

THE IMPACT OF HUMAN RESOURCE MANAGEMENT AND
STANDARDIZED MANAGEMENT, ENTERPRISE CULTURE TOWARD
ORGANIZATIONAL EFFECTIVENESS:
A CASE STUDY OF FURNITURE MANUFACTURE GROUP IN THAILAND



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The Impact of Human Resource Management and Standardized Management,
Enterprise Culture toward Organizational Effectiveness:
A Case Study of Furniture Manufacture Group in Thailand



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Author: Liang Yongxing

Independent Study Committee:

Advisor

Assoc. Prof. Dr. Suthinan Pomsuwan

Field Specialist

Dr. Papob Puttimanoradeekul

Liang Yongxing Master of Business Administration, January 2023, Graduate
School Bangkok University

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Advisor: Assoc. Prof. Suthinan Pomsuwan, Ph.D.

ABSTARCT

Due to the diversity of the workforce, the organization has faced various obstacles in developing human resources and standardized management. Human resource management practices' of international business firms will have to provide efficient management strategies to guarantee improved performance and productivity at work. Developing Organizational practises to boost employee motivation in a multicultural workforce presents considerable difficulties for HRM. A greater degree of employee satisfaction and motivation depends on the development of corporate culture and practice. However, creating a plan that promotes justice and appreciates individual ideas and values is difficult given the widely varied workforce.

For this purpose, this study evaluated the impact of HRM, enterprise culture and standardised management impact on the Organizational effectiveness through the case study of the Furniture manufacturing group of Thailand. A sample size of 200 is collected through the primary research method of an online survey to understand the employee perspectives about the different Organizational factor which impacts Organizational effectiveness. The demographic data showed that the majority of workers in the furniture manufacturing industries are male, between the ages of 20 and 40, and make less than 15,000 Bath annually. The study evaluated the data using

statistical methods of descriptive analysis and regression analysis. The findings of the study highlighted the significant influence of the HRM, enterprise culture and standardised management impact on Organizational effectiveness. However, a few independent variables are insignificant to the Organizational effectiveness which include recruitment and selection, salary system, adaptability and staffing and selection system of the Furniture manufacturing group. As a result, the management of the firm must concentrate on the personnel and selection method, wage structure, and flexibility. Managers of the furniture manufacturing group must update Organizational policies and systems in relation to training, development, and compensation.

Keywords: Organizational Effectiveness, Enterprise Culture, Human Resource Management, Standardized Management, Furniture Manufacture

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I believe that the warmly future is far away, but only adhere to the heart, we will be able to reach.

Finally, I want to tell myself, no matter what happens in the next future, please don't forget love the world, love myself, and always be kind, always move forward.



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Yongxing

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CHAPTER 1

INTRODUCTION

This chapter introduces the research proposal of this study which includes the importance and research problems, objectives of the study, the conceptual framework, method of the study, statistics used and tools, scope of the study (independent variables and dependent variable/population and sample), benefits of the research.

1.1 The Importance and Problem of the Study

The rising level of globalization has created several challenges for the organization to develop human resources and standardised management because of workforce diversity. Globalization has encouraged the migration of staff, increasing the growth of a diverse workforce. The organization is required to develop a consistent practice of standardised or tailored management approaches to eliminate the cross-cultural challenges of the workplace by Lunnan and Traavik (2009).

The key driver behind standardised management is to ensure fairness of the organizational practice in order to eliminate cultural-related impacts on the management. Human resource management (HRM) is required to develop organizational practices considering the institutional level factors such as legal system, employment laws and workplace regulations, as well as cultural level factors such as the values and beliefs of employees. HR of the organization focuses on developing organizational practice in a way to encourage a higher level of motivation among the workforce and satisfaction to achieve the strategic objectives (Adeniyi et al., 2017). HR practice mainly includes recruitment and selection, performance management, training and development, compensation planning and maintaining industrial relations in the organizational practice from James and Baruti(2021).

The human resource management practice of international business organizations is required to develop effective management approaches to ensure higher productivity and performance in the workplace (Lunnan & Traavik, 2009). Thus, there is a major role of HRM in order to develop standardised management in the organization.

