



The Relationship between the Culture Diversity and Job Performance under
the Bureaucratic Structure of the World News Company Limited

By
Li Jing

A Thesis submitted in partial fulfillment of the requirements for
the degree of

Master of Management in
Organization Development & Management

Graduate School of Business
Assumption University
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ABSTRACT

This research studied the relationship between the culture diversity (Innovation and risk taking, Outcome orientation, People orientation, and Team management) and job performance (High level of skills training, Time management, Accountability and Job dedication) under the bureaucratic structure (Work specialization, Chain of command, Centralization and Stability) for The World News Company Limited.

The objectives of this research were 1) to describe and analyze based on the perceptions of employees on culture diversity and job performance under the bureaucratic structure, and 2) to describe and analyze whether the culture diversity has significant relationship with job performance under the bureaucratic structure.

The action research model was used; three hypotheses tested in this research, which included the relationship between demographic profile and culture diversity; relationship between the demographic profile and job performance; and also the relationship between the culture diversity with the job performance under the bureaucratic structure.

The questionnaires were distributed to the 161 respondents out of the total number of 170 staff, covering all the levels of company from first line employees to the top management.

The researcher used the descriptive statistics for the demographic profile as well as on the perceptions on bureaucracy, culture diversity and job performance. The findings on the perceptions of respondents toward overall bureaucracy was rated on "agree level"; the perceptions of respondents toward overall culture diversity was rated on "undecided or neutral level"; and the perceptions of respondents toward

overall job performance were rated on “agree level”. Such answers indicated that the company needed to build the strong culture for increasing the job performance under the bureaucratic structure.

Based on the Bivariate correlation test (Pearson correlation), the findings showed that there was a significant relationship between demographic profile and culture diversity; there was a significant relationship between demographic profile and job performance; and also there was a significant relationship between culture diversity and job performance under the bureaucratic structure.

The result of findings were summarized and also showed the conclusion, OD proposal and further research to benefit The World News Company Limited.

After the researcher identified that culture diversity impacted the job performance, the company need to build the solid culture and enhance the recognition of culture diversity in order to increase the job efficiency.

Based on the results of the study, recommendations were formulated as an ODI proposal to increase the job performance under the bureaucratic structure and culture diversity. The top management might use this research project as reference when they want to pursue concepts of change management and organizational development.

Creating smooth and effective communication and establishing the attractive compensation to increase motivation were among priorities suggested for immediate action. Programs that build the employees’ involvement, empowerment and with the top management offering delegation to next level of management would help stimulate the company move towards outstanding performance.

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Chapter 1

Introduction

1.1 Background of the Study

1.1.1 A brief history and global development for the Newspaper Industry

Without any dictionary, the word “Newspaper” is simply referred as the paper which has news written in it. According to Oxford Dictionary the meaning of newspaper is a printed publication appearing daily or weekly containing news, advertisements and articles on various subjects.

Looking at the deeper meaning and significance of newspaper, it points out that a newspaper plays an important role for any countries in getting information and promoting communication. The access and circulation of information are critical to the socio-political-cultural-economic-educational life of the people and society.

In general, a newspaper as a print media provides mass news all over the world and has the capacity to inform, and form the sustainable growth of free nations and societies. Newspaper publishing is not a normal industry compared with other undertakings. It has limited circulation for some subjective reasons, especially in dictatorial governments that create obstacles of free speech.

Even under the most peaceful times a newspaper is not always pleasant, but a

supervisory industry for disseminating different ideas, which is quite vital to build democracy.

In earlier period, the newspaper was the only mass medium for a long time after radio and television, began to reach huge swathes of the audience. Newspapers still remain a rare source of depth and permanence nowadays, the sort of persistent presence that could marshal and sway public sentiment.

Newspapers across the world have experimented with ways to regain the sort of civic clout and changing world in which people live. Newspapers use their power to focus attention and galvanize citizens at the grass roots to dissect a problem and grapple toward a consensus on solutions.

(<http://www.messenger-inquirer.com/specialarchives/125th/1629527.htm>)

For better understanding, the newspaper could be viewed as a product borne of necessity. It is an invention of the middle class, where democracy, free enterprise, and professional standards are the ideal norms. The phase of development of this critical and sophisticated industry indicates the needs both for democratic achievement and public knowledge of any countries. It has also become the signal to recognize the civilization of societies since we are human beings.

In some ancient empires that newspaper industry has long history since early civilization of human being. The earliest variation on a newspaper was a daily sheet published in 59 BC in Rome called Acta Diurna (Daily Events), which Julius Caesar ordered posted throughout the city. The earliest known printed newspaper was in Beijing in 748. (<http://www.newspaper-industry.org/history.html>)

With the basic technical groundwork for the modern newspaper in place by the late 19th century, the story of newspapers in the 20th century was about professional development and adaptation to changing consumer and media markets. The story also involved an evolved business model that rode an ever-growing wave of mass-market advertising. Increased profitability and higher revenues attracted publicly owned corporations interested in buying newspapers from descendants of company founders, while simultaneously exposing newspapers to the whims of cash- and profit-hungry stock markets. (<http://www.newspaper-industry.org/history.html>)

By 2000, newspapers were juggling priorities: fragmentation of news consumption, fragmentation of advertising investments, the advantages and disadvantages of being a mass medium, balancing the wants of the marketplace with the company's duty to provide the needs of the marketplace, a journalistic backlash against industry changes, the sheer physicality of ink-on-paper production and

distribution versus digital distribution, increasing profit pressure surrounding the core print product, and extension of the company's core brand into other profit centers.

(<http://www.newspaper-industry.org/history.html>)

1.1.2 Asian and Thailand development about Newspaper Industry

In Asia, the newspaper industry of Thailand is one of the freest undertakings for a long time and it will continue to develop base on the democratic politics.

The newspapers are remarkable for their hard-hitting expose scandal of powerful politicians, richest people, and entrenched organizations. Those articles do not only serve the demand of local community, but also dedicate its contribution from international newswires.

Although Thailand had own period of censorship before, the significant achievement is that Thais could take pride in their free press regarding all the corruption and highly sensitive issues.

In other hand, it is argued that the press has other limitations in its freedom. For example, some powerful politicians and big businessmen who may be insulted easily by the newspaper item or editorial may come back through the backdoor to threaten withdrawal or cancellation of advertisements as the sources of revenues. Some cases that involve physical assaults, they are not dealt with strongly and swiftly by the local police or court system, although this situation has improved markedly in

recent years.

There are two newspapers for English version in Thailand. They are [Bangkok Post] and [Nation]. Today, two newspapers compete to provide quality coverage for sustainable improvement.

Many foreigners prefer the Bangkok Post on the basis of “more foreign” style due to higher influence by foreign journalists within. Readers tend to prefer Nation because it seems to be more multifaceted, more sensitive and respectful to a diversity of viewpoints. According to the analysis of insiders that Bangkok Post is conservative newspaper, meanwhile Nation is more courageous. For the economic pages, they do not have lot of difference between the each other; almost publishes the same articles even used the different titles.

Both two newspapers have the diversity of workforce in order to improve the quality of reports and job performance. As the English version press, two newspapers dedicated to provide integrated reports through hiring the foreign workforce at higher wage. But they do not believe those employees as their most valuable asset when Asia economic crashed Thailand in 1997.

For the reaction of crisis, Nation cut its foreign workforce about 80% at that time, although Post kept its entire foreign staff but cut out foreign freelancers for decreasing the operational cost. As the result, Nation suffered from lay off and

decreases the quality of articles. It might not be the most appropriate solution when facing the crisis, because such decision could hurt the employees' moral and commitment to the company. It was very hard to rehire the foreign workforce back to the newspapers again when the economy is going to resuscitate, they lost the most value asset of human resource.

Workforce diversity could bring the different characteristic of culture around world, which enables the newspapers to analyze the problems through various viewpoints. The local staff probably has the similar understand regarding some issues based on their religion, education and family background, which limited them to explain the problems outside the solid box.

Both of Post and Nation, they have excellent achievement on business, travel, entertainment and special articles of activities.

Nation is owned and operated by the Nation Multimedia Group that its website is more sophisticated and superior compare with Post. The Bangkok Post runs its IT section on a very limited budget and in an old-school way, whereas The Nation is apparently investing heavily in the Internet future through hiring the foreign experts of IT. Two newspapers are not only competing at qualified workforce, but also the new technique that is more easily to handle.

As the hard investment, other newspapers specializing in certain issues will

pop up on the Internet both in English and Thai version in the future. However, a smaller percentage of the population has accessed to the Internet at this time in Thailand. Part of readers still need to hold a tangible newspaper on their hand in the real life although the electronic medium occurred recently.

For comparison, as the soft investment that culture diversity of human resource still needs to view as a priority for increasing job performance in case to provide creative reports to the readers. Human resource as the intangible asset has already created for a uniform recognition in the business, therefore required the newspapers to invest into this aspect heavily rather than tangible installment.

The newspapers must realize that employees do not set aside their cultural values and lifestyle preferences when they come to work. The challenge for the newspapers is to make their organization more accommodating to diverse groups of people by addressing various work style.

The culture diversity of workforce has important implications for managerial practice of newspapers. The top management has to shift their philosophy from treating everyone alike to recognize differences and responding to those variant to ensure employees retention and greater productivity.

(<http://www.thailandguru.com/infra-newspapers.html>)

1.2 The World News Co., LTD.

1.2.1 Introduction of The World News

Thai investors formed the newspaper company at July 26th 1955 and then taken over by The United Daily News Group of Taiwan in 1986. The World News has become the world's largest Chinese Newspaper Network nowadays all over the different continent. Headquarter of UDN Group located at Taipei city in Taiwan, and the office in Bangkok was holding the position as a center of southeast region.

The employees' number of company increased to 170 after hard working 50 years of development so far. There are nine departments in the company, including Editing Department, Commercial Service Department, Typing Department, Technical Department, Transportation Department, Accounting Department, Supporting Department, Printing Department and Top Management respectively.

The World News is not only operated in Thailand, but also obtained the high reputation around the Southeast countries in the past 50 years. Especially during the past decade that The World News dedicated to improve its printing technology and management by hiring the professional workforce with culture diversity. The task of contribution of the newspaper is going to keep the operation more transparently without under control by any political groups.

From previous generations to the new one, the newspaper followed the

consistent principal as fundamental, which is “Loyal to the throne, supportive to the government, law-abiding and serve the Thai society.”

The World News is able to publish 32-40 pages with prints in abundant content and fine color, which nowadays is needed to fulfill higher demand of readers.

The full content is divided into three categories, they are Important News Column:

Thai and international news; Economic News Column: general Thai and international news, stock market news, industrial news, and business service news; Special Supplement Column: special subject in color, education, entertainment, tourism, life style, women family and literature respectively.

The World News has been seeking breakthrough for surviving and to support the sustainable development in the long term. In order to achieve this target that the budget used to spend at new trails through upgraded equipment, renewed content, and introduced computer editing system. Meanwhile the company launched technical innovation for using international satellite nets to keep communication with headquarters in Taipei city to provide the most accurate and valuable news to the local readers.

Although the first target of The World News is that try to expand its own distributorship mainly in Bangkok and all over the Thailand, but also delivers the newspaper to the neighbor market which including Lao, Myanmar, Vietnam,

Cambodia, Indonesia and other Asian countries. Regarding the strategy of long-term development the newspaper has dedicated to offer the reading material with higher standard and promote its service to readers all over the region for creating better image and recognition of corporation.

1.2.2 Current situation of The World News

Under the bureaucracy of organizational structure, the current situation of problems that the researcher found in the company is as following:

Indicator1: Lack of formal communicational channel:

From the researcher's observation, in the office, the internal structure and related issue of personnel are quite complex that is one of the intractable problems to solve for the top management in order to improve the job performance. The current situation is that employees come from different places and bring the various characteristics of culture, value and belief, which present for them a situation that creates some communicational barriers.

Such obstacles impact outcome of each single task without realization that communication is very critical for any businesses. The reason regarding the employees who they don't keep communicate is try to avoid the conflict based on their own understanding about a particular issue. For many sophisticated people in the work place, keep silence might become the master key to escape from the conflict, but

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hurt the job performance and smooth interaction between the employees.

In other hand, there is no official communication channel offered of internal system that generates the obstacle to deliver the messages from the top management to the operational level. The message delivery did not follow the organizational structure, which generated the rumor and misunderstanding. Employees in the same or different departments have used to conduct their job by themselves without keep communication as a solid team. They do not think and realize that create such smooth communication for the company is very critical both for survive in the market and compete with other competitors.

Indicator 2: Lack of spirit of cooperation:

The employees in the same department always finish their routine job at different time schedule based on the characteristic of newspaper. This situation might cause them draft the articles and reports with similar topics for similar topic and content, which indicates that they did not realize how important to keep the cooperation could be increase work efficiency without waste valuable time.

The researcher found that employees do not understand each other, only show the basic respect when they work together. They smile to each other with very polite manner, but thinking differently regarding any issue in the office. Under such situation that cooperation become meaningless, even the top management use to

ignore this symptom when they assign the task to the employees.

Indicator 3: Lack of innovation of organization development and change management:

Both the top management and operational level in the company just concern how to maintenance the stable situation simply without any spirit of innovation regarding the human resource development. It seems to ignore the significance to introduce and boost the change management in order to improve the job performance after the company has been developed for 50 years.

In the office, most of employees concern about stable working environment is their priority in order to keep them survive. Innovation and process of change means risk and challenge regarding improvement of job performance. They have conducted the routine job for many years, which allowed them to feel job security. The employees might worry about uncertainty if top management forces them to implement such program.

Indicator 4: Unfavorable sale revenue:

The sale revenue and net profit did not increase rapidly meanwhile the population of Chinese society in Thailand has been climbed at that period. The sale revenue maintained at similar level, but the profit margin decreased based on the higher operational cost during recent year. According to this unfavorable situation

that the salaries of employees have not been increased to the changing conditions, which caused employees to impact at a low job performance without show their loyalty to the company. The major reason might include lack of distribute channel, inefficient system both for subscription and delivery.

The company put a heavy attention on loyal subscribers, but ignores the retail contribution channel. Therefore, readers are very hard to buy the newspaper in some area except famous tourism destination. This outcome threatens to the survivorship of company if the customer got no more enough opportunity to reach the newspaper.

1.2.3 Image of The World News as machines (Bureaucracy)

Organizations that are designed and operated as if they were machines are usually called bureaucracies. (Morgan, 1998, p.19)

According to the concept of Weber on bureaucracy and based on the observation of researcher, it can be said that The World News has the trait of bureaucratic structure. Base on this analysis, the researcher entered the deeper level to continue this project for learning whether the culture diversity is going to impact job performance based on the organizational structure of bureaucracy. This issue is discussed in detail in chapter 2.

1.3 Research Objectives

1.3.1 To describe and analyze the perception of employees on culture diversity and job performance under the bureaucratic structure of The World News.

1.3.2 To describe and analyze whether the culture diversity has significant relationship with job performance under the bureaucratic structure.

1.3.3 To come up with the recommendations to the company in order to increase the job performance based on the bureaucratic structure and culture diversity.

The top management might use this project for the reference when they want to borrow the concept of change management and organizational development.

1.4 Research questions

The main concern of this study is on the relationship between culture diversity and job performance of employees under the bureaucratic structure in The World News. The research went to find the answer how to create highest job efficiency base on the beneficial of culture diversity for the company.

1. What is the demographic profile of respondents in terms of:

- Age
- Gender
- Nationality
- Educational background
- Years of holding the current position
- Length of service

- ×2. What are the perceptions of the respondents on bureaucracy in terms of:
- Work specialization
 - Chain of command
 - Centralization
 - Stability
3. What are the perceptions of the respondents on culture diversity in terms of:
- Innovation and risk taking
 - Outcome orientation
 - People orientation
 - Team orientation
4. What are the perceptions of respondents on job performance in terms of:
- High levels of skills training
 - Time Management
 - Accountability
 - Job dedication
5. Is there a significant relationship between demographic profile and culture diversity in terms of:
- Innovation and risk taking
 - Outcome orientation
 - People orientation
 - Team orientation
6. Is there a significant relationship between demographic profile and job performance in terms of:
- High levels of skills training
 - Time Management
 - Accountability
 - Job dedication
7. Is there a significant relationship between culture diversity in terms of:
- Innovation and risk taking
 - Outcome orientation
 - People orientation
 - Team orientation
- And the job performance in terms of:

- High levels of skills training
- Time Management
- Accountability
- Job dedication

Under the bureaucratic structure in terms of Work specialization, Chain of command, Centralization and Stability?

1.5 Hypotheses

Base on the research questions of this project, the hypotheses for the study are

listed below:

Hypothesis 1

Ho1: There is no significant relationship between demographic profile and culture diversity.

Ha1: There is a significant relationship between demographic profile and culture diversity.

Hypothesis 2

Ho2: There is no significant relationship between the demographic profile and job performance.

Ha2: There is a significant relationship between the demographic profile and job performance.

Hypothesis 3

Ho3: There is no significant relationship between the culture diversity and job performance under the bureaucratic structure.

Ha3: There is a significant relationship between the culture diversity and job performance under the bureaucratic structure.

1.6 Definition of Terms

The academic definitions in this study as following:

Accountability: expectation that each employee will accept credit or blame for results achieved in performing assigned task. (Hellriegel & Slocum, 1996, p.125) This is a term to check that employee is answerable to superior when they conduct the job.

Bureaucracy: The traditional usage of bureaucracy is the political science concept of government by bureaus but without participation by the governed. (Ivancevich & Matteson, 2002, p.587) This is a term to check that job efficiency under the bureaucratic structure.

Contingency thinking: tries to match management practices with situational demands. (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.298)

Culture: Complex, which includes knowledge, belief, art, morals, law, custom, and nay other capabilities and habits acquired by (people) as members of a society. (Bowditch & Buono, 2001, p.240) This is a term to check that culture plays a critical role in the organization.

Culture diversity: Cultural diversity is the variety of human culture in a specific region, or in the world as a whole.

(http://www.wordiq.com/difinition/Cultural_diversity) This is a term to check that

culture diversity enables to impact job performance when employees present themselves for various value, belief, and behavior.

High levels of skills training: the high degree of training which a job requires a variety of activities to that an employee can use a number of different skills and talents. (Coulter & Robbins, 1999, p.80) This is a term to check that employees enable to create higher job performance after they receive a training course to improve professional skills.

I Control: I understand, therefore, I control. (Brain-Map, A Self-Ware Profile, 2002, p.3) This classification including the items of Outcome orientation, Time management, Work specialization, Centralization for checking how many employees' behavior belongs to it. It is a process and a perspective of a person who seeks by intention or orientation to fulfill the need for control, certainty and consistency.

I Explore: I envision; therefore, I expect. (Brain-Map, A Self-Ware Profile, 2002, p.4) This classification including the items of Innovation and risk taking for checking how many employees' behavior belongs to it. It is a process and a perspective of a person who seeks by challenge or orientation to fulfill the need of complexity, diversity and go beyond logic.

Innovation and risk taking: the degree to which employees are encouraged to be innovative and to take risks. (Coulter & Robbins, 1999, p.80) This is a term to

check that employees willing to take highest risk when they face challenge with top management.

I Preserve: I respect; therefore, I defend. (Brain-Map, A Self-Ware Profile, 2002, p.4) This classification including the items of People orientation, Accountability, Chain of command, Stability for checking how many employees' behavior belongs to it. It is a process and a perspective of a person who seeks by loyalty, principle and value to fulfill the need of tradition and procedures.

I Pursue: I want; therefore, I act. (Brain-Map, A Self-Ware Profile, 2002, p.3) This classification including the items of Team orientation, High level of skills training, Job dedication for checking how many employees' behavior belongs to it. It is a process and a perspective of a person who seeks by competition or motivation to fulfill the need of alternative approaches and randomness.

Job dedication: self-disciplined behaviors that demonstrate loyalty and commitment of employees to the organization. They dedicate how to offer the self-contribution for the organizational development. This is a term to check that employees willing to view the job as career base on the outstanding self-contribution to the company.

Job performance: definition as equal to task performance overshadows the importance of personality and interpersonal skills and accentuates the importance of

intelligence. (http://www.healthyplace.com/Communities/Anxiety/work_6.asp)

This is a term to check that employees could conduct a particular job as the expectation of top management.

Organization change: is the movement of an organization away from its present state and toward some desired future state to increase its effectiveness. (George & Jones, 2002, p.267) This is a term to check that the organizational environment is constantly changing, and an organization must adapt to these changes in order to survive.

Organizational (Corporate) culture: consists of both the goals an organization seeks to achieve and the modes of behavior the organization encourages. (George & Jones, 2002, p.256) This is a term to check that a solid organizational culture enables employees create a uniform recognition.

Organization design: involves domination in the sense that authority involves the legitimate right to exact obedience from others. (Ivancevich & Matteson, 2002, p.570) This is a term to check that employees willing to follow the hierarchy in the company.

Organization Development: long-range efforts and programs aimed at improving an organization's ability to survive by changing its problem-solving and renewal processes. (Brown & Harvey, 2001, p.4) This is a term to check that OD

plays a vital role to improve efficiency of organizational systems.

Organization Development Intervention: when external or internal consultants contact the client system, they have already begun to intervene. Intervention refers to a coming between or among members or groups of an organization for the purpose of effecting change. (Brown & Harvey, 2001, p.103) This is a practical tool regarding how achieve target of OD.

