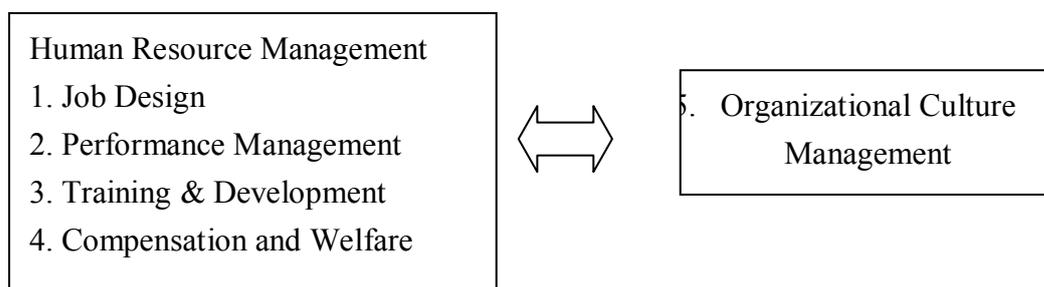


Fig.1. Research Model

3. RESEARCH METHODOLOGY

The paper analyses the results of a mail survey to 188 employees in an ophthalmic plastic firm in Thailand. The data for this study were drawn from a random sample of operators by using questionnaires as research instrument. The questionnaire asked the respondents to rate the organizational culture management and all factors in this study (job design, performance management, training and development, compensation and welfare) using a five-point Likert scale. Then the variables used in the empirical study to explore the research questions were operationalized according to the description of **Table I** which also shows the reliability of all constructs have acceptable internal consistency reliability (Cronbach's alpha over 0.7 according to Nunnally (1978)).

Table 1: Operationalization of scale variables

Variables	Description	Cronbach's α
Job design	Extent to which work arrangement supported job satisfaction, firm performance, and social interaction	0.782
Performance management	Extent to which performance is tracked and monitored for improving and motivating employees.	0.835
Training and Development	Extent to which there is training and development program that is intended to increase the skills and knowledge of the employee	0.792
Compensation and welfare	Extent to which both intrinsic and extrinsic reward given by the organization	0.852
Organizational Culture Management	Extent to which organizational culture is managed through employee behavior to achieve the organizational goals	0.869

4. RESEARCH RESULTS

After collecting the data, it was revealed that majority of the respondents were female. The highest age frequency was 20 to 30 years old with high school education. 82.4% of the respondents work in production department and have less than one year working experience.

4.1. Level of Human Resource Management and Organizational Culture Management

Table 2: Mean, Standard Deviation, Level of Human Resource Management, and Organizational Culture Management

Variables	Mean	S.D.	Level
Independent Variables			
Job design	3.433	0.675	Moderate
Performance management	3.334	0.679	Moderate
Training and development	3.409	0.642	Moderate
Compensation and welfare	3.078	0.809	Moderate
Dependent Variable			
Organizational culture management	3.316	0.577	Moderate

As indicated in **Table 2**, all human resource management practices were at moderate level. Job design has the highest rank, followed by training and development, performance management, and compensation and welfare, respectively. In addition, the organizational culture management was considered as moderate level with the average score of 3.316.

4.2. The relationship between human resource management and organizational culture management

Table 3: Relationship between human resource management and organizational culture management

Variable	Organizational Culture Management	Strength of Association
Job design	0.466**	Moderate
Performance management	0.526**	Moderate
Training and Development	0.569**	Moderate
Compensation and welfare	0.434**	Moderate

** $P < 0.01$

As indicated in **Table 3**, all human resource management practices have moderate strength of association with organizational culture management at statistical significant level of 0.01.

5. CONCLUSIONS

This study has sought to provide answers to research question regarding how human resource management related to organizational culture management in an ophthalmic plastic lenses firm in Thailand. To answer this question, this research focused on two aspects: (1) to study the level of organizational culture management in an ophthalmic plastic lenses firm in Thailand and (2) to explore the relationship between human resource management practices and organizational culture management by using quantitative analysis techniques (Pearson correlation analysis).

Analysis of data from questionnaires strongly indicated that the level of organizational culture management was considered as moderate level. Employees had had the awareness on their role and responsibility. However, they have moderate level of authority on their jobs.

When considered the human resource management practices, it is found that all human resource management practices have moderate strength of association with organizational culture management. Job design, performance management, and compensation and welfare related to organizational culture management. These findings support prior research of Osibanjo O.A. and Adewale, A.A. (2013) that there is a close relationship exists between organizational culture and recruitment process, training programmes, job performance management, performance of employees, pay structure, and compensation administration.. In addition, training and development is associated with organizational culture management. Therefore, human resource development (HRD) practitioners must account for and design appropriate training programs by explore the nature of organizational culture. This is consistent with John-Paul, H. and James, C.G. (2006) who emphasized that understanding in nature of organizational cultural influences will allow HRD to design and implement competency-based training that is embraced by the entire organization.

6. RECOMMENDATION

The company should focus on the appropriate design of job by creating workplace friendship to ensure the existence of good collaboration among employees. Importantly, the organization should effectively manage employee performance by linking performance evaluation, compensation and welfare, and training and development program. In addition, the company should revisit the training and development program to ensure effective team building exist in the program.

7. FUTURE RESEARCH

This study used the perceptions of respondents who work in production department in an ophthalmic plastic lenses firm in Thailand as the data source. Therefore, the future research should involve other employees in the organization as the research sample. Finally, the combination of quantitative and qualitative approach is also recommended in order to provide in-depth understanding of the interaction among variables in the conceptual framework.

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