HRM faces significant challenges in developing organizational practices to encourage employee motivation in a multicultural workforce. The development of the organizational culture and practice becomes crucial to ensure a higher level of employee satisfaction and motivation. However, a highly diverse workforce poses challenges to developing a strategy that encourages fairness and values individual beliefs and values (James & Baruti, 2021).

HRM faces challenges in deciding between localization and standardised management practice because the diverse cultural practice and institutional environment of the host country require effective decision to either follow the parent company's HRM practice or modify it in order to meet the expectations of employees. It is crucial to evaluate the impact of HRM on the effectiveness of the organization and the role of organizational culture in the effectiveness of the organization.

1.2 Research Problems

- 1) Does human resource management affect organizational effectiveness?
- 2) Does enterprise culture affect organizational effectiveness?
- 3) Does standardized management affect organizational effectiveness?

1.3 Objectives of the Study

The aim of the study is to evaluate the problem that arises by the HRM in improving Organizational effectiveness in a highly diverse working environment.

The objectives of the study are as follows.

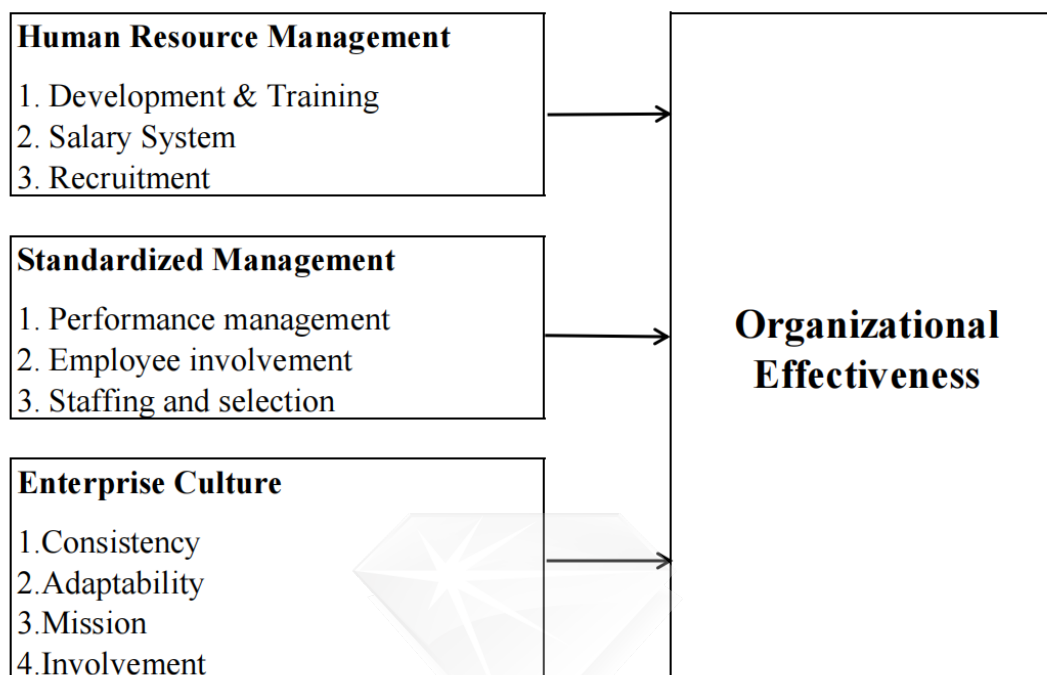
- 1) To study the impact of human resource management on organizational effectiveness at furniture manufacture group in Thailand.
- 2) To study the impact of enterprise culture on organizational effectiveness at furniture manufacture group in Thailand.
- 3) To study the impact of standardized management on organizational effectiveness at furniture manufacture group in Thailand.

1.4 Hypotheses and Conceptual Framework

The researcher research and make hypothesis to analyze the Human Resource Management and Standardized Management, Enterprise Culture impact to Organizational effectiveness of Furniture Manufacture Group or not.