Outcome orientation: the degree to which manager focus on results or outcomes rather than on the techniques and processes used to achieve those outcomes. (Coulter & Robbins, 1999, p.81) This is a term to check that outcome achievement as a priority for the top management.

Organizational structure: it means quite simply the decisions and actions that result in an organization structure. The first decision focuses on individual jobs, next two decisions focus on departments or groups of jobs, the fourth decision considers the issue of delegation of authority throughout the structure. (Ivancevich & Matteson, 2002, p.570) This is a term to check that employees willing to work under the particular department base on the hierarchy.

Performance diagnosis: the process used with an employee to determine the causes of his or her success and /or the causes of his or her difficulties. It can and should occur at any or all stages of the performance management process and in

partnership with the employee. Its purpose is to uncover causes so that they can be eliminated and/or overcome. (Bacal, 1999, p.122) This is a term to check consistency of job performance in order to obtain the ideal outcome.

Performance Management: It involves setting performance aims and expectations for the organization as a whole, for each business or operating unit within the organization, and for work groups and individual employees. (Rudman, 2000, p.3) This is a term to improve the performance of the organization by raising the effectiveness of each individual.

People orientation: the degree to which management decisions take into consideration the effect of outcomes on people within the organization. (Coulter & Robbins, 1999, p.81) This is a term to check that top management views employees as most valuable asset.

Time Management: development of processes and tools that increase efficiency and productivity that make most of the use of time as a resource.

(<http://sbinfocanada.about.com/od/timemanagement/g/timemanagement.htm>)

This is a term to check that top management enables to control the time efficiently for increasing the productivity.

Team Orientation: the degree to which work activities are organized around teams rather than individuals. (Coulter & Robbins, 1999, p.81) This is a term to check

that employees could conduct the job as team, rather than work by themselves without any cooperation.

1.7 Significance of the Study

In this study, the researcher sought to conduct the process of Organization Development to determine significant diagnosis and evaluation in order to benefit the organization to have a well understanding for the culture diversity related with job performance under the bureaucratic structure. In the case to solve the real problems, including lack of communicational channel, lack of spirit of cooperation, lack of innovation, organization development and change management.

Moreover, the major purpose of this study could be viewed as beneficial to the top management for achieving highest job efficiency after conduct the project of Organization Development when operate the business. The final recommendation focused on how to build employees' loyalty and commitment, which play a critical role for the sustainable development of long term.

1.8 Scope of the Research

For this paper, the researcher focused on the study regarding the relationship between the three independent variables: these were Demographic Profile, Bureaucracy and Culture Diversity; and also one major dependent variable: that was

Job Performance.

The target respondents involved the employees in The World News from the top management to its front line workforce; the Organization Development Project covered all the levels of organization.

The phase of this project only focused on diagnosis and evaluation of the problems, then offered the most appropriate recommendation in order to increase the job performance base on the bureaucracy and culture diversity of the company.

1.9 Limitation of the Study

To consider the issue of confidentiality that the researcher was constrained to change the original name of company when the conduct of this study was done using the Organization Development (OD) approach.

The respondents may not release the real perception when they answer the questionnaires based on the consideration of job security. They might worry about such reflection would impact their career development if some particular answers deliver to the top management.

Chapter 2

Review of Related Literature

This chapter is going to present the academic review of literature related to culture, organizational culture, culture diversity, job performance, bureaucracy, change management, organization development, and brain map. This review sets the basis on the development and formulation of the conceptual framework used in this research project.

2.1 Bureaucracy

2.1.1 Weber's bureaucracy

One of the first organizational theorists to observe the parallels between the mechanization of industry and bureaucratic forms of organization was Max Weber. He noted that the bureaucratic form reutilizes the process of administration exactly as the machine reutilizes production. In his work that define the first comprehensive definition of bureaucracy as a form of organization that emphasizes:

- Precision: employees follow the job description exactly.
- Speed: good for streamline when employees conduct different task of job.
- Clarity: enables employees conduct the job accurately.
- Regularity: enables employees to follow the rules from top management.
- Reliability: allow the employees to handle the stable job task.

- Efficiency: allow the company to increase the productivity.

Achieve through the creation of:

- A fixed division of tasks to follow the job description.
- Hierarchical supervision to monitor the job performance of employees.
- Detailed rules and regulations to deliver the accurate orders to employees.

As a sociologist, Weber was interested in the social consequences of the proliferation of bureaucracy and, like the old man in Chuang-tzu's story, was concerned about the effect it would have on the human side of society. He saw that the bureaucratic approach had the potential to routinize and mechanize almost every aspect of human life, eroding the human spirit and capacity for spontaneous action. He also recognized that it could have grave political consequences in undermining the potential for more democratic forms of organization.

Two other major contributions to mechanistic theory were made by a group of management theorists and practitioners who set the basis for what is now known as "classical management theory" and "scientific management." In contrast to Weber, they were firm advocates of bureaucratization and devoted their energies to identify detailed principles and methods through which this kind of organization could be achieved.

Whereas the classical management theorists focused on the design of the total

organization, the scientific managers focus on the design and management of individual jobs. It is through the ideas of these theorists that so many mechanistic principles of organization have become entrenched in our everyday thinking. It is worth examining their work in some detail. (Morgan, 1998, pp.23-24)

According to the concept of Max Weber that The World News could be viewed as an image of machines (Bureaucracy). The first trait of bureaucracies is that all tasks are divided into highly specialized jobs. Through specialization, jobholders become expert in their jobs. Based on the observation of researcher, the World News that the jobs have been separated into different departments with various job descriptions. Those titles include editor, translator, typist, salesman, and etc based on their professional. Therefore, cause separation for each section and position. Employees don't feel that cooperation is necessary in the company.

The second trait of bureaucracies is that each task is performed according to a system of abstract rules to ensure uniformity and coordination of different tasks. Based on the observation of researcher, in the World News that any single task must be conduct according to the specific rule without any modification, the top management doesn't expect employees to work by their own method.

The third trait of bureaucracies is that each member or office of the organization is accountable for job performance to one, and only one manager. Based

on the observation of researcher, in the World News that employees in the same department always report to one manager, there is no cross function of management based on the organizational structure of bureaucracy.

The fourth trait of bureaucracies is that each employee of the organization relates to other employees in an impersonal, formal manner, maintaining a social distance with subordinates. Based on the observation of researcher, in the World News the distance between the management to employees, or workforce are unchanged as a fixed line.

The last trait of bureaucracies is that employment in the bureaucratic organization is based on technical qualifications; employment in the organization is viewed as a lifelong career. Most of employees in the World News would like view this job for lifelong period without looking for a new company based on the observation of researcher. Meanwhile, they didn't offer the outstanding job performance although they are professional at a specific position.

Base on the analysis of these five characteristics and observation above, the researcher could make a conclusion that The World News has the trait of bureaucratic structure. Under this conclusion that the researcher went to dig the deeper level to continue this project for learn whether the culture diversity is going to impact job performance based on the organizational structure of bureaucracy.

2.1.2 Machines, mechanical thinking, rise of bureaucratic organization

Organizations that are designed and operated as if they were machines are usually called bureaucracies. Yet most organizations are bureaucratized in some degree, for the mechanistic mode of thought has shaped our most basic conceptions of what organization is all about. When we talk about organization, people usually have in mind a state of orderly relations between clearly defined parts that have some determinate order. Although the image may not be explicit, still talking about a set of mechanical relations. People talk about organizations as if they were machines, and as a consequence that tend to expect them to operate as machines: in a routinized, efficient, reliable, and predictable way.

When goals are fixed, environments are stable, and the workforce eager and compliant, a mechanical mode of organization can provide the basis for effective operation. But in other organizational contexts it can have many unfortunate consequences. So it is important to understand how and when we are engaging in mechanistic thinking, and how many popular theories and taken-for-granted ideas about organization support this thinking. One of the major challenges facing many modern organizations is to replace mechanistic thinking with fresh ideas and approaches. (Morgan, 1998, pp.19-21)

2.1.3 Bureaucracy of quality

One of the paradoxes of quality is that companies often adopt it either as a means in itself or as a complement to other initiatives to create a more flexible and responsive organization. The overriding desire of a board may be to make the transition from a bureaucratic to a more fluid network or organic form. However, the introduction of quality can of itself help to entrench bureaucracy and inhibit change:

- A quality policy may be entrenched in the form of quality manual, quality standards; once these have been circulated there may be a reluctance to update them.
- Over time the quality procedures and standards in place may no longer meet the requirements of the business, and yet not adopting them and producing the evidence that they are followed may result in the loss of a quality standard.
- The quality assurance function may be charged with ensuring that a documented quality policy is observed and that there are no deviations from quality standards. The effect can be to discourage innovation and a tailoring to particular situations.
- A review and updating of quality standards can become a time-consuming and costly exercise, and there may be a reluctance to spend the sums required. Hence the bureaucracy of quality becomes an obstacle to learn and a barrier to change.

The investment made in developing and installing a quality system, and training people how to use it can inhibit change and development. The controls and

documentation required to maintain a quality standard can strengthen, and on occasion recreates, bureaucracy. Large company may take long time to communicate a change of goals or objectives throughout corporate organization. Problems involved can act as a deterrent to incremental improvements to match the dynamics of the marketplace and evolving corporate capability. (Thomas, 1998, pp.57-58)

2.1.4 Bureaucratic organization

The purely bureaucratic type of administrative organization is from a purely technical point of view, capable of attaining the highest degree of efficiency. It is superior to any other form in precision, in stability, in the stringency of its discipline, and in its reliability. It thus makes possible a particularly high degree of calculability of results for the heads of the organization and for those acting in relation to it. It is finally superior both in intensive efficiency and in the scope of its operations and is formally capable of application to all kinds of administrative tasks. (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.100)

Bureaucracy is now often used with negative connotation. The possible disadvantage of bureaucracy include excessive paperwork or 'red tape', slowness in handling problems, rigidity in the face of shifting customer or client needs, resistance to change and employee apathy. These disadvantages are most likely to cause problems for organizations that must be flexible and quick in adapting to changing

circumstances – a characteristic of challenges in today's dynamic organizational environments. Researchers now try to determine when and under what conditions bureaucratic feature would work best. They also want to identify alternatives to the bureaucratic form. Indeed, current trends in management include many innovations that seek the same goals as Weber but with different approaches to how organization can be structured. (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.100)

2.1.5 Bureaucratic design

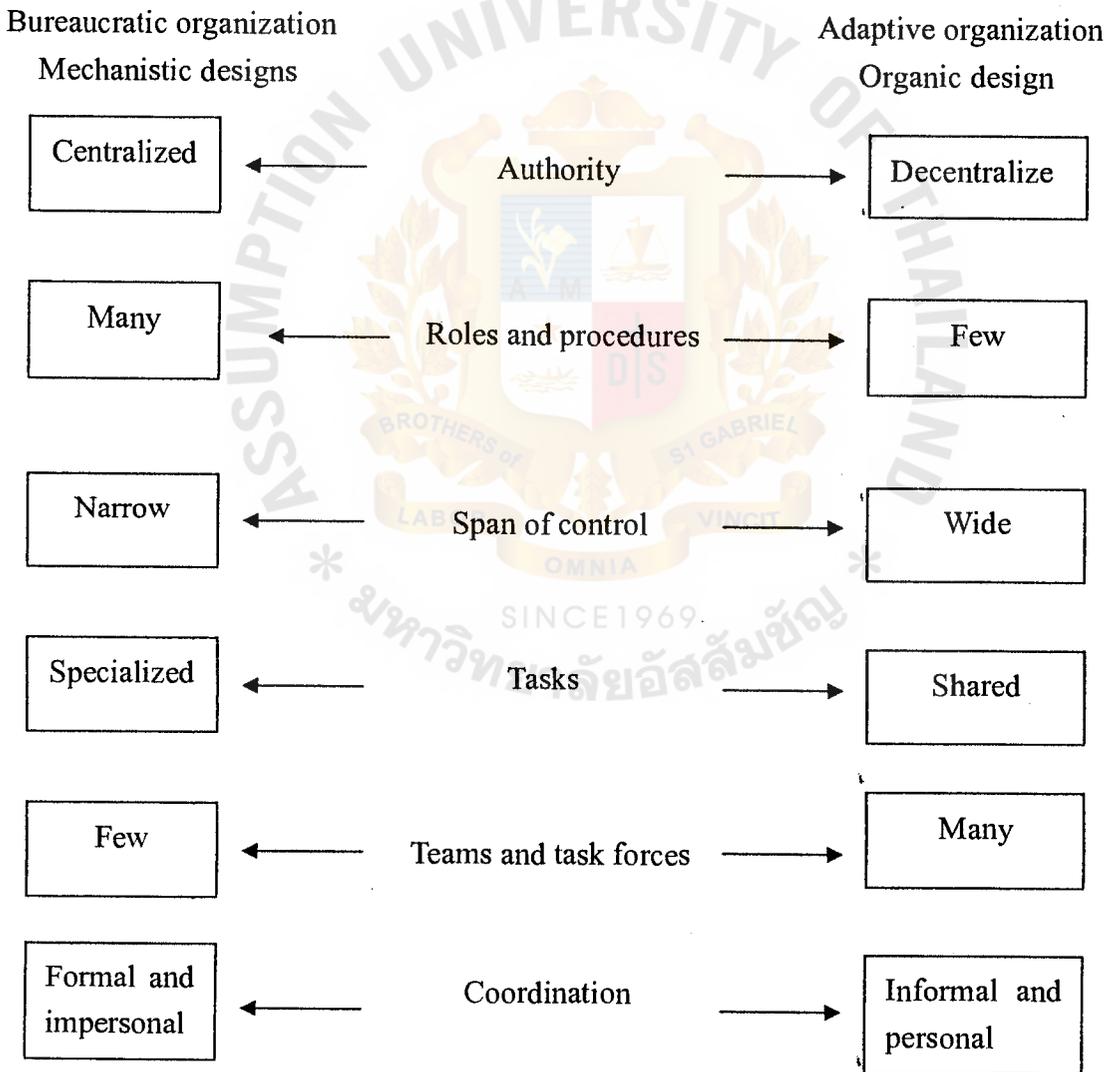
A bureaucracy can be described as a form of organization based on logic, order and legitimate use of formal authority. Its distinguishing features include a clear-cut division of labor, strict hierarchy of authority, formal rules and procedures, promotion based on competency. (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.298)

Management researchers recognize that there are limits to bureaucracies, particularly in their tendencies to become unwieldy and rigid. Instead of viewing all bureaucratic structures as inevitably flawed, management theory takes a contingency perspective. The critical contingency questions to be asked and answered are: When is a bureaucratic form a good choice for an organization? What alternatives exist when it is not a good choice? (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.298)

A basis for answering these questions lies in pioneering research conducted in England during the early 1960s by Tom Burns and George Stalker. Burns and Stalker

concluded that two quite different organizational forms could be successful, with the choice among them depending upon the nature of an organization's external environment. In this dynamic situation, a much less bureaucratic form, called an organic approach, performed best. (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.298)

Organizational design alternatives – from bureaucratic to adaptive



(Campling, Poole, Schermerhorn, Wiesner, 2004, pp.298)

This is the change process above that researcher suggested company to take a deeply look and consider the possibility to implement in order to boost innovation and try to eliminate the disadvantage of bureaucracy.

2.1.6 Contingency thinking for bureaucratic design

From a contingency perspective the strict bureaucratic form is only one possible way of organizing things. What turns out to be the “best” structure in any given situation will depend on many factors, including environmental uncertainty, an organization’s primary technology and the strategy being pursued. Only when the environment is relatively stable and operations are predictable does the bureaucracy work best; in other situations, alternative structures may be needed. Contingency thinking recognizes that what is a good structure for one organization may not work well for another, and what works well at one time may not work as well in the future as circumstances change. (Campling, Poole, Schermerhorn, Wiesner, 2004, pp.107)

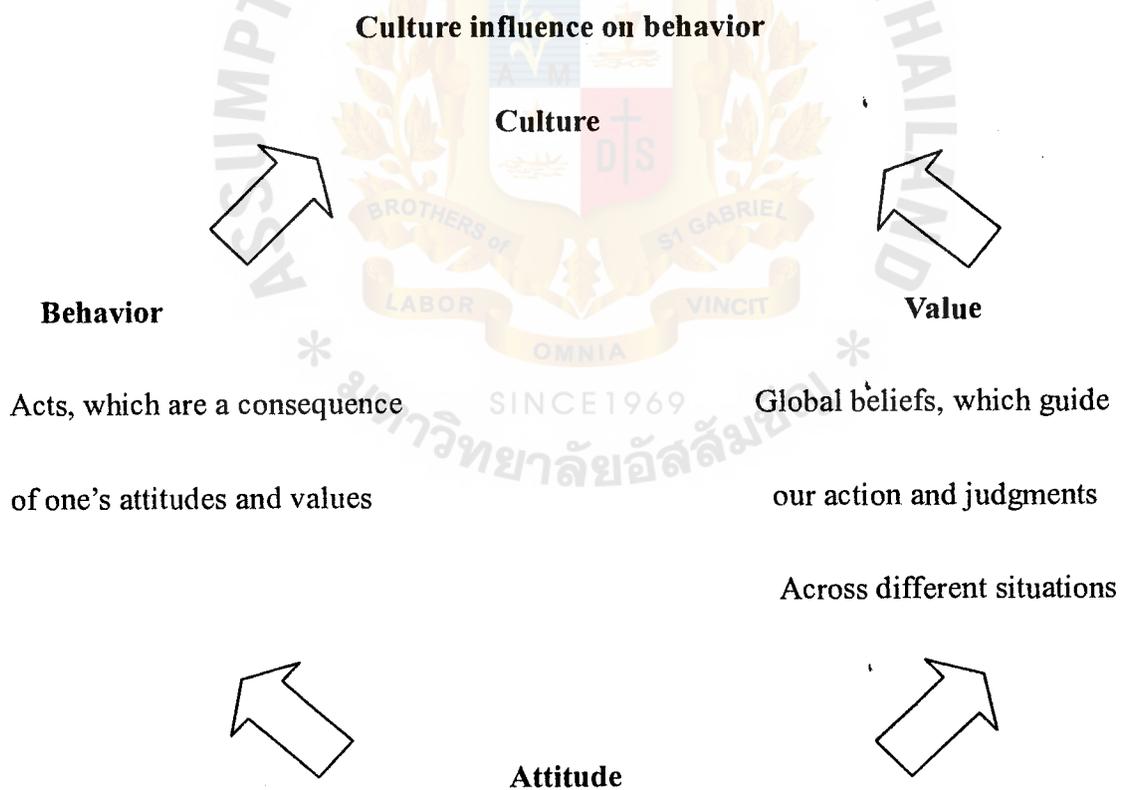
2.2 Culture and organizational culture

Culture, especially organizational culture covers meaningful values that company would like to lead the employees to create better understanding and belief.

2.2.1 Theories of culture

To fully appreciate the dynamics associated with the globalization of business, it is important to understand the role of culture, since a society’s culture reveals the

values, attitudes, and behaviors of its members. Anthropologists and sociologists have long recognized the significance of culture as a major determinant of a population's beliefs, attitudes, and behaviors. Indeed, most definitions of culture used today are modifications of E.B. Tylor's definition of the concept in 1871: "That complex whole which includes knowledge, belief, art, morals, law, custom, and many other capabilities and habits acquired by (people) as members of a society." In its broadest sense, culture can be thought of as that part of the entire repertoire of human action and its products that are socially, as opposed to genetically, transmitted.



normative qualities through the values above that they hold about life and the social world around them. These values, in turn, affect attitudes that influence in term appropriate behaviors in a given situation. For the theory X and Y, the types of beliefs that people hold about the nature of human behavior greatly influence the way in which they approach management and organization. This relationship also holds for the way in which management and organizations are viewed in different societies.

The extent to which management practices are truly transferable across societies thus remains intriguing question. Anyone who has lived in a different culture can appreciate the myriad differences involved. (Bowditch & Buono, 2001, p.240)

A useful way of thinking about where culture comes from is the following: culture is the way in which a group of people solves problems and reconciles dilemmas. (Charles & Alfons, 1998, p.6)

Culture also presents itself on different levels; at the highest level is the culture of national or regional society. The way in which attitudes are expressed within a specific organization is described as a corporate or organizational culture.

The culture of particular functions within organization includes marketing, research and development, personnel. People within certain functions will tend to share certain professional and ethical orientations. (Charles & Alfons, 1998, p.7)

Every culture distinguishes itself from others by the specific solutions it chooses

to certain problems which reveal themselves as dilemmas. It is convenient to look at these problems under three heading: those which arise from our relationships with other people; those which come from the passage of time; and those which relate to the environment. Form the solutions different cultures have chosen to these universal problems. There are seven dimensions of culture:

Universalism versus Particularism: this dimension defines how we judge other people's behavior. An obligation to adhere to standards which are universally agreed base on the belief of culture. Particularist focuses on the exceptional nature of present circumstances. (Charles & Alfons, 1998, p.31)

Individual versus Communitarianism: is often regarded as the characteristic of a modernizing society while communitarianism reminds of both more traditional societies and the failure of the commits experiment. (Charles & Alfons, 1998, p.53)

Neutral versus Affective: they have problems doing business with each other. The neutral person is easily accused of being. Ice-cold with no heart; the affective person is seem as out of control and inconsistent. (Charles & Alfons, 1998, p.78)

Specific versus Diffuse: closely related to whether we show emotions in dealing with other people is the degree to which we engage others in specific areas of life and single levels of personality or diffusely in multiple areas of our lives and at several levels of personality at same time. (Charles & Alfons, 1998, p.83)

Achievement versus Ascription: some societies accord status to people on the basis of their achievements, other ascribe it to them by virtue of age, classes, gender, education, and so on. (Charles & Alfons, 1998, p.105)

Attitudes to time: managers need to coordinate their business activities. They require some kind of shared expectations about time, just as different cultures has different assumptions about how people relate to one another; so they approach time differently. (Charles & Alfons, 1998, p.123)

Attitudes to environment: cultures vary in their approaches to the given environment between belief that it can be controlled by the individual and belief that individual must respond to external circumstances. (Charles & Alfons, 1998, p.158)

In the company, the employees only work by themselves without keep communication. They always focus on particularism and individual without form the solid culture of organization. This atmosphere has become the obstacle to achieve the objective of company and hurt the job performance.

