

ABSTRACT

The overall objective of this study was to examine the relationship between organizational culture, organizational commitment, and managers' attitudes toward the ISO 9000 system. In order to understand the relationship of these variables, relevant theories and concepts were reviewed and synthesized to form the theoretical and conceptual frameworks. Organizational Culture consisted of four main constructs namely power orientation, role orientation, task orientation, and support (or people) orientation culture. Organizational Commitment consisted of three main constructs which are affective commitment, continuance commitment, and normative commitment.

Three large organizations in the electrical manufacturing industry were selected for this study. All three were organizations that had employed the ISO 9000 for over two years and were located in Bangkok and the surrounding provinces. Questionnaires were distributed to managers, at all levels, employed in these three organizations, 243 questionnaires were returned.

The study found that both Organizational Culture and Organizational Commitment have positive relationships with managers' attitude toward ISO 9000. Nevertheless, the findings showed that Organizational Culture had a stronger impact on managers' attitude than Organizational Commitment. In terms of demographic factors, the study found only two - education levels, and lengths of service within the company, were factors that had relationships with managers' attitude.

The study concluded with suggestions for further research. These included studying further the commitment of senior Thai managers, the financial impact of ISO 9000 on firms, and understanding the purpose and benefits of ISO 9000 on Thai firms.