- Hypothesis 1: Human resource management affect organizational effectiveness.
- Hypothesis 2: Enterprise culture affect organizational effectiveness.
- Hypothesis 3: Standardised management affect organizational effectiveness.

Figure 1.1: Conceptual framework



1.5 Method of the Study

In order to address the research, question this study conduct primary research to evaluate the perspective of the employees towards HRM strategies and standardised management in influencing organizational effectiveness. The study will achieve the research objectives of a case study of the furniture manufacturing group of Thailand.

Quantitative research methodology was used to explore the Impact of Human Resource Management and Standardized Management, Enterprise Culture toward Organizational effectiveness, using furniture manufacture group as a case study. Data were gathered through a structured questionnaire from people working in offices. Survey questionnaires were completed by employees of furniture manufacture group.

1.6 Tools and Statistics Used

This research survey used a closed-ended questionnaire as a tool to obtain

demographic data and information about Human Resource Management and Standardized Management, Enterprise Culture.

Data collection was done through an online questionnaire using a closed-ended questionnaire, and the measurement scale used to evaluate the questionnaire was a Likert scale to obtain demographic data and information on motivation, job characteristics, and organizational commitment. Statistical analysis is performed quantitatively by using two common statistical methods: descriptive statistics and inferential statistics (multiple linear regression). Data have been processed using computerized software.

1.7 Benefits of the Research

This study improves organizational effectiveness by evaluating the impact of human resources management, enterprise culture and standardized management on organizational efficiency. The study develops recommendations for the furniture manufacturing organization of Thailand to improve its organizational effectiveness and eliminate the current challenges.

CHAPTER 2

LITERATURE REVIEW

The literature review chapter aims to evaluate the existing theories and research on organizational effectiveness. These chapters include theories of organizational effectiveness, human resource management, enterprise culture and standardised management to understand the topic better, which will be helpful in achieving the objectives of the study.

2.1 Organizational Effectiveness

According to Tahsildari and Shahnaei (2015), the term "organizational effectiveness" is more general and refers to a variety of components used to gauge an organization's success. organizational effectiveness has thus been identified as a component of organizational performance. Organizational effectiveness is defined as an organization's ultimate capacity to regularly fulfil its operational and strategic objectives. According to Reetu et al. (2019), organizational effectiveness is an organization's capacity to achieve its objectives over an extended period of time. It is widely accepted that an organization's effectiveness may be measured by how well it accomplishes its objectives. Albrecht et al. (2015) highlighted that organizational effectiveness could be evaluated by the level of employee engagement in the organization. Organizational effectiveness thus depends upon the human resource practice followed by the organization that impacts employee engagement which eventually impacts the performance of employees and the organization. Reetu et al. (2019) concluded that the examination of the relationship between Organizational climate and effectiveness was checked it was again found that due to mediating variables, the relationship became insignificant, which told that it is not only the

climate of an organization which enhances the organizational effectiveness but commitment of employees towards the organization is playing the lead role for boosting the effectiveness (Reetu et al., 2019). The fact that devoted employees feel good emotions is likely to impact employee involvement in the workplace. Cameron et al. (2011) argued that Organizational practice plays a vital role in influencing Organizational effectiveness. The development of a positive practises instrument reveals that these behaviours do, in fact, predict Organizational performance.

More importantly, an increase in beneficial behaviours indicates an increase in certain efficacy indicators over time. Employees will experience a feeling of pride in the business and like doing their work when there is an atmosphere of love, care, compassion, and empathy, which will immediately contribute to the success of the organization. The findings of our study showed that, together with job satisfaction and a healthy work environment, employee dedication was a prerequisite for enhancing an organization's effectiveness (Reetu et al., 2019). Thus, Organizational effectiveness is linked with enterprise culture that allows the organization to achieve its objectives.