2.2.2 Theories of organizational culture

What is organizational culture? The literature used the term to refer to a system of shared meaning held by members that distinguishes the organization from other organizations. It represents a common perception held by the organization's members. Just as tribal cultures have rules and taboos that dictate how members will act toward

each other and outsiders, organizations have cultures that govern how its members should behave. In every organization, there are systems or patterns of values, symbols, rituals, myths, and practices that have evolved over time. These shared values determine, in large degree, what employees see and how they respond to their world. When confronted with a problem, the organizational culture restricts what employees can do by suggesting the correct way – “the way we do things here” – to conceptualize, define, analyze, and solve the problem. Look back at the chapter-opening manager’s dilemma. Think how Ideal Steel’s culture was described by Venegas and how it would influence the way employees did their jobs. (Coulter & Robbins, 1999, p.80)

Common definition of culture implies several things. First, culture is a perception. Individuals perceive the culture of the organization on the basis of what they see or hear at different levels in the organization, they tend to describe the organization’s culture in similar terms. That is the shared aspect of culture. Second, organizational culture is descriptive term. It’s concerned with how members perceive the organization not with whether they like it. It describes rather than evaluate.

Researcher suggests that there are four dimensions that, in aggregate, capture the essence of an Organizational culture. These dimensions have been described as following: (Coulter & Robbins, 1999, p.80)

Innovation and risk taking: the degree to which employees are encouraged to be innovative and to take risks.

Outcome orientation: the degree to which managers focus on results or outcomes rather than on the techniques and processes used to achieve those outcomes.

People orientation: the degree to which management decisions take into consideration the effect of outcomes on people within the organization.

Team orientation: organizations are shaping their cultures around team concept, to define the essence of their identity. (Coulter & Robbins, 1999, pp.83-84)

An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with those endeavors. The original source of an organization's culture usually reflects the vision or mission of the organization's founders. Because the founders have the original idea, they also may have biases on how to carry out the idea, they also may have biases on how to carry out the idea. They're not constrained by previous customs or approaches. The founders establish the early culture by projecting an image of what the organization should be. The small size of most new organizations helps founders instill their vision in all organizational members. (Coulter & Robbins, 1999, p.85)

Organizational cultures include two kinds of values: terminal and instrumental.

A terminal value is a desired goal that an organization seeks to achieve. Organizations

might adopt any or all of the following as terminal values: excellence, stability, predictability, profitability, innovation, economy, morality, and quality. An instrumental value is a desired mode of behavior that an organization wants its members to observe. Organizations might encourage workers to adopt instrumental values such as working hard, respecting traditions and authority, being conservative and cautious, being frugal, being creative and courageous, being honest, taking risks, and maintaining high standards.

An organization's culture consists of both the goals an organization seeks to achieve and the modes of behavior the organization encourages. Ideally, an organization's instrumental values help the organization achieve its terminal values. To encourage members to adopt certain terminal and instrumental values and, as a result, behave in certain ways as they pursue organizational goals, an organization develops specific norms.

Over time, organizational members learn from each other how to interpret various situations and respond to them in ways that reflect the organization's shared values and norms. Eventually, members of an organization behave in accordance with the organization's values and norms often without realizing they are doing so. (George & Jones, 2002, pp.256-257)

Towards a more complex understanding of organizational culture

Members in the organization tend to understand the culture in which they normally live to be the template for organizational culture. In this sense they contain moral tales of organizational life, they provide account for the relationship between personal autonomy and organizational control. There are four distinctive cultural milieus:

1. Within the image of corporate culture there is an understanding that it is possible, and desirable, to develop an overarching unifying culture. This culture is one that can enrapture all employees of the organization, although there may be some ambivalence about the relationship between autonomy and socialization into the organization. The corporate culture model is derived from functionalist understanding of the nature of life and it provides members with particular modes of solace and discomfort. The role of the manager in the organization is, with regard to cultural understanding, primarily concerned with ensuring that the sense of cultural uniformity is maintained.

2. The idea of the “strong” culture respects the notion of very high levels of cultural diversity in the organization. This diversity comes through a deep respect for members’ local knowledge, but suggests that people are bound together through the common core of the passionately shared sense of organizational purpose. The role of

the manager is to ensure that the diverse sources of local knowledge are shared and that there is a level of consensus about organizational purpose.

3. In the cultural arena there is a concern with cultural diversity, but this time located around the concept of professional and occupational identity. In this diversity the concept of organizational culture becomes less real. The role of the manager is to ensure that the rhetoric of management is well heard in the organization. Part of that rhetoric is an assurance that the concept of unifying organizational culture is of the greatest significance.

4. Finally, there is a culture of not having a culture, an environment in which “the definite individual in their real relation to other individuals and groups’ can come to find identity in the resultant web of relationships with the social totality and with nature. Through this notion of free association, so it is asserted, an understanding of the sort of culture that might meet human requisites is developed. In this sense, culture is the product of individual will and reason. Within this subjective culture there is a stress on characteristics of human autonomy and responsibility. On the other, there is a stress on consensus in collective decision-making. The culture is the process that provides the bases from which the ideology of consensus is established, by which the ideology is communicative and vehicles by which cultural ideology is transmitted.

In a strange and paradoxical way these four versions of culture move here, in

corporate culture, from a unitary view of culture through to a highly bounded, pluralist view of culture in the strong culture, through to a highly pluralist version of culture in the arena and back again to a unitary view of culture in the subjective view. It is argued, however, that the unitary bases of the first and the last rest on entirely different premises.

Corporate culture is quintessentially management-driven, it is a culture of regulation driven by a managerially agenda with the purpose of advancing organizational purposes whilst acknowledging the needs for a degree of personal autonomy. In modern organizations, cultural regulation comes from the fostering of a limited degree of self-actualization or personal development in order to engage members' commitment. It is a trade-off between maintenance of personal identity and belonging to the organization. (Darwin, Johnson, & McAuley, 2002, pp.57-59)

2.3 Culture diversity

Multinational companies expanded their operation into different countries and have to face the issue of culture diversity of workforce.

2.3.1 Socio-demographic diversity, implication of management and development

Cultural diversity is the variety of human culture in a specific region, or in the

world as a whole. This is a term to check that culture diversity enables to impact job performance when employees present themselves for various value, belief, behavior.

For my understanding about culture diversity that it occurred in the school, workplace, public area, and organization when people get involve in the social activities of the system. This issue rises since the situation has been changed of demographic in the labor face and its implication to management development.

1. On the observations of multinational companies when they change demographics background in the labor force, which create cultural diversity. It is said that profound demographic changes are occurring in the society and that labor force is becoming increasingly diverse in terms of age, gender, race, and ethnicity. These differences have obvious implications for managers interacting with a group of disparate individuals, especially in terms of:

1). Communicating effectively with employees from diverse cultural background. In the World New that culture diversity played a negative role to create the barrier between the employees themselves, therefore cause the communication inefficiency.

2). The management of multinational companies need to coaching and developing socio-demographically heterogeneous individuals and groups when expand the business. In the World New that employees come from different area with

various background of socio-demographic, therefore requires top management control and monitor them correspondingly.

3). On providing meaningful performance feedback - In the World New that employees create various job performance base on their complex background, therefore requires the top management catch the feedback for any correction.

4). And creating organizational cultures and climates that both nurture and utilize the fruitful mix of talents and perspectives that diversity can offer. At the same time, the basic skills of managing diversity – active listening, coaching, and providing feedback – is reflection of what is currently thought of as “good” management.

There are a number of advantages associated with increase socio-demographic diversity in the workplace. For instance, a diverse work force can create advantages in recruiting, marketing, and customer service. A varied set of views and perspectives can provide an organization with greater insight into and understanding of a broad customer base, which can translate into a competitive advantage of culturally diverse firms. In contrast, problems associated with increasing socio-demographic diversity in the labor force include communication misunderstandings, increased training costs, and increased factionalism among employees, culture conflicts, and potential increase in tardiness, absenteeism, and turnover. Some critics contend that the effects of a significantly diverse work force are so pervasive and subtle, and the concomitant

business losses so large, that it is virtually impossible to identify the full impact. A recent review of 40 years of diversity further acknowledges that while diversity is a social value in our culture, it can have negative effects on group process and performance. Studies have indicated that, especially under conditions of crisis or rapid change, diversity can hinder group and organizational performance since the advantages provided by multiple perspectives are offset by the problems of generating consensus.

2. On the implication of it to management and development - According to the theory above that culture diversity sometime could be view as a negative effects regarding discrepancy between the employees in the World News.

Given these realities, concerted effort is needed to explore how diverse perspectives can be shared more effectively and how heterogeneous individuals and groups can work together more constructively. Even though blatant discrimination may be waning, managers must become more aware of the subtle forces that exist, which can prevent many organizational members from reaching their full potential. Indeed, one of the major challenges of managing diversity is developing the ability to identify problems that are not readily apparent.

Old standards of performance, for instance, tend to promote the status quo and provide mainstream employees with advantage over new entrants. As a result,

diversity programs that uncover these tendencies can help managers' master human relations and problem solving skills. The underlying key is to develop the ability to see things from different perspectives, to work with others to find answers, and to allow others to have input into decisions. There is a growing body of evidence to suggest that if done right, diversity can lead to higher organizational performance and profits. (Bowditch & Buono, 2001, p.26)

2.3.2 Managing differences and diversity

It is said that "variety is the spice of life". The differences between people, from physical characteristics to the views they hold, are endlessly fascinating. (Fineman, Gabriele, & Sims, 2000, p.210) This is because of human potentials which generate creativity and diversity as well.

People separated according to their race, religion, and sexual orientation, style of upbringing, moral persuasion, hobby group or age; often this produces nothing more than a mild feeling of loneliness and frustration. But the universal character of that experience means that should be able to empathize with those who are made to feel pain, or at least extreme discomfort, because of their differences. (Fineman, Gabriele, & Sims, 2000, p.211)

How can differences be managed so that extension does not undermine the cohesion and unity of organization? In answering this question, it is important to

appreciate that no management technique or method can permanently silence difference or prevent it from turning into conflict. On the other hand, disregarding differences and treating all members of the organization as though they were copies of each other, having identical concerns and interest, priorities and sensitivities, can be a recipe for resentment and disharmony. (Fineman, Gabriele, & Sims, 2000, p.217)

Organizations taking a proactive stance on the management of differences recognize the special needs of different groups of people. They recognize that providing for these needs can be a source of strength for the organization as a whole, enabling the organization to draw on the talents and skills of those who would otherwise be disenfranchised or alienated. (Fineman, Gabriele, & Sims, 2000, p.218)

Difference is a vital aspect of organizations, especially those that operate in a complex, multicultural society and those whose operations stretch globally. Difference is an important part of identity formation for the individual and the group and acts both as a source of solidarity and as a source of hostility, conflict and aggression. The management of differences in organizations requires personal skill and sensitivity, and also the setting up of institutional arrangements, which address the concerns and interests of particular groups, especially those that have traditionally experienced prejudice or discrimination, and ensure that people have equal opportunities of reaching positions of privilege and power. (Fineman, Gabriele, & Sims, 2000, p.221)

2.4 Job performance

2.4.1 Potential job performance

Managers strive to have groups perform at the highest level possible, which is called a group's potential performance. Although potential performance is important because it reflects a work group's capabilities, it is often difficult to know in advance and can change as conditions change.

In order for an organization to achieve its goals, managers and work groups need to drive to ensure that a group's actual performance comes as close as possible to its potential performance. In many situations, however, a group's actual performance falls short of its potential performance, even though the group is capable of achieving its potential. (George & Jones, 2002, p.136)

To increase the effectiveness of a work group, managers need to identify ways to improve the group's motivation and coordination to achieve process gains – increases in potential performance that result from new ways of motivating and coordinating group member. (George & Jones, 2002, p.140)

2.4.2 High performance work practice

In recognizing HRM systems as “strategic asset” and in identifying the strategic value of a skilled, motivated and adaptable workforce, the relationship between strategic human resource management and organizational performance moves to

center stage. This systems approach and concentration on “bundles” of integrated HR practices is at the center of thinking on high-performance work practice. The work of Huselid (1995) and Huselid and Becker (1996) identified integrated systems of high-performance work practices as significant economic assets for organizations, concluding that the magnitude of the return on investment in High Performance Work Practice is substantial and that plausible changes in the quality of a firm's high performance work practices are associated with changes in market value.

High performance practices are recognized as being highly idiosyncratic and in need have being tailored to meet an individual organization's specific context in order to provide maximum performance. These high performance work practices will only have a strategic impact, therefore, if they are aligned and integrated with each other, and if the total HRM system supports key business priorities. This requires a “systems” thinking approach on the part of HR managers; which enables them to avoid “deadly combination” of HR practices that work against each other.

Impact of human resource management on organizational performance has been recognized as a key element of differentiation between HRM and strategic human resource management. (Beardwell, Claydon, & Holden, 2004, pp.59-60)

2.4.3 Performance management

A simple objective for a performance management system, which recognizes

that linkage, might be “to improve the performance of the organization by raising the effectiveness of each individual”.

Performance management can be seen as a total approach to managing people and performance. It involves setting performance aims and expectations for the organization as a whole, for each business or operating unit within the organization, and for work groups and individual employees.

An attempt to define performance management is more likely to start with a description of the organization’s mission, goals and values. Corporate and divisional objectives, which support that business mission, are then formulated, and translated into goals for individual managers and their staff. (Rudman, 2000, p.3)

Concept of performance management goes even further than this rather straightforward approach to linking organizational objectives and individual behavior. It becomes a process for planning, monitoring, reviewing, rewarding and developing employee performance through systematically linking the needs of individuals and the objectives of the organization. Performance management is a process for integrating management of the business with the management of the people. (Rudman, 2000, p.5)

2.4.4 Performance management as a control mechanism

A fundamental element of performance management is the development of control in relation to employee behaviors, motivation and loyalty. In modern parlance,

performance management is a mechanism to control values rather than simply action. With all the monitoring, discussion, measurement, evaluation and goal-setting, some performance management techniques give the impression that they are effective in controlling actions but often miss the target of securing control over effort levels because they do not develop powerful value systems. It is possible for these systems to have some effect on employee behaviors, to bring them into accord with organization target, while never really addressing the problem of underlying values.

Without the link to the development and implementation of a system of organizational values it is arguable that performance management, whether seen as a process or a system, lacks the attainment of a self-generated goal. Linking performance, by the use of cafeteria reward systems, to individual choice may actually achieve the opposite by reducing the opportunity to link rewards to organizational values. Linking attainment of performance levels which are sufficient to secure the desired reward the organization could communicate to the employees that organization is changing by moving goalposts to suit new desirable set of values.

In order to achieve control over the effort side of the bargain, organizations need to acknowledge and apply management systems to the unarticulated links between “Values – Behaviors – Performance – Growth.”

The argument here is that growth and performance are inextricably linked to

behaviors, which are founded upon personal and organizational and organizational values. Performance management is effective, therefore, only to the extent to which it can shape these values, irrespective of the measure to which it can change behaviors, as values are said to be the parameter within which people make decision. Organizations must define, cascade and supervise their own values as they cannot be effectively imposed or imported; no amount of wall-mounted plaques, posters, credit-card-sized personal reminders or mugs can impose a set of values. Values must be lived and the performance management process should be designed to allow organizations to control the creation of the organizational language upon which values are based if it is to deliver control to the extent required within modern organization. (Beardwell, Claydon, & Holden, 2004, pp.532-533)

2.4.5 Effective performance management system

The organization needs to have a clear purpose for its performance planning and review system. Ideally, the focus should be tightly on performance. This can include what performance is expected and achieved as well as how employees carry out their job responsibilities and relate to others in the workplace.

Along with getting the objective clear, the organization must set the right style for its performance management system. If the organization is strongly hierarchical and employees are not accustomed to being asked for their ideas and opinions, then

they are not likely to be quickly forthcoming with performance-related suggestion. In these situations, shared goal setting is difficult: managers will believe that goals have been agreed with employees, but the employees are likely to feel that they have been give work targets. Performance planning and review is as much a matter of style of system, and it may take a little time for people to adjust their behavior and attitudes: it is a process, not an event. (Rudman, 2000, pp.28-30)

2.4.6 Performance management criteria

Link criteria for an effective performance management approach to what organization, managers, and employees need to succeed. It should provide:

1. A means of coordinating work so that the goals and objectives of the organization, units, and employees are aimed at the same bulls – eye.
2. A way to identify problems in processes that keep the organization from becoming more effective.
3. A way of documenting performance problems to help the company conform to laws and guidelines, to discourage frivolous lawsuits and grievances, and to serve as evidence if necessary.
4. Information for making decisions about promotions, employee development strategies, and training.
5. Managers and supervisors can prevent problems, help staff do their jobs,

coordinate work, and report to their bosses in a complete, knowledgeable way.

6. A way for managers to work with employees to identify problem areas, diagnoses the causes, and takes action to eliminate the problems.

7. Coordinating the work of all the employees who report to the same manager.

8. A method of providing regular, ongoing feedback to employees in a way that supports their motivation.

9. A means of preventing mistakes by clarifying expectations, establishing shared understanding of what employees can and can't do on their own, and showing how each employee's job fits into the big picture.

10. A means of planning employee development and training activities.

The ten points help aim the performance management system at the goal of improving the organization and everyone's performance. (Bacal, 1999, pp.21-22)

2.5 Change management

2.5.1 Changing organizational culture

It requires breaking from some features of the old culture and creating new features. The size and depth of the change will vary depending on the degree of difference between the desired new culture and the old.

Successfully managing the change process requires managers to attend to several issues. One is choosing the proper time for change. They are advised to act

when the times seem right for culture change or when the situation clearly demands it. And opportune time for culture change might be when the organization wishes to pursue favorable new markets.

Managers should not assume that everyone in the organization will share their view of the need to change. The senior executives of the organization will need to play leadership role, convincing others in the organization that a cultural change is needed by offering a vision of that new culture. (Champoux, 2000, pp.65-66)

2.5.2 Performance driven organizational change

There are various internal and external causes that affect organization performance. In return, organizational performance drives organizational change and adaptation. Organization need to conduct adaptive change when poor organizational performance creates to a crisis. (Donaldson, 1999, p.1)

Organizational change is driven by organizational performance. The different effects of high and low organizational performance can be distinguished, with low performance causing organizational adaptation and high performance fostering organizational growth. (Donaldson, 1999, p.33)

If organizational performance is wholly determined by structure, the bureaucratic or conventional structure sometime may produce low performance and so trigger structural adaptation quickly and reliably. However, it seems extremely

unlikely that organizational performance has only a single cause – organizational structure. There seem to be many other causes of organizational performance, such as strategy, human resource, product, marketing, production, logistics, and procurement. Given that organizational performance is affected by many other variables besides organizational structure, it also seems plausible that these other variables together have more effect on organizational performance than structure. Therefore, the level of organizational performance at any time is conditioned by many variables. Thus structural misfit might be offset by positive effects of some other causes of performance so that performance is not low.

Given that organizational performance mediates the effect of structural misfit on structural adaptation, structural adaptation is affected by all the variables that affect performance. Therefore, structural adaptation is jointly determined by structural misfit and the other causes of performance. Organizational performance will be low only when structural misfit is accompanied by depressive values on the other causes of performance; only then will structural adaptation occur. Thus the multiple determination of performance means that structural adaptation will not always occur when there is structural misfit. (Donaldson, 1999, pp.35-36)

Low performance drives organizational adaptation. Medium to high levels of organizational performance prevent adaptation of an organization that is in misfit.

These higher levels of performance encourage growth of an organization that is in fit, by making additional resources available. An organization in fit will have a structure and other attributes that are well suited to situation so that it operates effectively and can make correct and timely decision. Therefore, the organization can grow and will do so, as long as this is the strategic intent of its managers. (Donaldson, 1999, p.45)

2.5.3 Managing organizational change

Organizational change is the movement of an organization away from its present state and toward some desired future state to increase its effectiveness. The organizational environment is constantly changing, and an organization must adapt to these changes in order to survive. (George & Jones, 2002, p.267)

Types of change fall into two broad categories: evolutionary and revolutionary change. First change is gradual, incremental, and narrowly focused. Second change involves not a drastic or sudden altering of the basic nature of an organization's strategy and structure but a constant attempt to improve, adapt, and adjust strategy and structure incrementally to accommodate changes taking place in the environment.

Evolutionary change I: socio-technical systems theory, one of the first theories that proposed the importance of changing role and task or technical relationships to increase organizational effectiveness.

Evolutionary change II: total quality management, is an ongoing and constant

effort by all of an organization's functions to find new ways to improve the quality of the organization's good and service.

Revolutionary change I: reengineering, fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance.

Revolutionary change II: restructure, organizations experiencing a rapid deterioration in performance may try to turn things around by restructuring.

