

ABSTRACT

The overall objective of this study was to examine the relationship of corporate culture, work attitudes, readiness for change and excellent performance. In order to understand the relationship of these variables, relevant theories and concepts were reviewed and synthesized to form the theoretical and conceptual frameworks. Corporate Culture framework consisted of four main constructs namely power, people, role and task orientations. Work Attitudes framework comprised of job satisfaction and organizational commitment. Readiness for Change framework consisted of leadership, organizational structure, team effort, communication, participation, and climate. Excellent Performance framework consisted of vision, leadership, innovation, organizational structure, teamwork and participation. A questionnaire consisting of seventy-four questions was designed based on the conceptual framework. The subjects of this study were working people in multi level marketing industry in Thailand. Nine hundred sets of questionnaires were distributed to the companies listed in the sampling frame. Four hundred and four completed questionnaires were returned, representing forty-five percent of the returned rate of the total floated questionnaires. The results of the research indicated that the corporate culture of the multi level marketing industry had a tendency toward “people” culture. Overall, the working people of this industry had moderately high positive attitudes towards their organizations. Likewise, their readiness for change was also moderately high. In view of excellent performance, the results revealed that there was a gap between the practice level, which was the actual or “what is”, and the awareness and preference levels, which was “what could be”. This means that there

are still some rooms for improvements. One of the significant findings of this study revealed that work attitudes had the strongest correlation with readiness for change which, in turn, had a strong correlation with excellent performance. This knowledge suggested that work attitudes played the most significant role in preparing individual and organizations for readiness for change which ultimately contributing to excellent performance. Research evidence indicated that job level was the most critical factor that greatly influenced the perception of employees. The main areas of concerns identified by this research were the gap of job satisfaction between managerial and non-managerial levels which could affect the work attitudes of employees, the need for visionary leadership and two-way communication, and the need for a flatter and more flexible organization structure which could promote the readiness for change and the excellent performance of the organizations.