Revolutionary change III: innovation, restructuring is often necessary because change in technology make organization uses to produce good and serviced. (George & Jones, 2002, pp.276-284)

In Lewin's view, implementing change is a three-step process:

1. Unfreezing the organization from its present state: the researcher concerned that the company need to conduct the process of innovation in order to improve the competence on the market, the dynamic environment doesn't allow the organization stay at original point without any adjustment.

2. Making the change: the researcher concerned that company need to implement change process through revolutionary policy which allowed them to transform the business.

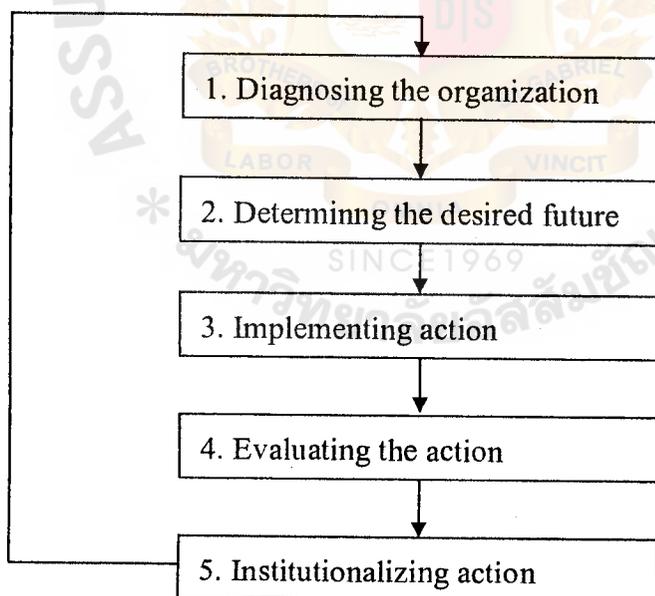
3. Refreezing the organization in the new desired state so that its members do

not revert to their previous work attitudes and role behaviors: the researcher concerned that the company should deliver the meaningful message to the employees to ask them come up with the top management for achieving the task of changing.

2.5.4 Action research

Action research is a strategy for generating and acquiring knowledge that managers can use to define an organization's desired future state and to plan a change program that allows the organization to reach that state. The techniques and *practices* of action research, developed by experts, help managers to unfreeze an organization, move it to new desired position, and refreeze it so that benefits of change are retained.

The steps in action research:



(George & Jones, 2002, pp.284-285)

The 3 step process for implementing change of Lewin's view is blueprints; 5 steps for detail which required the feedback according to the result of action research.

2.5.5 Using organizational development to change an organization

The best way to make some change is to get the employees themselves to analyze the problem, develop the solution, and implement the change. This can be especially useful when getting the employees' commitment to the change is crucial, for instance, or when the employees are in the best position to understand what the problems are and how to solve them. In these situations the change process of choice is often organizational development. (Dessler, 2002, pp.341)

Organizational development (OD) is a special approach to organizational and cultural change in which the employees themselves formulate and implement the change that's required, often with the assistance of a trained facilitator. (Dessler, 2002, pp.342) As an approach to changing organizations, OD has several distinguishing characteristics:

1. It is usually based on action research, which means collecting data about a group, department, or organization, and then feeding those data back to the employees so the group members themselves can analyze them and develop hypotheses about what the problems in the unit might be.
2. It applies behavioral science knowledge for the purpose of improving the organization's effectiveness.
3. It changes the organization in a particular direction – toward improved

problem solving, responsiveness, quality of work, and effectiveness.

Human process interventions aimed at helping employees better understand and modify their own and others' attitudes, values, and. Thereby, improve the company. The goal is to provide employees with the insight and skills required to analyze their own and others' behavior more effectively so they can solve interpersonal and inter-group problems more intelligently.

OD's characteristic action research emphasis is perhaps most evident in team building, which refers to the process of improving the effectiveness of a team. Data concerning the team's performance are collected and then fed back to the members of the group. The participants examine, explain, and analyze the data and develop specific action plans or solutions for solving the team's problems.

The typical team-building meeting begins with the consultant interviewing each of the group members and the leader prior the meeting. They are asked what their problems are, how they think the group functions, and what obstacles are keeping the group from performing better. The consultant might categorize the interview data into themes and present the themes to the group at the beginning of the meeting. (Dessler, 2002, pp.343)

2.6 Brain Map (Brain Technologies, 1981-2002)

2.6.1 Framework of Brain Map

The Brain Map is designed and intended solely for educational purposes, including the facilitation and development of new thinking skills and the provision of other learning opportunities for its users only.

There were four parts of content tested in the brain map, including characteristics, insights, pastimes/activities, information sources, and comparisons. The research could separate the employees into the four parts based on their feature and trait. Each part has corresponding questions that enabled users to conduct a self-scoring after finish those quiz.

The users could find their classification according to corresponding score, which separated into four quadrants of brain map profile, including I Control, I Pursue, I Preserve, and I Explore. The score only indicated for one single quadrant that the users could study the characteristic for its content in order to well understanding of themselves for self-improvement.

Framework of Brain Map (Dudley Lynch – Brain Map Selfware)

I Control

"I understand; Therefore, I control"

Marks for Outcome orientation, Time management, Work specialization, and Centralization.

- Chief output is theory, concept, explanation; there is a hunger for information.
- Wants to be better and better - to be competent, to represent and produce quality outcomes.
- Seeks continuity; want so be consistent, predictable. Good organizer.
- Can be difficult, opinionated, arrogant. And also often dedicated to balanced viewpoint.
- Wants to be in charge, to have control, to provide explanation; offer road maps, strategies.
- Often talks in "should" and "ought." And also able, willing to listen to reason, within reason.
- Will usually follow through and follow up, if there is sufficient time, cause and interest.

I Explore

"I envision; Therefore, I expect"

Marks for Innovation and risk taking.

- Enjoys assembling new perspectives for view, arranging and explaining life.
- Prefers to deals in possibilities, not sureties
- Often thinks, acts and feels so far ahead that They must wait for events to catch up.
- At home with change, variety-insists on them.
- Often willing to raise ethical questions.
- Likes to get away, break away.
- Usually comfortable with complexity, diversity
- See self as visionary and idea-oriented-and the can demonstrate creative thinking ability easily.
- Willing to challenge the status quo, exercise Choices and go beyond logic.

I Pursue

"I want; Therefore, I act"

Marks for Team orientation, High level of skills training, and Job dedication.

- Has a "quick-study" sense of what's possible.
- Likes to compete, play the game and win!
- Naturally active and mobile; likes to feel the wind of momentum on his/her face.
- Can help motivate other; dynamo on teams.
- Like to set the pace, likes to break away.
- If motivated, can focus intently on single issue for long periods.
- Ready to experiment, try alternative approaches. Likes changes, randomness.
- Can be decisive, committed, efficient.
- Good sensitivity to political stratagems and tactics and is capable of reacting quickly.

I Preserve

"I respect; Therefore, I defend"

Marks for People orientation, Accountability, Chain of command, and stability.

- Loyal can be counted on to uphold established Principle, defend hallowed causes.
- Makes others feel friendly if they are judged Suitable. Strong be-longer.
- Often good at identifying how others feel.
- Lends own cooperation and sparks cooperation by others if comfortable.
- Puts emphasis on principle and values.
- Is mentally and emotionally committed to conserving-identifying and safe-guarding values, cultures, tradition, ideals.
- Good listener, flower, producer if on friendly team and on friendly terms.

2.6.2 A Self-Ware Profile: I Control, “I understand; Therefore, I control”

The first quadrant called I Control, “I understand; Therefore, I control”.

The researcher concluded that part of employees in the company belong to this quadrant if they get higher mark on the questionnaires of Outcome orientation, Time management, Work specialization, and Centralization. People in this classification are quite logic, rather than seeking for the opportunity to act the innovation. The majority of employees in the company belonged to this group; because they don't think innovation is urgent requirement to increase competence. Under the bureaucratic structure that employees used to follow the policy, procedure and rule to control their behavior.

2.6.3 A Self-Ware Profile: I Pursue, “I want; Therefore, I act”

The second quadrant called I Pursue “I want; Therefore, I act”.

The researcher will conclude that part of employees in the company belong to this quadrant if they get higher mark on the questionnaires of Team orientation, High level of skills training, and Job dedication. People in this classification are quite active for seeking the opportunity to transform the innovation, rather than conduct the routine job as a machine. The minority of employees in the company would like to boost the process of innovation, meanwhile they seek the opportunity to attend the training course for increasing the ability to conduct the job.

2.6.4 A Self-Ware Profile: I Preserve, “I respect; Therefore, I defend”

The third quadrant called I Preserve, “I respect; Therefore, I defend”.

The researcher will conclude that part of employees in the company belong to this quadrant if they get higher mark on the questionnaires of People orientation, Accountability, Chain of command, and Stability. People in this classification are quite traditional to follow the original rules and procedures, rather than create new idea outside the box for improving competence. There a lot of employees in the company hold the belief for a long time without change, they ignored the dynamic environment has been changed all the time. This is major trait of culture of company, which hurt the job performance hard to improve.

2.6.5 A Self-Ware Profile: I Explore, “I envision; Therefore, I expect”

The fourth quadrant called I Explore, “I envision; Therefore, I expect”.

The researcher will conclude that part of employees in the company belong to this quadrant if they get higher mark on the questionnaires of Innovation and risk taking. People in this classification are dedicating on innovation and transformation, they willing to take risk in order to challenge chance, which other people may not to touch. This kind of employees could be view as mainstay to lead company involve into the process of change based on their positive characteristic.

2.7 Conceptual Framework

This conceptual framework is designed to illustrate the overview of ideas for the research. The main objective of this research was to find out the relationship between the culture diversity and job performance base on the bureaucratic structure of The World News.

From the conceptual framework, there were three independent variables mainly focused on demographic profile, bureaucracy and culture diversity, and one dependent variable mainly focused on job performance.

This framework showed that culture diversity in terms of Innovation and risk taking, Outcome orientation, People orientation, and Team orientation based on the bureaucratic structure in terms of Work specialization, Chain of command, Centralization and Stability has relationship with job performance in terms of High levels of skills training, Time Management, Accountability and Job dedication.

In addition, the framework also showed the demographic profile in terms of Age, Gender, Nationality, Educational background, Years of holding the current position and Length of service has significant relationship with job performance in terms of High levels of skills training, Time Management, Accountability and Job dedication.

This framework also showed that bureaucracy in terms of work specialization,

chain of command, centralization and stability were the context of the study. Under such organizational structure for many years that employees used to work at stable environment without any challenge. Therefore, it would be very hard to increase efficiency of job performance.

The reason for choosing those sub variables under the each variable was related with the current situation in the World News. The major consideration for the company is how to unite employees together to create higher job performance base on the most appropriate structure of organization. No organizations enable to survive themselves without borrow the concept of change management and organization development after the external environment has been moved all the time. Therefore, the process of adaptation plays a vital role to help business to achieve such task.

Bureaucracy

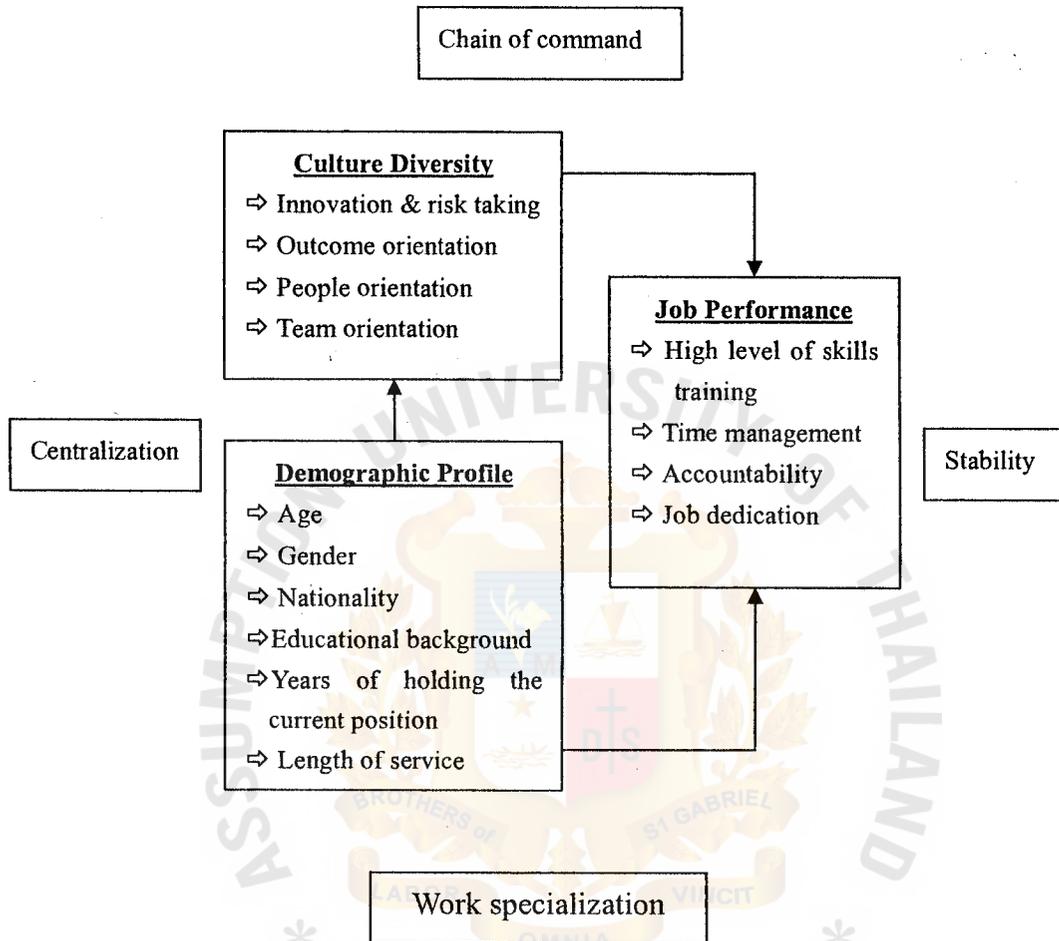


Figure 1. Conceptual Framework

Chapter 3

Research Methodology

This chapter describes the research methods and procedures used in the study, which includes collection of data, respondents and sampling procedures, research instrument, and statistical treatment of data.

3.1 Research Design

Essentially, the basic research design of the study was on the first phase of the OD Process, i.e. diagnosis using action research model. This research used action research model and both descriptive, correlation methods in analyzing the data for the study. Descriptive statistics have been used for primary data of respondents, particularly for demographic profile. The correlation methods of analysis used to determine the relationship between independent variables and dependent variables.

The task of design was concerned about the business regarding how to conduct the process of organization development for long term.

3.2 Respondents and Sampling Procedures

Target respondents in this study covered all the levels in The World News whatever the different sections. The employees' number of company increased to 170 after 50 years of development. There are nine departments in the company; they are Editing Department, Commercial Service Department, Typing Department, Technical

Department, Transportation Department, Accounting Department, Supporting Department, and Printing Department respectively and Top Management.

The researcher collected the data from each department above in order to get the valid and accurate information from the respondents.

Respondents' Allocation

Departmentalization	Respondent	Percentage (%)
Top Management	3	1.76
Editing Department	67	39.41
Commercial Service Department	26	15.29
Typing Department	11	6.47
Technical Department	2	1.18
Transportation Department	32	18.82
Accounting Department	5	2.94
Supporting Department	12	7.06
Printing Department	12	7.06
Total Respondents	170	100

3.3 Research Instruments

3.3.1 Questionnaire

The questionnaire was designed and developed by the researcher making use of existing instruments. The questionnaire has translated into Chinese and Thai versions regarding of culture diversity for better understanding. The entire questionnaire presented into four parts as following:

Part One: Demographic Profile of the respondents in relation to the research framework of this study consisted Gender, Age, Nationality, Educational background, Years of holding the current position and Position level.

Part Two: The respondents have been asked to rate sixteen questions using

five points scale regarding Bureaucracy. They are 5=Strongly Agree, 4=Agree, 3=Undecided/Neutral, 2=Disagree, and 1=Strongly Disagree. These questions refer to employees' perception of organizational structure.

Part Three: The respondents have been asked to rate sixteen questions using five points scale regarding Culture Diversity. They are 5=Strongly Agree, 4=Agree, 3=Undecided/Neutral, 2=Disagree, and 1=Strongly Disagree. These questions refer to employees' perception of various belief and understanding.

Part Four: The respondents have been asked to rate questions using five points scale regarding Job Performance. They are 5=Strongly Agree, 4=Agree, 3=Undecided/Neutral, 2=Disagree, and 1=Strongly Disagree. These questions refer to employees' perception of job efficiency.

For personal profiles of the respondents, questions asked by mean of multiple choices. The five points scale was measured characteristics of bureaucracy, culture diversity and job performance. The use of five points scale in this study has the several purposes, which evaluated and showed the degree of preference on an item. Five points response of strongly agree to strongly disagree was measured the perception of the respondents.

Arrangement of Questionnaire

Part	Main Variable	Sub Variable	Question No	Key Items
1	Demographic Profile of Respondents	- Gender - Age - Nationality - Educational background - Years of hold position - Position level	1-6	
2	Bureaucracy	- Work specialization - Chain of command - Centralization - Stability	7-10 11-14 15-18 19-22	- Efficiency - Change management - Innovation - Consistency
3	Culture Diversity	- Innovation and risk taking - Outcome orientation - People orientation - Team orientation	23-26 27-30 31-34 35-38	- Creativity - Achievement - Fairness - Participation
4	Job Performance	- High levels of skills training - Time Management - Accountability - Job dedication	39-42 43-46 47-50 51-54	- Organization development - Job done on time - Responsibility - Obligation and commitment

3.3.2 Checklist

This tool was gained access for documents; use to check the employees' perceptions in specific areas at The World News.

3.4 Data Collection Techniques

For the data gathering process of this study, the researcher conducted those steps as following:

1. Questionnaire was written both for English, Chinese and Thai versions,

which distributed to the target respondents at The World News.

2. Archival sources from the company directly.
3. Used interview to conduct this study in order to obtain detail information and then support final conclusion.

3.5 Data Gathering Procedure

The primary data of this study has been collected through the channels of questionnaire, interview, and observation. As the sample population was both for Thai and Chinese, the actual survey instrument translated into three languages to ensure minimal interpretation error for the respondents.

The researcher also asked the permission from the top management in The World News through official requirement for distributing and collecting back the questionnaires from all employees. The secondary data came from book, journal, and company's annual report.

3.6 Data Analysis

The statistical computer software i.e. Statistical Package for Social Sciences (SPSS) used to conduct statistical analysis. The researcher used the following statistical tools to answer research questions and research hypothesis of this study.

Question 1: Descriptive statistics of frequency distribution and percentage used to describe the demographic profiles of respondents.

Question 2-3: The descriptive statistics used for indicating the perception of respondents provide according to bureaucracy, culture diversity and job performance.

The arbitrary levels given below and descriptive rating used in defining responses into levels:

Arbitrary Level	Descriptive Rating
4.20-5.00	Strongly Agree
3.40-4.19	Agree
2.60-3.39	Undecided/Neutral
1.80-2.59	Disagree
1.00-1.79	Strongly Disagree

Question 4: This question established to find out the relationship between culture diversity factors and job performance under the bureaucratic structure of employees in The World News. The Bivariate Correlation test (Pearson Correlation) was employed to test this set of question. As the significance level of this study was set at 0.05, the null hypothesis would be rejected when Significance (2 tailed) or p-value is less than α . And the correlation results acquiring from the test was interpreted according to Correlation Coefficient Range as following:

Correlation Coefficients	Correlation Level
-1.00	Perfect Negative Correlation
-0.95	Strong Negative Correlation
-0.50	Moderate Negative Correlation
-0.10	Weak Negative Correlation
0.00	No Correlation
+0.10	Weak Positive Correlation
+0.50	Moderate Positive Correlation
+0.95	Strong Positive Correlation
+1.00	Perfect Positive Correlation

Question 5: The two ways analysis of variance (2-way ANOVA) used for proving this question, state whether or not has significant relationship between demographic profile factors and job performance factors under the bureaucratic structure of employees in The World News.

Chapter 4

Research Findings and Critical Analysis

To serve the objectives of this research, the questionnaires were distributed to all the employees who worked at various departments in the company.

The company has 170 employees who all of them were the target respondents, 161 respondents conducted questionnaire. The rest of employees did not submit their opinion about questionnaire based on the personal excuse. The researcher used the majority's response as the valid data to make analysis.

This chapter presented the findings, as well as the analysis and interpretation of findings.

Part I. Qualitative Description of the Subject of Study: The researcher used individual and group interview to find the answer of questionnaire meanwhile paid attention to observe the attitude of respondents of World News Company. Explained three key issues, there were bureaucracy, culture diversity and job performance to decrease the error when conduct the action research model. Such efforts of observation helped the researcher to identified current perspectives and understandings of respondents when focused three key issues.

Part II. Quantitative Description and Analysis of the Study: the researcher used the SPSS software to conduct the action research model for this study in order to get the accurate figures to support the final findings. The questionnaire has been separated into four groups; they were demographic profile, bureaucracy, culture diversity and job performance.

The researcher found the Frequency Distribution in terms of gender, age, nationality, educational background, period to hold current position and positional level regarding demographic profile. The research paper also displayed the descriptive statistic to check the perceptions of bureaucracy, culture diversity and job performance.

2-Way Analysis of Variance (ANOVA) was brought into use for stating whether there was a significant relationship between demographic profile and culture diversity factors; demographic profile and job performance.

The most important test for this study was that whether there was a relationship between the culture diversity and job performance under the bureaucratic structure. Therefore, the researcher used Correlation Coefficient to find out the result.

4.1 Finding Analysis: Demographic Profile of respondents

Research Question No.1: What are the demographic profiles of the respondents?

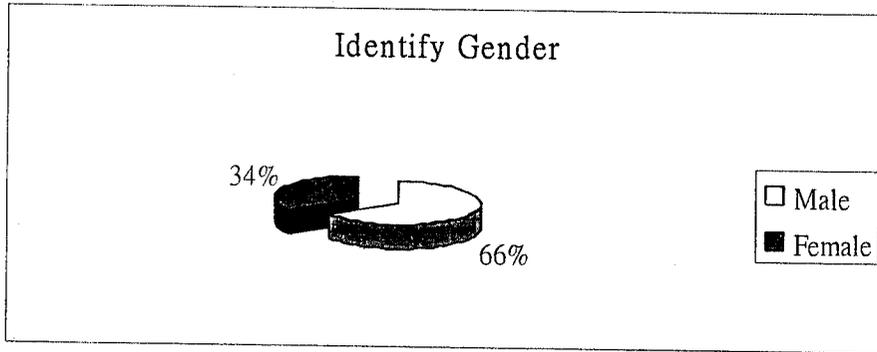
The demographic profiles are displayed through the use of frequency distribution and percentage.

4.1.1 Gender

For the total respondents, the male was at 65.8% of 106 respondents; meanwhile, the female was at 34.2% of 55 respondents.

Table 4.1: Frequency Distribution of Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	106	65.8	65.8	65.8
	Female	55	34.2	34.2	100.0
	Total	161	100.0	100.0	

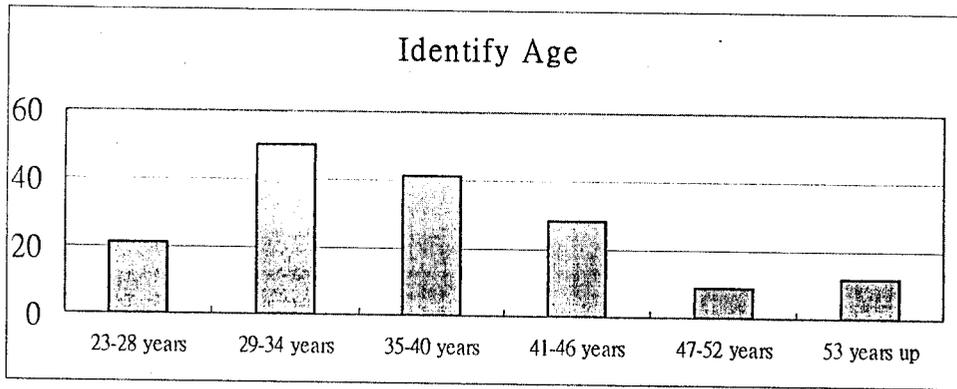


4.1.2 Age

The age range of the respondents was divided into 6 groups. There were 50 employees or 31.1% of all respondents whose age were in the 29-34 years old range, this was the largest portion of the population. A total of 41 respondents or 25.5% were in the 35-40 years old range. Followed by 28 respondents, whose ages were 41-46 years old, accounting 17.4%. They were 21 employees or 13% of all respondents whose age between 23-28 years. The age over 53 years with 7.5% or the total respondents are 12, and the minority group is the employees whose age between the 47-52 years, only 9 respondents, or at 5.6%.

Table 4.2: Frequency Distribution of Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-28 years	21	13.0	13.0	13.0
	29-34 years	50	31.1	31.1	44.1
	35-40 years	41	25.5	25.5	69.6
	41-46 years	28	17.4	17.4	87.0
	47-52 years	9	5.6	5.6	92.5
	53 years up	12	7.5	7.5	100.0
	Total	161	100.0	100.0	

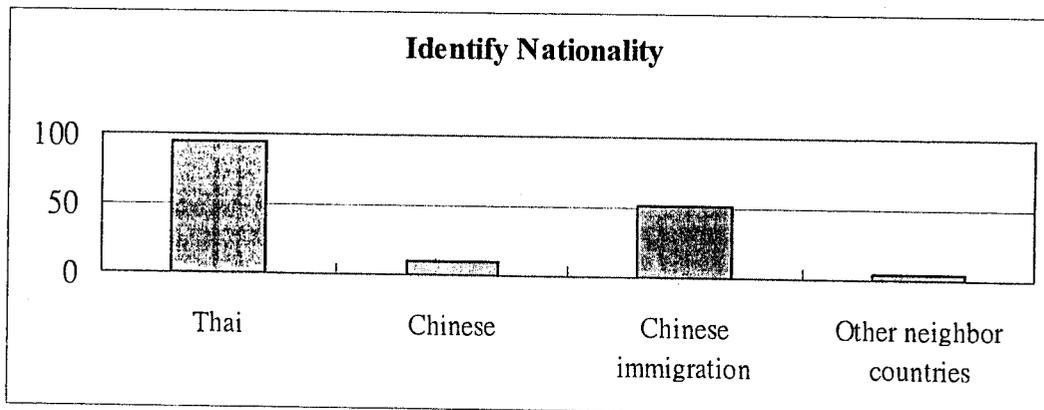


4.1.3 Nationality

The majority group of population was Thai with 95 respondents, or 59%. The rest of the respondents were Chinese and Chinese immigrations with 10 and 52 respondents or occupied 6.2% and 32.3%. A small group of four respondents, or 2.5% came from other neighbor countries.

Table 4.3: Frequency Distribution of Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	95	59.0	59.0	59.0
	Chinese	10	6.2	6.2	65.2
	Chinese immigration	52	32.3	32.3	97.5
	Other neighbor countries	4	2.5	2.5	100.0
	Total	161	100.0	100.0	

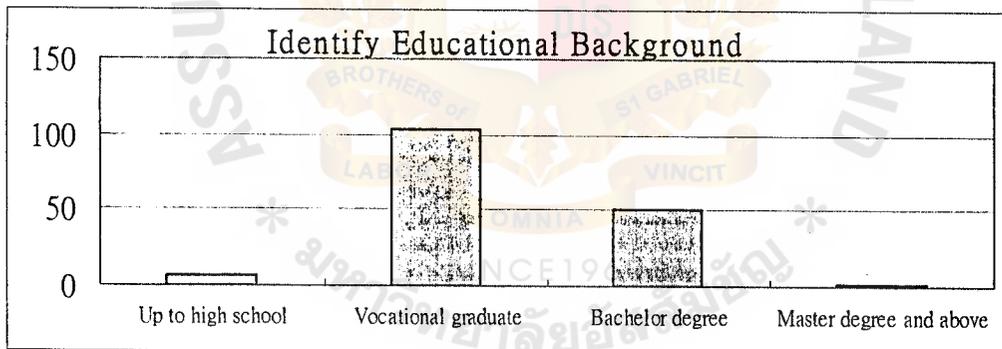


4.1.4 Educational Background

The majority group composed of 104 respondents (64.6%), had educational background at vocational level. Meanwhile, 50 or 31.1% of all respondents graduated for bachelor degree and 6 respondents, or 3.7% of all respondents graduated up to high school. The minority group of population was 1 respondent, or 0.6%, who graduated with Master's Degree diplomas.

Table 4.4: Frequency Distribution of Educational Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to high school	6	3.7	3.7	3.7
	Vocational graduate	104	64.6	64.6	68.3
	Bachelor degree	50	31.1	31.1	99.4
	Master degree & above	1	.6	.6	100.0
	Total	161	100.0	100.0	



4.1.5 Period to hold current position

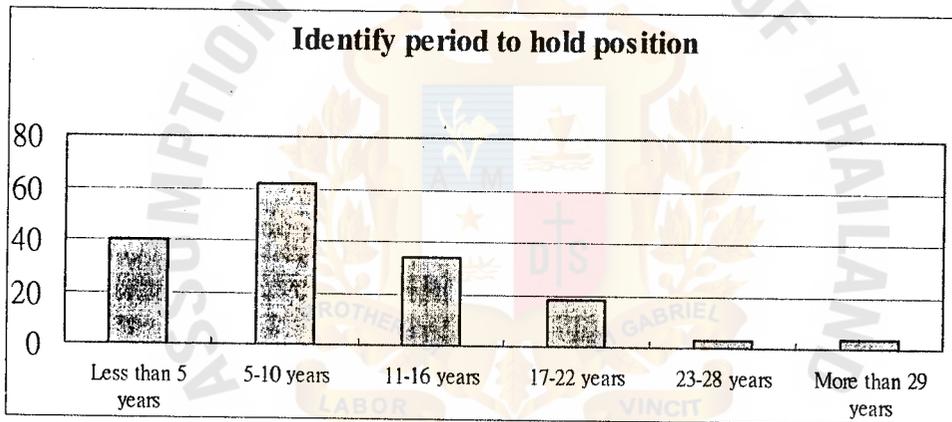
Most respondents work for the organization from 5 to 10 years. A total of 62 respondents or 38.5% was in the range from 5 years to 10 years. There were 40 respondents, or 24.8% in the range less than 5 years. In contract, there were 34 respondents, or 21.1% who only worked for the company from 11 to 16 years.

Meanwhile, there were 18 respondents, or 11.2% who they worked here from 17

to 22 years, and there were 4 and 3 respondents, or at 2.5% and 1.9% worked for the company more than 29 years, and between 23 to 28 years.

Table 4.5: Frequency Distribution of Period to hold current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	40	24.8	24.8	24.8
	5-10 years	62	38.5	38.5	63.4
	11-16 years	34	21.1	21.1	84.5
	17-22 years	18	11.2	11.2	95.7
	23-28 years	3	1.9	1.9	97.5
	More than 29 years	4	2.5	2.5	100.0
	Total	161	100.0	100.0	

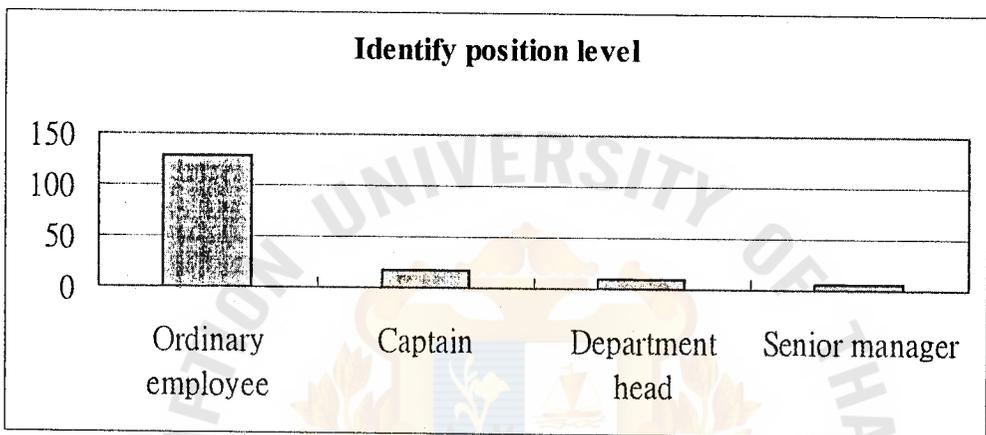


4.1.6 Positional Level

From the total respondents of this study, there were 128 respondents who were only being as Ordinary employees, representing the largest part at 79.5%. This was followed by 17 respondents or captains at 10.6% of all survey respondents. The minority group of the population was 10 and 6 respondents who worked as department head and senior manager, accounting to 6.2% and 3.7%.

Table 4.6: Frequency Distribution of Positional Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ordinary employee	128	79.5	79.5	79.5
	Captain	17	10.6	10.6	90.1
	Department ahead	10	6.2	6.2	96.3
	Senior manager	6	3.7	3.7	100.0
	Total	161	100.0	100.0	



4.2 Finding Analysis: perceptions of the respondents on Bureaucracy

Research Question No.2: What are the perceptions of the respondents on bureaucracy?

The perceptions of respondents toward overall bureaucracy were rated at “Agree level” with the average mean of 3.6464, the standard deviation was .8607. This implied that the respondents agreed with the bureaucracy in the company. There was one factor that the respondents rated their perceptions at “Undecided/Neutral level”, with the average mean of 3.2811, which focused on chain of command, because the employees got no exactly understanding whether the company needs to change the current chain of command. While the rest of them, work specialization was perceived as “Strong Agree level”; centralization and stability were perceived as “Agree level”.

The researcher found that The World News was focused on centralization and stability based on the answer of questionnaire. Because of the company has long history of 50 years, and also perhaps the mindset has been on that view of organization, the company has remained quite bureaucratic with tall hierarchy. Therefore, the score of work specialization, centralization and stability were very high.

The score of specialization and centralization were 4.0209 and 3.739, which means the employees were focused on formal procedures, written rules and regulations about how to conduct the routine job and clearly defined role requirements and boundaries of authority.

The score of stability was 3.5446, which means that top management believed that employees worked under such structure could be more efficiently when they understood the policy and procedure of company.

Similar understood with top management that the employees also preferred to follow by the rules, regulation, policy and procedure and direct supervision used to control them. They felt very safety and easier to conduct the job without any challenge and risk to take.

The score of questionnaire of “I conduct my job based on the particular skills” under the sub-factor of Work Specialization was highest point at 4.3875. This answer told researcher that majority of respondents only paid attention on their own job based on the job description, instead of help other colleague to achieve the tasks.

The score of questionnaire of “I know exactly who I am going to report when

conduct the job” under the sub-factor of Chain of Command was highest point at 3.9188. This answer identified that respondents quite recognized the current structure to obey the orders from their boss directly.

The score of questionnaire of “Company has concentrate power is appropriate for decision making” under the sub-factor of Centralization was highest point at 3.9371. This answer revealed that respondents believed top management was the only party to make decision, they did not want to involve into this process. Employee’s involvement and delegation were meaningless to them; they didn’t raise the demands of democracy when work in the company.

The score of questionnaire of “I use to work at stable situation when conduct the routine job” under the sub-factor of Stability was highest point at 4.0373. This answer transmitted that respondents used to conduct the routine job without any efforts to taste innovation for gaining higher competence.

According to Max Weber that bureaucratic form reutilizes the process of administration exactly as the machine reutilizes production. In the company, the employees worked as machine exactly based on the structure and work specialization. They always conducted the job as their job description without showed efforts to finish the job under their maximum capacity.

Table 4.7: Perception on Bureaucracy

Factor	Mean	SD	Rating
Work Specialization	4.0209	.7877	SA
Chain of Command	3.2811	.9005	UN
Centralization	3.7390	.8732	A
Stability	3.5446	.8815	A
Bureaucracy	3.6464	.8607	A

4.2.1: Respondents' Perceptions on Work Specialization

The overall perception of respondents on work specialization factor was focus on "Agree level" with the average mean of 4.0209 and the standard deviation was 0.7877. "I only conduct my task as job description" and "I conduct my job based on the particular skills" were rated at the highest mean level, the figures both at 4.0750 and 4.3875. Those outcomes indicated that the employees only worked under the job description without consideration regarding how to offer outstanding contribution.

For the ratings of rest of questionnaire that the outcomes were focused on "Agree level", showed the traditional belief of respondents.

Based on the nature of newspaper industry, most employees worked under their particular skill which enabled them to conduct the single job in the different departments.

Table 4.8: Perception on Work Specialization

Items	Mean	SD	Rating
Work specialization is an unending source to improve Productivity	3.9130	.7857	A
I only conduct my task as job description	4.0750	.8870	SA
I conduct my job based on the particular skills	4.3875	.5933	SA
I could finish my job without cooperation as team	3.7081	.8849	A
Work Specialization	4.0209	.7877	A

4.2.2: Respondents' Perceptions on Chain of Command

The respondents' overall perception on chain of command was at "Undecided/Neutral level", the average mean and standard deviation were 3.2811 and .9005. Such outcomes identified that respondents agreed with the current of chain of command without concerned about how to create better structure in order to

improve the productivity and job efficiency.

The employees don't feel freely to report to the top management, the average mean and standard deviation were 2.1553 and 1.0521, which means that top management failed to create the channel to allow the employee to report directly.

Table 4.9: Perception on Chain of command

Items	Mean	SD	Rating
I am satisfy with the current chain of command in the company	3.2063	.8909	A
I know exactly who I am going to report when conduct the job	3.9188	.8007	A
I only obey the orders to my boss in own department	3.8438	.8582	A
I feel freely to report some particular issues to the top management	2.1553	1.0521	DA
Chain of Command	3.2811	.9005	UN

4.2.3: Respondents' Perceptions on Centralization

The overall perception of respondents on centralization factor was "Agree level" with the average mean of 3.7390, and standard deviation of .8732. Only the factor of "Company is always right to when make decision" focused on "Undecided/Neutral level". The employees got no ideas about whether the top management always makes right decision, or said they didn't care about the outcome and efficiency of decision.

Table 4.10: Perception on Centralization

Items	Mean	SD	Rating
I support all the decision that company designed	3.6438	.8419	A
Company has the authority to make all the decision	3.9814	.8622	A
Company has concentrate power is appropriate for decision making	3.9371	.9049	A
Company is always right to when make decision	3.3937	.8838	UN
Centralization	3.7390	.8732	A

4.2.4: Respondents' Perceptions on Stability

The average mean and standard deviation were scored at 3.5446 and .8816, therefore, the overall employees felt in the "Agree level". This outcome indicated that respondents agreed with the situation of stability when they worked in the company. The third questionnaire "I use to work at stable situation when conduct the routine job", was rated at the highest level, the mean was 4.0373. This figure delivered the message to the researcher that most of employees would like to work in the stable situation, instead of innovation process.

On the contrary, the fourth questionnaire "I hope to break the stable frame to show my creativity", the mean was only at 2.6708. Such outcome also identified that major respondents didn't want to break the stable frame, because they used to conduct the routine job with unchanged structure and procedure.

Table 4.11: Perception on Stability

Items	Mean	SD	Rating
Maintain the current situation is appropriate for the company	3.7702	.8892	A
Focus on sustainable growth is critical for company	3.7000	.7994	A
I use to work at stable situation when conduct the routine job	4.0373	.8580	A
I hope to break the stable frame to show my creativity	2.6708	.9797	UN
Stability	3.5446	.8816	A

4.3 Finding analysis: perceptions of respondents on Culture Diversity

Research Question No.3: What are the perceptions of the respondents on culture diversity?

In this part, the descriptive statistics were used to identify the perception of

respondents regarding culture diversity factors.

The perception of respondents focused overall culture diversity was scored at “Undecided level” with the average mean, standard deviation at 3.3436 and .8899.

But the item of outcome orientation was much higher; the mean was 4.0198, which indicated that respondents quite recognized that they must finish the job as expectation of top management.

Such outcome identified that most of employees did not realize the factor regarding culture diversity. Based on the observation of researcher that the organizational culture in the company was very weak and also made employees got no more value to follow.

Based on the answer of questionnaire that majority of respondents did not want to conduct the innovation and risk taking for gaining the advantage, they always used to work under the stable structure without any challenges. The mean in this area was only 3.0895, which delivered the meaningful message to the researcher.

The outcome orientation got the highest mean, at 4.0198 and indicated that the company always would like to catch the final outcome, instead of the process to achieve the target. This finds seem to show that the top management ignored the factor of people, because the mean only at 2.7749.

Any successfully business should created strong culture in order to deliver the value from current generation to the next, otherwise it could be very hard to build employees loyalty and commitment. Based on this understanding that the research saw a very clear picture in the company, which was lack of spirit of culture diversity.

The score of questionnaire of “Innovation enables to increase company competence on market” under the sub-factor of Innovation and risk taking was highest point at 3.6188. This answer told researcher that the respondents admitted the advantage of innovation. The process to transform the consideration into the real action was very hard, because they used to work under the stable environment without any challenge and risk taking.

The score of questionnaire of “Company’s final target is getting the outcome as expectation” under the sub-factor of Outcome orientation was highest point at 4.1863. This answer identified that employees knew that they must finished the job as the expectation, and satisfy the demand of top management, otherwise they might imposed the punishment according to regulation.

Regarding sub-factor of People orientation, all the answers of questionnaire were ranked at “Undecided/Neutral level”. This answer indicated that the respondents got no more exactly understanding whether the company viewed them as the most valuable asset; they did not enjoy the attractive compensation; Company did not encouraged them to show maximum contribution; and respondents got no more freedom to decide how to conduct the job by themselves. Such understanding revealed that the top management ignored the factor of people, which could be hurt the many areas, such of job performance, work efficiency, employees commitment and etc.

The score of questionnaire of “Team job is much efficient than any individual do the same thing” under the sub-factor of Team orientation was highest point at 3.7862. This answer identified that respondents agreed that team job could create job

efficiency rather than any individual. But the problem was that how to lead them into the new method of job with other colleagues in order to change the previous behavior.

Table 4.12: Perception on overall culture diversity

Factor	Mean	SD	Rating
Innovation and risk taking	3.0895	.8282	UN
Outcome orientation	4.0198	.8081	A
People orientation	2.7749	1.0168	UN
Team orientation	3.4900	.9064	A
Culture Diversity	3.3436	.8899	UN

4.3.1 Respondents' perception on Innovation and risk taking factor

The overall perception on innovation and risk taking was perceived as “Undecided/Neutral level”. The average mean and standard deviation were at 3.0895 and 0.8282. This outcome indicated that the majority of respondents did not recognize about organizational culture and culture diversity, they did not realize such factors played a critical role for generating creativity and job performance.

Table 4.13: Perception on Innovation and risk taking

Items	Mean	SD	Rating
Company need to conduct innovation for urgent consideration	2.8199	0.9212	UN
Innovation enables to increase company competence on market	3.6188	0.7082	A
Company should be involved into risking taking for advantage	3.1801	0.8207	UN
I should be involved into risking taking for challenge	2.7391	0.8626	UN
Innovation and risk taking	3.0895	0.8282	UN

4.3.2 Respondents' perception on Outcome orientation factor

The overall perception on outcome orientation was perceived as “Agree level” with the average mean and standard deviation were 4.0198 and 0.8081. Such outcome

indicated that respondents agreed with the outcome orientation in term of company should achieve final target, outstanding outcome, clear order to receive outcome and expectation for outcome.

The fourth questionnaire of “Company always prefers the outcome as expectation” got the highest score at 4.2, which means respondents would like to create outcome as company’s expectation when they conducted the job.

Table 4.14: Perception on Outcome orientation

Items	Mean	SD	Rating
Company’s final target is getting the outcome as expectation	4.1863	0.6246	A
The process is doesn’t matter, but the outstanding outcome	3.7329	1.0474	A
Company always give me the clear order for expectation of Outcome	3.9006	0.853	A
Company always prefers the outcome as expectation	4.2	0.7076	SA
Outcome orientation	4.0198	0.8081	A

4.3.3 Respondents’ perception on People orientation factor

The overall perception on people orientation was perceived as “Undecided/ Neutral level” with the average mean and standard deviation were 2.7749 and 1.0168. This outcome means respondents not sure whether the company viewed them as most valuable asset. They did not believe company offered ideal compensation in order to create outstanding contribution, because they lacked the freedom to conduct the job.

Table 4.15: Perception on People orientation

Items	Mean	SD	Rating
Company views me as the most valuable asset	3.0683	.8953	UN
Company offers the stimulative compensation system to me	2.7640	1.0339	UN
Company encourages me to show maximum contribution	2.7826	1.0706	UN
I have the freedom to decide how to conduct the job by myself	2.4845	1.0671	UN
People orientation	2.7749	1.0168	UN

4.3.4 Respondents' perception on Team orientation factor

The overall perception on team orientation was perceived as “Agree level”, the average mean and standard deviation were 3.4900 and 0.9064. This outcome identified that respondents could finish job by themselves without cooperation. But in the opposite view that they still admitted that spirit of team job enables to increase efficiency, worked as team might better than any individual.

Table 4.16: Perception on Team orientation

Items	Mean	SD	Rating
I can finish my job on time as expectation without cooperation	3.5839	.9783	A
I only can finish my job through cooperation	2.9562	.9800	UN
Spirit of team job enables me to increase efficiency	3.6335	.8852	A
Team job is much efficient than any individual do the same thing	3.7862	.7824	A
Team orientation	3.4900	.9064	A

4.4 Finding analysis: perceptions of respondents on Job Performance

Research Question No.4: What are the perceptions of the respondents on job performance?

In this part, the descriptive statistics were used to identify the perception of respondents regarding job performance factors.

The perception of respondents focused overall job performance was scored at “Agree level” with average mean and standard deviation were 3.5010 and .8538. This outcome implied that the respondents agreed with the job performance, but the scores of high level of skill and accountability were quite higher. For the contrast, the factors both for time management and job dedication were lower, and indicated respondents' answer was focused on “Undecided/Neutral level”.

The average mean of “High level of skills training” at the highest point with 3.9535, which the most of respondents agreed that company had obligation to offer the related course to them, and the training course should be launch continually. They admitted that training course was very critical to help the company to achieve the sustainable growth.

The average mean of Job dedication was only scored at 3.1738, which reflected that employees lacked of the spirit to show their contribution to the company. They did not use to encourage themselves and others to do the job as the best result. The respondents were very hard to view their job as career development although they might work for the company for a long time without resignation.

Employees did not concern the time management and job dedication for the priority Based on the observation of researcher, which caused the low job performance as the result.

The score of questionnaire of “High level of skills enable me to increase efficiency” under the sub-factor of High level of skills was highest point at 4.1429. This answer admitted that increasing the efficiency could be through the channel of high level of skill training.

The score of questionnaire of “I must finish my single job as expected time period” under the sub-factor of Time management was highest point at 4.3375. This answer means the respondents were quite understood that they mush finish job according to the requirement of time. This was the one part of job description, which top management always checked the job perform until the deadline of time.

The score of questionnaire of “I know exactly about my job description without confusion” under the sub-factor of Accountability was highest point at 4.0955. This answer told researcher that respondents were quite understood the job description and holder this document to conduct the job since they entered the company. The problem was that they only followed the job description, instead of show their maximum contribution to the company.

The score of questionnaire of “I am not view my job as position but a life-long task to conduct” under the sub-factor of Job dedication was highest point at 3.5562. This answer told researcher that employees would like to hold the position in the company as long as possible, instead of any efforts for moving to other companies.

The priority of choose a job for them were focused on stable and safety environment without any challenge and risk taking. It was quite different between the definition between the job and career; the major respondents viewed the position only for a resource to receive the salary for life-long period.

Table 4.17: Perception on overall Job Performance

Factor	Mean	SD	Rating
High level of skill	3.9535	.7681	A
Time management	3.1673	.8493	UN
Accountability	3.7095	.7904	A
Job dedication	3.1738	1.0074	UN
Job Performance	3.5010	.8538	A

4.4.1 Respondents’ perception on High level of skills training factor

The overall perceptions on high level of skill was perceived at “Agree level”, average mean and standard deviation were 3.9535 and .7681. This outcome was

appropriate, because all the sub-items were scored at agree level and indicated that respondents were admitted that the training course is critical for the company.

The respondents agreed that higher skills enabled them to increase work efficiency, which gained the highest score on mean. Follow by the factors of training course enabled to achieve sustainable growth, higher skills enabled to increase efficiency, and training course should be launched continually.

Table 4.18: Perception on high level of skills training

Items	Mean	SD	Rating
Company has obligation to offer the related training course to me	3.7329	.8927	A
High level of skills enable me to increase efficiency	4.1429	.6601	A
Training course is a process, should be launch continually to me	3.8553	.7863	A
Training course enables company to achieve sustainable growth	4.0828	.7335	A
High level of skills training	3.9535	.7681	A

4.4.2 Respondents' perception on Time management factor

The overall perception on time management was perceived as “Undecided/Neutral level”, indicated that respondents not quite sure whether they could finish multi-job during the period. They strong agreed that job must be done as the expected period. But employees did not believe that they could finish job as their time schedule and got no more priority to assign the job, because the company did not asked them in advance.

Table 4.19: Perception on Time management

Items	Mean	SD	Rating
I must finish my single job as expected time period	4.3375	.5595	SA
I have ability to conduct multi-jobs during time period	3.1304	1.0008	UN
Company allowed me to finish the job as desirable time period	1.9873	.8669	D
Company always ask me first to design time table when conduct job	2.2138	.9702	D
Time management	3.1673	.8493	UN

4.4.3 Respondents' perception on Accountability factor

Although the overall perception on accountability was perceived as “Agree level”, the mean and standard deviation were 3.7095 and .7904. But two factors ranked as “Undecided/Neutral level”. This outcome means that the employees understood their job description and could finish job without any supervise. On the contrary the respondents did not admit that they had loyalty and commitment to the company. The researcher found that it was very difficult to build the responsibility and obligation in the company. The employees lacked such spirit to create outstanding job performance for their career.

Table 4.20: Perception on Accountability

Items	Mean	SD	Rating
I know exactly about my job description without confusion	4.0955	.7319	A
I know that I have responsibility and obligation to the company	3.3165	.8676	UN
I have employee loyalty through a long time work at company	3.1899	.8681	UN
I always finish my job as expectation whatever my boss supervise	4.2360	.6939	SA
Accountability	3.7095	.7904	A

4.4.4 Respondents' perception on Job dedication factor

The overall perception on job dedication was perceived as “Undecided/Neutral level”, the average mean and standard deviation were 3.1738 and 1.0074. This outcome indicated that although the respondents love company, and might keep work for life-long period, but they did not cooperate with other colleague in order to conduct the job as the best result. The researcher found that employees probably not work at company for a long time if they did not love it. There are two factors ranked as “Undecided/Neutral level”, which means the employees only want to conduct the

job by their own instead of encourage other to achieve tasks of company.

Table 4.21: Perception on Job dedication

Items	Mean	SD	Rating
I am not only show contribution to company but encourage others	2.8616	1.0030	UN
I always encourage myself and others to do the job as best result	2.8302	1.0804	UN
I love my company, and willing to show all my contribution	3.4472	.9076	A
I am not view my job as position but a life-long task to conduct	3.5562	1.0386	A
Job dedication	3.1738	1.0074	UN

4.5 Tested relationship between demographic profile and culture diversity

Research Question No.5: Is there a significant relationship between demographic profile and culture diversity in terms of Innovation and risk taking, Outcome orientation, People orientation and Team orientation?

In this part, the 2-Way Analysis of Variance (ANOVA) was brought into use for proving the 5th question and the 1st hypothesis, stating whether there was a significant relationship between demographic profile and culture diversity factors.

Researcher identified that the respondents came from different place had various belief on culture diversity according to the solution. Their value depended on the gender, age, nationality, education background, length to hold the current position and position level.

Under this situation that respondents viewed the particular issue on their own consideration. Sometime, it could be helped the company to solve the problem as integrated aspect; otherwise it also causes the conflict between the employees without well communication and negotiation.

In order to solve the problem above, the company could generate the opportunity to the employees for exchange the ideas between them. This method

encouraged employees viewed the problem more wide, and also paid attention with other. The top management had commitment to teach employee to put their feet on other people's shoes for eliminating selfish behavior.

Culture diversity was more focus on the positive beneficial for the company since the multinational organization expanded into global market. People came from different countries with various values must study how to work together smoothly in order to show their contribution.

The researcher really thinks that every organization had the responsibility and commitment to reserve and promote culture hesitates for building core value in order to educate the employees.

Hypothesis 1

Ho1: There is no significant relationship between demographic profile and culture diversity.

Ha1: There is a significant relationship between demographic profile and culture diversity.

Overall, there was a significant relationship between the demographic profile and culture diversity. Because of the p-value of overall was .000, which was less than the significance level of 0.05. Therefore, the null hypothesis was rejected.

Table 4.22: Relationship between the Demographic Profiles

And Culture Diversity in overall

	Culture Diversity	
	F	Sig.
Demographic Profile	3.823	.000

4.5.1: Tested relationship between Demographic Profile and Culture diversity in term of Innovation and risking taking

The demographic profile in terms of age, educational background and position level has significant relationship with culture diversity regarding the factors of innovation and risk taking. Such outcome indicated that background of employees impacted the willingness to launch the task of innovation.

Table 4.23 Relationship between Demographic Profile and Innovation and risk taking

Demographic Profile		Innovation and risk taking
Gender	F	0.544
	Sig.	.893
Age	F	3.456
	Sig.	.000
Nationality	F	1.154
	Sig.	.3200
Educational Background	F	3.932
	Sig.	.000
Position Length	F	.816
	Sig.	.643
Position Level	F	3.318
	Sig.	.000

4.5.2: Tested relationship between Demographic Profile and Culture Diversity in terms of Outcome Orientation

The demographic profile in terms of age, educational background and position level has significant relationship with culture diversity regarding the factors of outcome orientation. Such outcome indicated that background of employees determined behavior of employees to finish the job as the expectation of top management.

Table 4.24 Relationship between Demographic Profiles & Outcome Orientation

Demographic Profile		Outcome Orientation
Gender	F	1.858
	Sig.	.0490
Age	F	3.384
	Sig.	.000
Nationality	F	1.1670
	Sig.	.315
Educational Background	F	3.402
	Sig.	.000
Position Length	F	.8540
	Sig.	.5860
Position Level	F	3.838
	Sig.	.000

4.5.3: Tested relationship between Demographic Profile and Culture Diversity in term of People Orientation

The demographic profile in terms of age, educational background and position level has significant relationship with culture diversity regarding the factors of people orientation. Such outcome indicated that background of employees played the critical role to cause the result.

Table 4.25 Relationship between Demographic Profiles & People Orientation

Demographic Profile		People Orientation
Gender	F	1.230
	Sig.	.2560
Age	F	3.3340
	Sig.	.0000
Nationality	F	1.657
	Sig.	.066
Educational Background	F	3.887
	Sig.	.000
Position Length	F	1.033
	Sig.	.425
Position Level	F	5.003
	Sig.	.000

4.5.4: Tested relationship between Demographic Profile and Culture Diversity in term of Team Orientation

The demographic profile in terms of age, educational background and position level has significant relationship with culture diversity regarding the factors of team orientation. Such outcome indicated that background of employees shifted the result of respondents to handle the job through cooperative spirit instead of do the job by themselves without communication.

Table 4.26 Relationship between Demographic Profiles & Team Orientation

Demographic Profile		Team Orientation
Gender	F	.624
	Sig.	.807
Age	F	3.419
	Sig.	.000
Nationality	F	2.122
	Sig.	.022
Educational Background	F	3.542
	Sig.	.000
Position Length	F	.8240
	Sig.	.616
Position Level	F	3.468
	Sig.	.000

4.6 Tested relationship between demographic profile and job performance

Research Question No.6: Is there a significant relationship between demographic profile and job performance in terms of High level of skills training, Time Management, Accountability and Job Dedication?

In this part, the 2-Way Analysis of Variance (ANOVA) was brought into use for proving the 6th question and the 2nd hypothesis, stating whether there was a significant relationship between demographic profile and job performance factors.

According to the solution above, the researcher identified that the respondents had different background that offered the various contribution to the company based on their profile. Especially for the score on age, education background and position level, all the Significance value were at .000, indicated that those items impact the job performance absolutely.

The researcher found that respondents of elders, or had higher education and position level used to show a better contribution to the company when they conducted the job. This group of employees created higher loyalty and commitment to the company after worked there for a longer period. Most of respondents would like to work for company for a life-long period, because they enjoyed work under the stable structure with routine job. They feared any challenge, risk and uncertainty, which might hurt their status.

According to the findings above, that the job performance of respondents were quite different. The consideration was very complex when they accept the job and finish the job as expectation of top management. Based on the answer of questionnaire that not all the employees would like to achieve the task with active behavior, but just finished the job as the basic requirement without study about how to attain the goal with other colleagues.

Hypothesis 2

H₀₁: There is no significant relationship between demographic profile and job performance.

H_{a1}: There is a significant relationship between demographic profile and job

performance.

Overall, there was a significant relationship between demographic profile and job performance. Because the p-value of overall was 0.000, which was less than the significance level of 0.05. Therefore, null hypothesis was rejected.

Table 4.27: Relationship between the Demographic Profile and Job Performance in overall

	Job Performance	
	F	Sig.
Demographic Profile	7.645	.000

4.6.1: Tested relationship between Demographic Profile and job performance in term of High level of skills training

The demographic profile in terms of age, educational background and position level has significant relationship with job performance regarding the factors of high level of skills training. Such outcome indicated that different of background of employees impacted the behavior when they evaluated the training course.

Table 4.28 Relationship between Demographic Profile and High level of skills training

Demographic Profile	High level of skills training	
Gender	F	1.225
	Sig.	.267
Age	F	3.575
	Sig.	.000
Nationality	F	1.3830
	Sig.	.1740
Educational Background	F	5.483
	Sig.	.000
Position Length	F	.8130
	Sig.	.6460
Position Level	F	4.584
	Sig.	.000

4.6.2: Tested relationship between Demographic Profile and job performance in term of Time Management

The demographic profile in terms of age, educational background and position level has significant relationship with job performance regarding the factors of time management. Such outcome indicated that different of background of employees conducted the job efficiency to meet the demand of top management.

Table 4.29 Relationship between Demographic Profiles and Time Management

Demographic Profile	Time Management	
Gender	F	.7430
	Sig.	.7460
Age	F	3.390
	Sig.	.000
Nationality	F	1.275
	Sig.	.2210
Educational Background	F	5.077
	Sig.	.000
Position Length	F	1.6730
	Sig.	.0580
Position Level	F	10.934
	Sig.	.000

4.6.3: Tested relationship between Demographic Profile and job performance in term of Accountability

The demographic profile in terms of age, educational background and position level has significant relationship with job performance regarding the factors of accountability. Such outcome indicated that different of background of employees did not show the same behavior when faced the responsibility to the company.

Table 4.30 Relationship between Demographic Profile and Accountability

Demographic Profile		Accountability
Gender	F	1.6910
	Sig.	.051
Age	F	3.526
	Sig.	.000
Nationality	F	2.032
	Sig.	.0130
Educational Background	F	3.461
	Sig.	.000
Position Length	F	2.834
	Sig.	.000
Position Level	F	10.499
	Sig.	.000

4.6.4: Test relationship between Demographic Profile and job performance in term of Job Dedication

The demographic profile in terms of age, educational background and position level has significant relationship with job performance regarding the factors of job dedication. Such outcome indicated that different of background of employees raised the various attitudes to create the job dedication to the company.

Table 4.31 Relationship between Demographic Profile and Job Dedication

Demographic Profile		Job Dedication
Gender	F	2.1690
	Sig.	.0060
Age	F	3.774
	Sig.	.000
Nationality	F	1.035
	Sig.	.4250
Educational Background	F	3.185
	Sig.	.000
Position Length	F	3.170
	Sig.	.000
Position Level	F	11.609
	Sig.	.000

4.7 Tested relationship between the culture diversity and job performance under the bureaucratic structure

Research Question No.7: Is there a significant relationship between culture diversity and job performance under the bureaucratic structure?

In this part, the Correlation Coefficient was brought into use for proving the 7th question and the 3rd hypothesis whether there was a significant relationship between demographic profile and culture diversity factors under the bureaucratic structure.

The Significance value was .000 between culture diversity job performance; the Significance value was .000 between the culture diversity and bureaucracy; and also the Significance value was .000 between job performance and bureaucracy. Three of subsections got the same answer, which identified the significant relationship between the culture diversity and job performance under the bureaucratic structure.

According to the solution above, the researcher identified that under the bureaucratic structure, the respondents did not show the same contribution to the company based on their background of culture diversity.

The organizational structure had not been changed after many years, which caused employees used to stay at stable condition without any efforts to break the frame in order to show the creativity.

Hypothesis 3

Ho1: There is no significant relationship between culture diversity and job performance under the bureaucratic structure.

Ha1: There is a significant relationship between culture diversity and job performance under the bureaucratic structure.

4.7.1 Tested the relationship between culture diversity with job performance under the bureaucratic structure

Overall, there was a significant relationship between culture diversity with job performance under the bureaucratic structure. Because the F-value of overall was 0.000, which was less than the significance level of 0.05. Therefore, null hypothesis was rejected.

Table 4.32: Relationship between culture diversity and job performance under the bureaucratic structure in overall

	F
Person Correlation	0.469
Sig. (2-tailed)	.000

The F-value between the culture diversity and job performance was 0.000; the F-value between the culture diversity and bureaucracy was 0.000; and also the F-value between the job performance and bureaucracy was 0.000 too.

Table 4.33: Relationship between culture diversity and job performance under the bureaucratic structure

	Culture Diversity VS Job Performance	Culture Diversity VS Bureaucracy	Job Performance VS Bureaucracy
Pearson Correlation	0.592	.409	.536
Sig. (2-tailed)	.000	.000	.000

4.7.2 Tested the relationship between culture diversity with job performance

The F-value between the culture diversity and job performance in term of high level of skills training was 0.000; the F-value between the culture diversity and job performance in term of accountability was 0.000; and also the F-value between the culture diversity and job performance in term of dedication was 0.000 too.

Table 4.34: Relationship between culture diversity and job performance in terms of High level of skills training , Time management, Accountability and Job dedication

Culture Diversity	Job Performance: High level of skills Training	Job Performance: Time Management	Job Performance: Accountability	Job Performance: Job Dedication
Pearson Correlation	.470	.058	.360	.350
Sig. (2-tailed)	.000	.467	.000	.000

The F-value between job performance and culture diversity in term of innovation and risk taking was 0.000; the F-value between job performance and culture diversity in term of people orientation was 0.000; And the F-value between the job performance and culture diversity in term of team orientation was 0.000 too.

Table 4.35: Relationship between Job performance with culture diversity in terms of Innovation and risk taking, Outcome orientation, People orientation and Team orientation

Job Performance	Culture Diversity: Innovation and risk taking	Culture Diversity: Outcome Orientation	Culture Diversity: People Orientation	Culture Diversity: Team Orientation
Pearson Correlation	.545	.114	.326	.546
Sig. (2-tailed)	.000	.148	.000	.000

4.7.3 Tested the relationship between culture diversity with bureaucracy

The F-value between the culture diversity and bureaucracy in term of work specialization was 0.000; the F-value between the culture diversity and bureaucracy in term of chain of command was 0.000; and also the F-value between the culture diversity and bureaucracy in term of stability was 0.000 too.

Table 4.36: Relationship between culture diversity with bureaucracy in term of Work specialization, Chain of command, Centralization and Stability

Culture diversity	Bureaucracy:	Bureaucracy:	Bureaucracy:	Bureaucracy:
	Work Specialization	Chain of Command	Centralization	Stability
Pearson Correlation	.349	.353	.099	.371
Sig. (2-tailed)	.000	.000	.211	.000

The F-value between the bureaucracy and culture diversity in term of innovation and risk taking was 0.000; the F-value between the bureaucracy and culture diversity in term of outcome orientation was 0.000; and also the F-value between the bureaucracy and culture diversity in term of team orientation was 0.000.

Table 4.37: Relationship between Bureaucracy with Culture diversity in term of Innovation and risk taking, Outcome orientation, People orientation and Team orientation

Bureaucracy	Culture diversity:	Culture diversity:	Culture diversity:	Culture diversity:
	Innovation and risk taking	Outcome Orientation	People Orientation	Team orientation
Pearson Correlation	.340	.541	.024	.295
Sig. (2-tailed)	.000	.000	.765	.000

4.7.4 Tested the relationship between Job performance and bureaucracy

The F-value between the job performance and bureaucracy in term of work specialization was 0.000; the F-value between the job performance and bureaucracy in term of chain of command was 0.000; and also the F-value between the job performance and bureaucracy in term of centralization was 0.000 too.

Table 4.38: Relationship between job performance and bureaucracy in term of Work specialization, Chain of command, Centralization and Stability

Job performance	Bureaucracy: Work specialization	Bureaucracy: Chain of command	Bureaucracy: Centralization	Bureaucracy: Stability
Pearson Correlation	.289	.433	.312	.038
Sig. (2-tailed)	.000	.000	.000	.636

The F-value between the bureaucracy and job performance in term of high level of skill training was 0.000; the F-value between the bureaucracy and job performance in term of time management was 0.000; and also the F-value between the bureaucracy and job performance in term of accountability was 0.000 too.

Table 4.39: Relationship between bureaucracy and Job performance in term of High level of skills training, Time management, Accountability

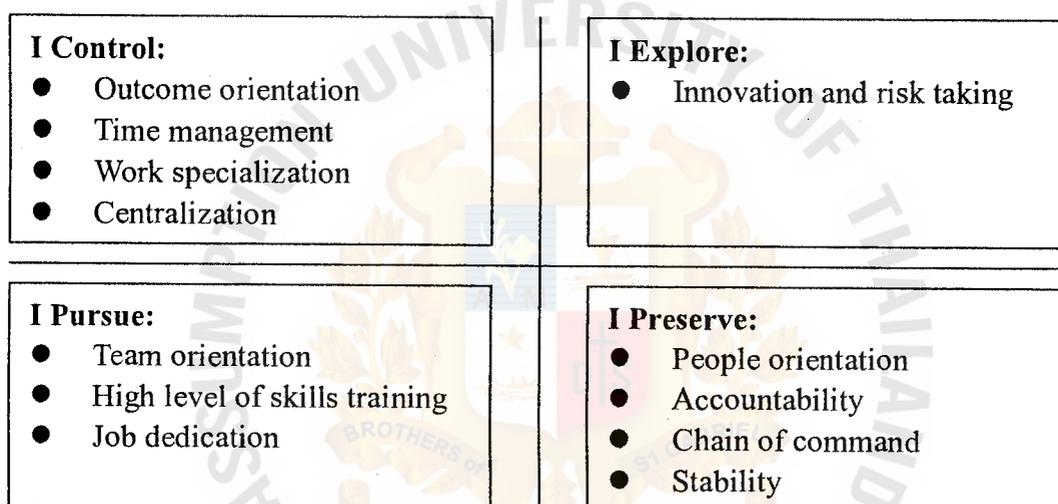
and Job dedication

Bureaucracy	Job performance: High level of Skill training	Job performance: Time management	Job performance: Accountability	Job performance: Job dedication
Pearson Correlation	.422	.322	.415	.230
Sig. (2-tailed)	.000	.000	.000	.003

4.7.5 Brain Map as Framework on the Analysis of Findings:

The inclusion of the brain map as part of the review of literature is because of its framework in identifying the functioning of people in organizations accordingly.

Bureaucratic behaviors of leaders, managers, executives, supervisors as well as staff can be located in the “I Control” Quadrant of the brain map. It is not difficult to situate and understand why people behave as such because, part of our brain functioning especially our thinking patterns can be traced in either of the four brain parts which are called “Human Information Processing” thinking skills. Thus, when all situate all those variables in the conceptual framework it can be illustrated as follows:



Items	Mean	Rating
1. Outcome orientation	4.0198	A
2. Time management	3.4900	UN
3. Work specialization	4.0209	SA
4. Centralization	3.7390	A
5. Innovation and risk taking	3.0895	UN
6. Team orientation	3.4900	A
7. High level of skills training	3.9535	A
8. Job dedication	3.1738	UN
9. People orientation	2.7749	UN
10. Accountability	3.7095	A
11. Chain of command	3.2811	UN
12. Stability	3.5446	A

Based on the above classification the respondents agreed on “outcome

orientation, work specialization, centralization, team orientation, high level of skills training, and accountability and stability”. Such outcomes indicated that employees were quite conventional to recognize the current structure and atmosphere in the office, which lacked of the spirit of innovation, challenge and risk taking.

The respondents did not show the exactly decision when focused the questionnaire which regarding “time management, innovation and risk taking, job dedication, people orientation and chain of command”. The reason was that they scared any changes or movement to break current situation, which might impact their job security or stable workload.

As shown above using the Brain map as a framework, majority of employees belonged to the area of “I Control” and “I Preserve”. They only focused on outcome, concept, procedure, and principle. They tend to be “always good listener and follower”, and want to be consistent, predictable in order to keep the stable job without any challenge. The findings showed evidence that respondents agreed with the bureaucratic structure and job performance.

In contrast, only minority of respondents belonged to the classification of “I Explore” and “I Pursue”. They would like to boost the process of innovation in order to help the company to increase the competence on the market.

Therefore, the researcher suggested that company need to educate and lead employees to breakthrough from the stable frame, and at the same stimulate them become more active to think whole, act whole, and feel whole. The employees need to taste “quick study” sense of what’s possible, which could change their attitude and

behavior in the working place to boost the job efficiency.

The brain map framework provides a holistic basis for developing the capabilities and capacities of individuals and groups working within a given structure. When one area is too emphasized at the expense of another, it is likely that problems and dysfunctions occur. Therefore, it is important to promote and maintain a balanced approach to employee and organization development, using the brain map model.



Chapter 5

Summary of findings, Conclusion and Recommendation

This chapter contains three major sections, namely summary of the study, conclusions and ODI proposal or recommendations.

5.1 The summary of the study

In summary, this thesis was intended to find out the perception of respondents on the culture diversity and job performance under the bureaucratic structure of The World News and determined the corresponding relationships of these variables.

Specifically, these include 1) demographic profile, 2) perception on bureaucracy, 3) perceptions on culture diversity, 4) perceptions on job performance, 5) relationship between demographic profile and culture diversity, 6) relationship between demographic profile and job performance, and 7) relationship between culture diversity and job performance under the bureaucratic structure.

5.1.1 Demographic Profile of the respondents

For this research, the target respondents were the employees in entire levels of company. There were 170 employees involved into the study, including all the levels of The World News. After distributed questionnaire to them, there were 161 employees responded.

The majority of The World News' respondents were male at 65.8%; the age between the 29 to 34 at 31.1%; Chinese and Chinese immigration were 62 at 38.5%; Thai people were 95 at 59%; vocational graduated were 104 at 64.4%; 62 respondents

worked for the company 5 to 10 years, at 38.5%; there were 128 respondents who were only being as Ordinary employees, representing the largest part at 79.5%.

5.1.2 Bureaucracy

Based on the research question, it showed the perceptions of respondents toward overall bureaucracy was rated at “agree” level with the average mean of 3.6464.

The score of the questionnaire item on “I conduct my job based on the particular skills” under the sub-factor of Work Specialization was highest point at 4.3875.

The score of the questionnaire item on “I know exactly who I am going to report when conduct the job” under the sub-factor of Chain of Command was highest point at 3.9188.

The score of the questionnaire item on “Company has concentrate power is appropriate for decision making” under the sub-factor of Centralization was highest point at 3.9371.

The score of the questionnaire item on “I use to work at stable situation when conduct the routine job” under the sub-factor of Stability was highest point at 4.0373.

5.1.3 Culture Diversity

Based on the research question, it showed that employees disagreed regarding culture diversity; the mean was only at 3.3436, which belonged to the catalog of “undecided or neutral” level. But the item of outcome orientation was much higher;

the mean was 4.0198.

The score of the questionnaire item on “Innovation enables to increase company competence on market” under the sub-factor of Innovation and risk taking was highest point at 3.6188.

The score of the questionnaire item on “Company’s final target is getting the outcome as expectation” under the sub-factor of Outcome orientation was highest point at 4.1863.

Regarding sub-factor of People orientation, all the answers of questionnaire were ranked at “undecided or neutral” level.

The score of the questionnaire item on “Team job is much efficient than any individual do the same thing” under the sub-factor of Team orientation was highest point at 3.7862.

5.1.4 Job Performance

Based on the research question, it showed that employees agreed regarding job performance, the mean was at 3.501, which belonged to the catalog of “Agree” level. The item of “High level of skill” was achieved highest point; the mean was 3.9535, all the four sub-items were ranked at “Agree” level.

The score of the questionnaire item on “High level of skills enable me to increase efficiency” under the sub-factor of High level of skills was highest point at 4.1429.

The score of the questionnaire item on “I must finish my single job as expected time period” under the sub-factor of Time management was highest point at

4.3375.

The score of the questionnaire item on “I know exactly about my job description without confusion” under the sub-factor of Accountability was highest point at 4.0955.

The score of the questionnaire item on “I am not view my job as position but a life-long task to conduct” under the sub-factor of Job dedication was highest point at 3.5562.

5.1.5 Relationship between Demographic Profile and Culture Diversity

The researcher tested hypothesis whether there was a significant relationships between demographic profile and culture diversity factors. The F value was 3.823, therefore helped researcher to make a decision that there was a significant relationship between two areas.

The demographic profile included age, gender, nationality, educational background, position length, and position level. Among those factors that age, educational background and position level has a significant relationship with culture diversity regarding the factors of innovation and risk taking, outcome orientation, people orientation and team orientation.

Under the sub-factor of innovation and risk taking, that demographic profile in term of nationality has more relationship between two areas; and demographic profile in term of gender got no more relationship.

Under the sub-factor of outcome orientation, that demographic profile in term of gender has more relationship between two areas; and demographic profile in term

of position length got no more relationship.

Under the sub-factor of people orientation, that demographic profile in term of nationality has more relationship between two areas; and demographic profile in term of position length got no more relationship.

Under the sub-factor of team orientation, that demographic profile in term of nationality has more relationship between two areas; and demographic profile in term of gender got no more relationship.

5.1.6 Relationship between Demographic Profile and Job Performance

The researcher tested hypothesis whether there was a significant relationships between demographic profile and job performance factors. The F value was 7.645, therefore helped researcher to make a decision that there was a significant relationship between two areas.

The demographic profile included age, gender, nationality, educational background, position length, and position level. Among those factors that age, educational background and position level has a significant relationship with culture diversity regarding the factors of innovation and risk taking, outcome orientation, people orientation and team orientation.

Under the sub-factor of high level of skills training, that demographic profile in term of nationality has more relationship between two areas; and demographic profile in term of position length got no more relationship.

Under the sub-factor of time management, that demographic profile in term of position length has more relationship between two areas; and demographic profile in

term of gender got no more relationship.

Under the sub-factor of accountability, that demographic profile in terms of Age, educational background, position length and position level has significant relationship between two areas. Demographic profile in terms of nationality and gender has more relationship between two areas; and demographic profile in term of position length got no more relationship.

Under the sub-factor of job dedication, that demographic profile in terms of age, educational background, position length and position level has significant relationship between two areas. The demographic profile in term of gender has more relationship between two areas; and demographic profile in term of nationality got no more relationship.

5.1.7 Relationship between the Culture Diversity and Job Performance under the Bureaucratic structure

The researcher tested hypothesis whether there was a significant relationships between culture diversity and job performance under the bureaucratic structure. The F value was 0.469, therefore helped researcher to make a decision that there was a significant relationship between three areas.

Three Significance. figures were all ranked at 0.000 when researcher compared the culture diversity with job performance in terms of high level of skills training, time management, accountability and job dedication. Such outcome identified there was a significant relationship between two areas, which they has Pearson Correlation by each others.

Three significant figures were all ranked at 0.000 when researcher compared the job performance with culture diversity in terms of innovation and risk taking, outcome orientation, people orientation and team orientation. Such outcome identified there was a significant relationship between two areas, which they has Pearson Correlation by each others.

Three significant figures were all ranked at 0.000 when researcher compared the culture diversity with bureaucracy in terms of work specialization, chain of command, centralization and stability. Such outcome identified there was a significant relationship between two areas, which they has Pearson Correlation by each others.

Three significant figures were all ranked at 0.000 when researcher compared the bureaucracy with culture diversity in terms of innovation and risk taking, outcome orientation, people orientation and team orientation. Such outcome identified there was a significant relationship between two areas, which they has Pearson Correlation by each others.

Three significant figures were all ranked at 0.000 when researcher compared job performance and bureaucracy in terms of work specialization, chain of command, centralization and stability. Such outcome identified there was a significant relationship between two areas, which they has Pearson Correlation by each others.

Three significant figures were all ranked at 0.000 when researcher compared the bureaucracy with job performance in terms of high level of skill training, time management, accountability and job dedication. It identified there was a significant relationship between two areas, which they has Pearson Correlation by each others.

5.2 Conclusion

5.2.1 Demographic Profiles of the respondents

Majority of the respondents are male, middle age, and most of them are vocationally trained, with tenure on the job no longer than a decade and are at the lowest level of the organizational hierarchy.

5.2.2 Bureaucracy

From the study, it was shown that respondents quite agreed with bureaucratic structure in the company after they involved into the process of operation. Based on the overall findings of respondents' perception on bureaucracy, their views confirmed the bureaucratic nature of the organizational structure. Furthermore, both "work specialization and centralization" as sub-variables of bureaucracy were also viewed consistently as the bureaucratic organizational structure. Thus it is not surprising to find employees following the job description exactly as written. The consequence of four sub-factors as "work specialization" with the rating at strong agree; follow by "centralization" with the rating at agree; and stability at agree level too. Such outcome identified that employees used to work in the different department to follow the exactly job description.

They agreed that top management got concentrate authority to make all the decision to the company. Actually, the majority of respondents didn't care about employee's involvement and delegation. They usually work under the fix frame and consistent job description without any changes to improve the job performance.

However, on the “chain of command” the respondents found themselves differently as “undecided” which could be an indicator of a desire to get out of the “chain” so to speak. Only one factor of “chain of command” was ranked at “undecided or neutral” level, which means the employees got no more exactly perspective whether they need to change the hierarchy into flat structure in order to deliver the information more efficiently from the operational level to the top management. But, they followed the current structure at least for maintaining the stable environment in the company.

5.2.3 Culture diversity

From the study, it was shown that respondents offered the undecided or neutral attitude regarded factor of culture diversity. Based on the overall findings of respondents’ perception on culture diversity, they did not offer the accurate decision when focused on this area. Furthermore, both “Innovation and risk taking, People orientation” as sub-variables of culture diversity were viewed undecided conclusion although they agreed with outcome orientation and team orientation.

The consequence of four sub-factors as “outcome orientation” with the rating at agree level, which means the employees knew that they must finished the job to satisfy the demand of top management in order to keep the job security. Followed by the “team orientation” also ranked the agree level, which indicated that employees admitted the advantage of team work, but it was very hard to build the cooperative relationship. Because of they lacked of spirit of group, and also suffered from the communication channel.

The factors of “innovation and risk taking” and “people orientation” ranked at undecided or neutral level. Those answers means that employees got no more priority to launch innovation, they feared any changes and challenges to reallocate the job in the company. Based on the answer that top management didn't view the employees as the most valuable asset, and the employees themselves didn't care about whether their voice could transfer to the top management for good feedback.

5.2.4 Job performance

From the study, it was shown that respondents agreed the factor of job performance. Based on the overall findings of respondents' perception on job performance, they offered an agreement. The consequence of four sub-factors as “high level of skill” and “accountability” with the rating at agree level; followed by another two factors, “time management” and “job dedication” ranked at undecided or neutral level.

The answers above told to the researcher that employees admitted the training program helped the company to increase the competence and hope top management to launch the program periodically. The employees could work under the self monitor without any supervisory based on the natural of newspaper when focused the factor of accountability.

The top management didn't offer the delegation to the employees, therefore they got no freedom to decide about their time frame when conduct the single job, they didn't have any space to voice their opinion. For the consequence, it was very hard to build the job dedication under such fundamental environment. The company

got no active power to stimulate the employees to offer the maximum contribution without the employees' involvement and loyalty. It could be hurt the capacity to keep the survival status of company for long term.

5.2.5 Relationship between the demographic profile and culture diversity

There is a relationship between the variables as supported by the significant findings on the test of hypothesis.

From the study, it was shown that there was a significant relationship between the demographic profile and culture diversity, especially for the factors of “age, educational background and position level”.

Employees got different perspectives when they focused on the factors of “innovation and risk taking, outcome orientation, people orientation and team orientation” based on their age, educational background and position level.

For other factors of gender, nationality and position length got no more relationship with the culture diversity. Such decode means employees' age range, level of education and position played a critical role to inflect their attitude when focused on the area of culture diversity, and cause the different perspectives.

5.2.6 Relationship between the demographic profile and job performance

There is a relationship between the variables as supported by the significant findings on the test of hypothesis.

From the study, it was shown that there was a significant relationship between the demographic profile and job performance, especially for the factors of “age,

educational background, position length and position level”.

Employees got different perspectives when they focused on the factors of “high level of skills training and time management” based on their age, educational background and position level. Employees got various understanding when they evaluated for the factors of “accountability and job dedication” based on their age, educational background, position length and position level.

Only one factor of gender got no more relationship with job performance, which means the male and female were not the component to impact the job efficiency when they conducted the task based on the orders from the top management. There is no significant difference in job performance between the male and female, the gender didn't create the good or bad job performance in the company.

5.2.7 The relationship between the culture diversity and job performance under the bureaucratic structure

There is a relationship between the variables as supported by the significant findings on the test of hypothesis.

From the study, it was shown that there was a significant relationship between the culture diversity and job performance under the bureaucratic structure.

Whatever the relationship between the culture diversity with sub-factors under job performance; the relationship between the job performance with sub-factors under the culture diversity; or the relationship between the culture diversity with the sub-factors under bureaucracy; the relationship between bureaucracy with sub-factors under culture diversity and also the relationship between the job performance with the

sub-factors under bureaucracy; the relationship between bureaucracy with the sub-factors under job performance.

All the six comparisons of group showed the same answer, which indicated culture diversity, job performance and bureaucracy has the significant relationship by each other. The top management must consider those factors into the integrated system; otherwise it could be very difficult to improve the job performance. The conceptual frame could be use for the most appropriate method to create the highest job efficiency.

All the single comparison under the six groups showed the same Significance. value at 0.000, which indicated that the top management couldn't view culture diversity, job performance and bureaucracy as independent variable, the impacted each other at all the perceptions.

Such answers also delivered the meaningful information to the researcher that company must design the change policy of innovation based on three areas in order to form the most appropriate outcome.

5.3 ODI Proposal (Recommendation)

The ODI Proposal provided some critical thinking and potential ideas for The World News that relate to the issues on culture diversity, job performance and bureaucracy.

5.3.1 Restructure the organization

The bureaucratic structure has been used since the company formed 50 years

without any adjustment and adaptation to the dynamic environment. The respondents didn't agree the current chain of command, instead of showed an undecided or neutral attitude.

Most of employees in the company belonged to the classification of "I preserve" based on the analysis of Brain Map. Therefore, they have to follow the orders from the supervisor whatever the current chain of command was appropriated or not.

The researcher suggested that company need to adjust the current chain of command of organizational structure more flexible and flat in order to reply the external environment all the time.

5.3.2 Build the solid culture and enhance the recognition of culture diversity

The World News Company established for 50 years, thanks for the contribution of employees who came from different areas with various feature of culture. It could be viewed as the most valuable asset, enabled company to adopt the dynamic environment when the employees raised their suggestion based on their belief, value, opinion, religion and other related consideration.

First, in the process for forming the solid culture diversity, the top management of The World News must allow the employees to voice their thinking freedom, in which to get beneficial from the different aspects for making the integrated decision.

Moreover, the top management should transmit the feature of culture diversity into mission, vision, strategy of company in order to emphasize the critical meaning and also deliver such information to the new colleague, or next generation.

Each employee has the responsibility to respect the culture apart from their own understanding for increasing the harmony in the working place.

The majority of employees belonged to the classification of “I control” and “I preserve” based on the analysis of Brain May, therefore they didn’t agree with factors of “innovation and risk taking” and didn’t believe that “people orientation” should be set as priority.

Researcher suggested that top management should dedicate how to the shift employees behavior on the classification of “I pursue” and “I explore” in order to boost the process of change and innovation.

5.3.3 Create the smoothly communication in the company

For any companies that communication played a critical role in everyday operation, enabled top management delivered the order to the first line operation and also allowed the top management to get the feedback from employees.

No debate absolutely, that smoothly communication created the interaction among the employees in the different departments for achieving the target of company together. People need to communicate, negotiate, contact when they involved into the social activity since we are human being. Therefore, the employees need to enhance the understanding regarding this issue when they become the colleague.

For the top management of The World News it is critical that they have the responsibility and commitment to share the information with all the employees through the different communication channels. Otherwise, the rumor might occur in the company and threaten management efficiency and job performance. The rumor

could be erasing easily based on the good foundation of communication system for more accurate information delivery.

The majority of respondents belong to the classification of “I control” based on the analysis of Brain May, who they only focused on continuity, consistent and predictable, but ignored the interaction between the other colleagues. Therefore, researcher suggested company dedicate on how to create the space and opportunity to eliminate such disadvantage. Organize some activities for the employees might become the good method.

5.3.4 Establish the attractive compensation for increasing the motivation

The researcher found that The World News lacked of attractive compensation and other positive policy to stimulate employees to show the outstanding job performance. The compensation was very difficult to change and modify after the particular employee start to work in the company.

It was impossible to encourage the employees to increase the job performance only through the loyalty and commitment since we lived under the material world. Each employees need to earn more money to increase the quality of life based on their extra efforts to the company.

The compensation and motivation should build under the system of performance evaluation for each employee in order to show the evidence of documentation.

The majority of employees didn't agree the factor of “job dedication” based on this study. Therefore, the researcher suggested that the company could build job

dedication through the attractive compensation, this was one of the most efficient method to retain the employees for long term.

5.3.5 Involvement, Empowerment and Delegation

Majority employees did not agree that company viewed them as the most valuables asset; they did not enjoy the attractive compensation system; they did not believed that company encouraged them to show maximum contribution; and also they has not freedom to decide how to conduct the job by themselves. All the four factors were ranked at “Undecided/Neutral level”, which could be viewed as warning signal under the situation.

The researcher suggested strongly that the company should borrow the concepts of involvement and empowerment for stimulating the employees to show the outstanding performance to the company.

The top management must realize that the hosts of company are employees themselves, not several executives who sit on the top level. If the employees got the delegation of the job, they might work with more flexibility and higher participation to achieve the task as expectation of top management.

The top management also need to pay attention that should be set the clear job task for the expectation to the employees when offer the delegation to them for avoiding the any confusion and chaos. During the process of employees conducted the single job, the manager also need to monitor them for correcting any mistakes. The manger could support employees when they could not continue to finish the job.

The decision making was not the job of top management, but encouraging and

delegating employees to raise their opinion in order to get the most appropriate solution.

The top management should offer the delegation to the employees, which means they trust the employees normally. This was very critical not only for business, but also interaction between the people since we are human being. Assuming, the employees probably not finish their job as the best result if the manager didn't trust him or her on this issue. The employees might lose the confidence and interest to work for the company. Therefore, trust the employees to build the outstanding job performance whatever they come from different counties with various feature of culture.

5.3.6 ODI Proposal

The situation before ODI was that company did not realize culture diversity played a vital role to impact the job performance under the bureaucratic structure. The top management has never put the demographic profile, culture diversity and bureaucracy into the integrated picture when they evaluated the job performance of employees, because lacked knowledge regarding this area.

Based on the findings of research that indicated demographic profile has the relationship both with culture diversity and job performance. And culture diversity impacted the job performance under the bureaucratic structure of the company. Such findings identified that ODI process offered the evidence to support the hypotheses.

The understanding regarding key issues of this study has been changed after entered the stage of Post ODI. Both top management and employees started to focus

on the culture diversity and dedicate to build the strong core culture in order to improve the job performance. Top management agreed that human factor was very critical for boosting the development of company for the beneficial of long term.

5.4 Suggestions for further research

This research only focused on The World News Company Limited, the researcher could like to suggest other studies for the further.

5.4.1 A study to examine the relationship between the culture diversity and employees' job satisfaction.

5.4.2 A study to examine the relationship between the culture diversity and employees' job motivation.

5.4.3 A study to examine the relationship between the employees' communication and job performance.

5.4.4 A study to examine the relationship between the learning attitude and job performance.

5.4.5 A study to examine the relationship between the bureaucracy and employees' delegation and involvement.

5.4.6 A study to examine the relationship between the between the bureaucracy and loyalty and commitment.

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APPENDIX

QUESTIONNAIRE

This questionnaire is divided into 4 parts as following:

Part I: Demographic Profile

Part II: Bureaucracy

Part III: Culture Diversity

Part IV: Job Performance

Part I: Demographic Profile

This part is regard as Demographic Profile, read carefully, then use the scale below

and decided which item are you agree by marking \checkmark or X and give a correct

information, please answer truthfully for best result:

1. Gender

Male

Female

2. Age

23-28 years

29-34 years

35-40 years

41-46 years

47-52 years

53 years up

3. Nationality

Thai

Chinese

Chinese immigration

Other neighbor countries

4. Educational background

Up to High School

Vocational Graduate

Bachelor Degree

Master Degree and Above

5. How long did you holding the current position?

Less than 5 years

5-10 years

11-16 years

17-22 years

23-28 years

More than 29 years

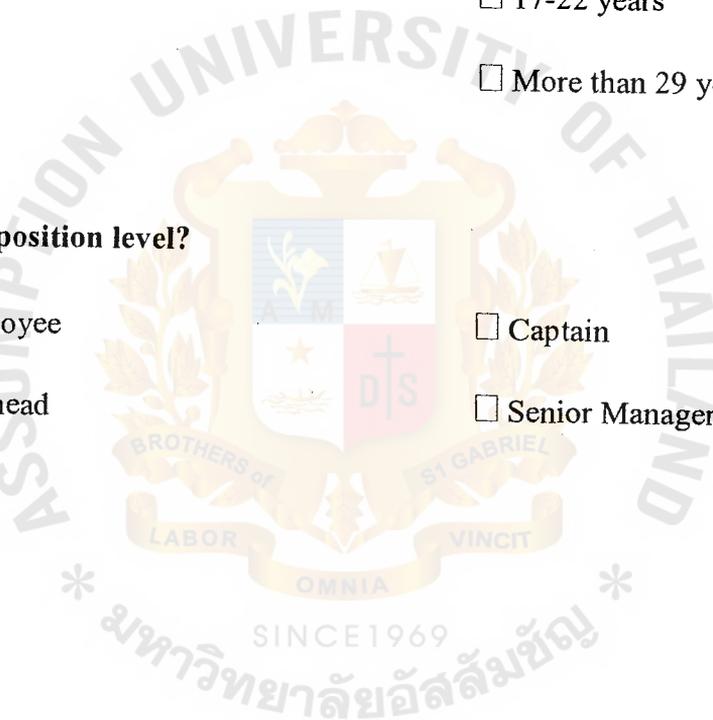
6. What is your position level?

Ordinary Employee

Captain

Department Ahead

Senior Manager



Part II: Bureaucracy

This part is regard as Bureaucracy, read carefully, then use the scale below and decided which item are you agree by marking \checkmark or X and give a correct information. Please answer truthfully for best result:

No	Bureaucracy	1.Strongly Disagree	2.Disagree	3.Undecided /Neutral	4.Agree	5.Strongly Agree
----	-------------	---------------------	------------	----------------------	---------	------------------

Work specialization

7	Work specialization is an unending source to improve productivity					
8	I only conduct my task as job description					
9	I conduct my job based on the particular skills					
10	I could finish my job without cooperation as team					

Chain of command

11	I am satisfy with the current chain of command in the company					
12	I know exactly who I am going to report when conduct the job					
13	I only abbeey the orders to my boss in own department					
14	I feel freely to report some particular issues to the top management					

Centralization

15	I support all the decision that company designed					
16	Company has the authority to make all the decision					
17	Company has concentrate power, is appropriate for decision making					
18	Company is always right to when make decision					

Stability

19	Maintain the current situation is appropriate for the company					
20	Focus on sustainable growth is critical for the company					
21	I use to work at stable situation when conduct the routine job					
22	I hope to break the stable frame to show my creativity					

Part III: Culture Diversity

This part is regard as Culture Diversity, read carefully, then use the scale below and decided which item are you agree by marking \checkmark or X and give a correct information. Please answer truthfully for best result:

No	Culture Diversity	1.Strongly Disagree	2.Disagree	3.Undecided /Neutral	4.Agree	5.Strongly Agree
----	-------------------	---------------------	------------	----------------------	---------	------------------

Innovation and risk taking

23	Company need to conduct innovation for urgent consideration					
24	Innovation enables to increase company competence on the market					
25	Company should be involve into risking taking for advantage					
26	I should be involve into risking taking for challenge					

Outcome orientation

27	Company's final target is getting the outcome as expectation					
28	The process is doesn't matter, but the outstanding outcome					
29	Company always give me the clear order for expectation of outcome					
30	Company always prefer the outcome as expectation					

People orientation

31	Company views me as the most valuable asset					
32	Company offers the stimulative compensation system to me					
33	Company encourages me to show maximum contribution					
34	I have the freedom to decide how to conduct the job by myself					

Centralization

Team orientation

35	I can finish my job on time as expectation without cooperation					
36	I only can finish my job through cooperation					
37	Spirit of team job enables me to increase efficiency					
38	Team job is much efficient than any individual do the same thing					

Part IV: Job Performance

This part is regard as Job Performance, read carefully, then use the scale below and decided which item are you agree by marking \checkmark or X and give a correct information. Please answer truthfully for best result:

No	Job Performance	1.Strongly Disagree	2.Disagree	3.Undecided /Neutral	4.Agree	5.Strongly Agree
----	-----------------	---------------------	------------	----------------------	---------	------------------

High level of skills training

39	Company has obligation to offer the related training course to me					
40	High level of skills enable me to increase efficiency					
41	Training course is a process, should be launch continually to me					
42	Training course enables company to achieve sustainable growth					

Time Management

43	I must finish my single job as expected time period					
44	I have ability to conduct multi-jobs during time period					
45	Company allowed me to finish the job as desirable time period					
46	Company always ask me first to design time table when conduct job					

Accountability

47	I know exactly about my job description without confusion					
48	I know that I have responsibility and obligation to the company					
49	I have employee loyalty through a long time work at company					
50	I always finish my job as expectation whatever my boss supervise					

Job Dedication

51	I am not only show contribution to company but encourage others					
52	I always encourage myself and others to do the job as best result					
53	I love my company, and willing to show all my contribution					
54	I am not view my job as position but a life-long task to conduct					

問卷調查

問卷分成以下四個部分：

第一部分：背景

第二部分：官僚結構

第三部分：多元文化

第四部分：工作表現

第一部分

這部分有關背景調查。仔細閱讀，選擇 或者 給出最準確的答案

1. 性別

男性

女性

2. 年齡

23-28 歲

29-34 歲

35-40 歲

41-46 歲

47-52 歲

53 歲以上

3. 國籍

泰國

中國

華僑

其他鄰國

4. 教育程度

高中以上

職業學校

大學

碩士以上

5. 握有當前職位多長時間

5 年以下

5-10 年

11-16 年

17-22 年

23-28 年

超過 29 年

6. 職位等級

普通員工

領班

部門主管

高級管理人員



第二部分：官僚結構

這部分有關官僚結構。仔細閱讀，選擇 √ 或者 X 給出最準確的答案

號碼	官僚結構	1.強烈不同意	2.不同意	3.不置可否	4.同意	5.強烈同意
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工作劃分

7	工作劃分能夠提高生產力					
8	我只做工作職責範圍內的事					
9	我利用專門的技能完成工作					
10	我不需要和別人合作也能完成工作					

管理系統

11	我對於公司現行的管理系統感到滿意					
12	我準確地知道誰是直屬上司					
13	我只服從本部門上司的指揮					
14	我可以任意向高級管理層匯報					

中央集權

15	我支持公司所做出的所有決定					
16	公司有權利做決定					
17	中央集權做決定是最適合的					
18	公司做出的所有決定都是對的					

穩定性

19	保持目前的狀態對於公司來講最適宜					
20	面向可持續性發展對於公司來將最重要					
21	我習慣在穩定的環境中做週而復始的工作					
22	我希望打破框架來表現創造力					

第三部分：多元文化

這部分有關多元文化。仔細閱讀，選擇 √ 或者 X 給出最準確的答案

號碼	官僚結構	1.強烈不同意	2.不同意	3.不置可否	4.同意	5.強烈同意
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改革與風險嘗試

23	公司最緊迫的任務就是要進行改革					
24	改革可以幫助公司提升市場競爭力					
25	公司要勇於進行風險嘗試					
26	我勇於面對挑戰和接受風險					

以工作結果為導向

27	公司最終的目標就是獲得預想的工作結果					
28	過程並不重要，但是要看最後的結果					
29	公司總是給我準確的指令去達到最終結果					
30	公司對我的要求主要看工作結果					

以人的因素為導向

31	公司認為我是最寶貴的財產					
32	公司向我提供鼓勵性的薪水待遇					
33	公司鼓勵為做出最大的貢獻					
34	我有自由選擇如何完成一項工作					

以團隊為導向

35	不需要合作我也能夠理想地完成工作					
36	只有通過合作我才能完成某項工作					
37	團隊精神可以提升工作效率					
38	團隊工作比個人貢獻更有效率					

第四部分：工作表現

這部分有關工作表現。仔細閱讀，選擇 √ 或者 X 給出最準確的答案

號碼	官僚結構	1.強烈不同意	2.不同意	3.不置可否	4.同意	5.強烈同意
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高層次的技能培訓

39	公司有義務向我提供相應的培訓課程					
40	高層次的技能培訓可以提升工作效率					
41	培訓是一個過程，應該持之以恆地進行下去					
42	培訓課程可以確保公司保持可持續性發展趨勢					

時間管理

43	我必須在制定時間內完成某項工作					
44	我有能力在一個時間段里做多種工作					
45	公司允許我在自定的時間段內完成工作					
46	公司總是征求我能夠完成工作的時間					

責任感

47	我準確地知道自己的工作職責					
48	我對公司賦有責任感					
49	通過長時間工作，我對公司有忠實感					
50	不管上司監督與否，我都能夠完成工作					

現身精神

51	不但自己為公司做最大的貢獻，還鼓勵別人倣效					
52	我總是鼓勵自己和同事完成工作任務					
53	我喜歡這個公司，願意付出最好的工作表現					
54	我將這份工作視為終身奮鬥的目標					

แบบสอบถาม

แบบสอบถามชุดนี้แบ่งออกเป็น 4 ส่วน ดังต่อไปนี้

ส่วนที่ 1 : สถานะส่วนบุคคล

ส่วนนี้เป็นข้อมูลส่วนตัว กรุณาอ่านอย่างละเอียดและตอบคำถามตามความเป็นจริง กาเครื่องหมาย หรือ ลงในช่อง

1. เพศ

ชาย

หญิง

2. อายุ

23-28 ปี

29-34 ปี

35-40 ปี

41-60 ปี

47-52 ปี

53 ปี ขึ้นไป

3. สัญชาติ

ไทย

จีน

จีน (ต่างด้าว)

ประเทศเพื่อนบ้าน อื่นๆ

4. วุฒิการศึกษา

มัธยมศึกษาปีที่ 6

ประกาศนียบัตรวิชาชีพ

มหาวิทยาลัย (ปริญญาตรี)

ปริญญาโท หรือ สูงกว่า

5. คุณทำงานในตำแหน่งที่ทำปัจจุบันนี้ในระยะเวลาที่ปี

น้อยกว่า 5 ปี

5-10 ปี

11-16 ปี

17-22 ปี

23-28 ปี

มากกว่า 29 ปี

6. ตำแหน่งงานคุณอยู่ในระดับไหน

พนักงานทั่วไป

หัวหน้างาน

หัวหน้าแผนก

ผู้บริหารระดับสูง

ส่วนที่ 2 :

1. ไม่เห็นด้วยเป็นอย่างยิ่ง
2. ไม่เห็นด้วย
3. ไม่ออกความเห็น/ไม่ตัดสินใจ
4. เห็นด้วย
5. เห็นด้วยเป็นอย่างยิ่ง

7. การแบ่งงานจะช่วยเพิ่มผลผลิตในการทำงาน
8. ข้าพเจ้าจะทำงานในส่วนที่ตัวเองรับผิดชอบเท่านั้น
9. ข้าพเจ้าทำงานให้สำเร็จได้ด้วยความสามารถทางเทคนิค
10. ข้าพเจ้าไม่ต้องทำงานร่วมกับผู้อื่นก็สามารถทำงานสำเร็จได้
11. ข้าพเจ้าพอใจกับระบบบริหารงานในปัจจุบัน
12. ข้าพเจ้ารู้ว่าใครคือผู้บังคับบัญชาของข้าพเจ้า
13. ข้าพเจ้าจะฟังคำสั่งเฉพาะผู้บังคับบัญชาของข้าพเจ้าเท่านั้น
14. ข้าพเจ้าสามารถรายงานให้กับผู้บริหารระดับสูงโดยอิสระ
15. ข้าพเจ้าจะสนับสนุนการตัดสินใจของบริษัทในทุกเรื่อง
16. บริษัทมีอำนาจในการตัดสินใจ
17. การตัดสินใจของอำนาจส่วนกลางเหมาะสมที่สุด
18. การตัดสินใจของบริษัทล้วนถูกต้องทั้งหมด
19. การรักษาสถานะปัจจุบันของบริษัทถือว่าเหมาะสมที่สุด
20. การพัฒนาอย่างต่อเนื่องของบริษัทถือว่าสำคัญที่สุด
21. ข้าพเจ้าเคยชินกับงานที่วุ่นเวียนและสิ่งแวดล้อมที่เหมือนเดิม
22. ข้าพเจ้าคาดหวังที่จะทำลายกรอบเดิม ๆ เพื่อแสดงออกถึงการสร้างสรรค์
- ✓ 23. ภารกิจของบริษัทขณะนี้คือการปฏิรูปโดยด่วน x
24. การปฏิรูปสามารถช่วยให้บริษัทยกระดับการแข่งขันในตลาดสูงขึ้น
25. บริษัทต้องเผชิญกับความเสี่ยงอย่างกล้าหาญ
- ✓ 26. ข้าพเจ้าจะเผชิญหน้ากับความเสี่ยงอย่างทำหายและกล้าหาญ
- ✓ 27. จุดหมายของบริษัทคือผลงานที่สำเร็จลุล่วงตามเป้าหมายที่ตั้งไว้

28. ขั้นตอนของงานนั้นไม่สำคัญ แต่ที่สำคัญต้องดูผลลัพธ์ตอนสุดท้าย
29. บริษัทมักจะให้คำสั่งแก่ข้าพเจ้าที่ชัดเจนเพื่อที่จะบรรลุถึงเป้าหมาย
30. บริษัทยินยอมรับคำเรียกร้องของข้าพเจ้าจากการดูผลของงาน
31. บริษัทเห็นว่าข้าพเจ้าเป็นสมบัติอันล้ำค่าที่สุด
32. บริษัทเสนอค่าจ้างเงินเดือนเพื่อให้กำลังใจในการทำงาน
33. บริษัทให้กำลังใจข้าพเจ้าเพื่อให้เราอุทิศตน
34. ข้าพเจ้ามีสิทธิ์เลือกวิธีการทำงานอย่างไรก็ได้เพื่อให้งานสำเร็จ
35. ข้าพเจ้าไม่ต้องการความร่วมมือใด ๆ ก็สามารถทำงานสำเร็จลุล่วงได้
36. ต้องมีความร่วมมือเท่านั้นข้าพเจ้าจึงจะทำงานนั้นๆ ได้สำเร็จ
37. การทำงานเป็นที่สามารถเพิ่มประสิทธิผลในการทำงาน
- ✓ 38. การทำงานเป็นที่มามีประสิทธิผลมากกว่าการทำงานคนเดียว
39. บริษัทให้ข้าพเจ้าเข้าอบรมโดยไม่ได้ผลตอบแทน
40. การอบรมด้านเทคนิคขั้นสูงช่วยเพิ่มประสิทธิผลในการทำงาน
41. การอบรมคือขั้นตอนหนึ่ง ควรที่จะดำเนินการต่อไป
42. บทเรียนของการอบรม รับประทานได้ว่าบริษัทมีแนวโน้มที่จะพัฒนาอย่างต่อเนื่องได้
43. ข้าพเจ้าต้องทำงานอย่างใดอย่างหนึ่งให้สำเร็จในเวลาที่กำหนด
44. ข้าพเจ้าสามารถทำงานได้หลายอย่างในช่วงเวลาหนึ่ง
45. บริษัทยินยอมให้ข้าพเจ้าทำงานให้สำเร็จในเวลาที่ข้าพเจ้ากำหนดเอง
46. บริษัทพยายามทำให้ข้าพเจ้าทำงานให้สำเร็จภายในเวลางาน
47. ข้าพเจ้ารู้ภาระหน้าที่ในงานของตัวเอง
48. ข้าพเจ้ารู้สึกมีความรับผิดชอบต่อบริษัท
49. การทำงานกับบริษัทเป็นระยะเวลานานทำให้ข้าพเจ้ามีความรู้สึกซื่อสัตย์ต่อบริษัท
50. ไม่ว่าผู้บังคับบัญชาจะสอดส่องเวลาทำงานของข้าพเจ้าหรือไม่ ข้าพเจ้าก็ทำงานให้สำเร็จได้
51. ข้าพเจ้าไม่เพียงแต่จะอุทิศตนให้บริษัทยังชักชวนเพื่อนร่วมงานให้ทำเป็นแบบอย่างด้วย
52. ข้าพเจ้าให้กำลังใจตัวเองและเพื่อนร่วมงานเพื่อให้งานบรรลุผลสำเร็จ
53. ข้าพเจ้านิยมชมชอบบริษัท และยินยอมที่จะแสดงผลงานที่ดีที่สุด
54. ข้าพเจ้ามีความเห็นว่าการทำงานคือเป้าหมายของการใช้ชีวิต