2.2 Human Resource Management of the Organization

According to Ralević (2015), organizations' use of human resources can provide them with a competitive edge. As per the resource-based view (RBV), human resource management is an integral part of organizational resources because it helps an organization to achieve its objectives by improving performance. The goal of HRM practises serves as the best possible bridge between strategy and performance as the organization's ultimate goals. Human resource management (HRM) methods are concerned with the creation and utilisation of social and human capital inside the

firm. Katou (2008) highlighted that human resource management of the organization plays a vital role in improving the employability skills such as employee competencies, employee attitude toward work such as employee motivation, commitment and satisfaction and employee behaviour such as reinvention and presence. According to Richman (2015), the practice of managing human capabilities to meet an organization's aim is defined as the human resource management of the organization. The key functions of human resource management include talent recruitment, maintaining labour relations, managing labour-related legalities, selecting the employees, and developing the employees through training and development. HRM of the organization ensure human resource development, which includes a series of activities that supports behavioural change and encourage learning in the organization. The HRM of the organization ensures the development of Organizational skills and capabilities in order to meet the demand of the organization.

According to Schuler and E. Jackson (2014), HRM is an effective tool for shaping the behaviour of the employees in the organization. Role behaviours outline what is expected of workers who collaborate with others in a social setting of the organization and are an effective tool in developing an effective enterprise culture that encourages improved organizational behaviour such as employee involvement, willingness to learn and knowledge sharing in the organization. Tabouli et al. (2016) found that HRM practice is important to enhance employee commitment. Effective human resource policies can enhance the performance of the employees and create value for the organization. It encourages a higher level of commitment among employees and improves their performance of the employees. O et al. (2017) argued that "The process of examining and managing a firm's human resource must result in

the fulfilment of its strategic objectives," according to the definition of human resources management. It indicates that a company can only accomplish its declared aims and goals if and to the extent that its human resource management is efficient. HRM is the area of management that deals with how people interact at work and within organizations, with the goal of balancing efficiency and fairness.

2.3 Enterprise Culture

The enterprise culture may be thought of as the standards and beliefs that govern how employees interact with one another and other stakeholders. Enterprise culture refers to common views and values that should be emulated by all members of the organization. (Olalekan et al., 2020). According to Yuan and Chen (2022), corporate culture is a cultural phenomenon that develops through the administration and operation of businesses. Employee ideals, moral principles, and behavioural patterns all come together to form corporate culture, which is a complete representation of the employees' general work habits. The basic beliefs of business owners are also embodied in corporate culture, which is formed through the influence of cultural variables on internal workers' work attitudes, ideas, behaviours, and other characteristics to create a holistic cultural environment over time. Organizations are drastically altering their previous authoritarian structure and shifting toward embracing more democratic standards by giving authority to lower levels and promoting participation from all departments and sectors. An organization must pay careful attention to its enterprise culture as well as many other factors that affect employee performance and job satisfaction if it wants to accomplish its goals efficiently and effectively (Stephen & Stephen, 2016). Productivity, performance,

dedication, self-confidence, contentment, and ethical conduct are all influenced by company culture.

Thus, maintaining effective enterprise culture is important to achieve the goals of the organization.

2.4 Standardised Management in the HRM

Lunnan and Elizabeth Mercer Traavik (2009) highlighted that multinational firms must work to be consistent in their methods of managing people on a global scale in order to create, preserve, and grow their corporate identities. A global firm might gain a competitive advantage by implementing HRM procedures across all of its subsidiaries. James and Baruti (2021), standardisation of HRM practises refers to centralising decision-making about HRM practises at affiliates at MNCs' headquarters and carrying them out in the same manner as carried out in their home nations. In order to attain similar standards of HRM administration between the corporate headquarters (H.Q.) and the business affiliates across the world, MNCs are thought of as integrating HRM globally. It may be put into reality by having subsidiaries operating in the host nations export comparable HRM practices from corporate headquarters. A variety of methods that improve abilities may be included in HRM, including training, development, and hiring and selection (staffing). They may also include procedures that improve motivation, such as salary policies, job stability, and employee recognition. Boon et al. (2019), standardised human resource management is important in building an effective Organizational system. Lack of clarity of the Organizational system can impact employee performance. H.R. practices and system be clear to the employees in order to ensure that employee performance, commitment

and performance is achieved. Standardised management allows employees to understand the Organizational system, which helps them to work aligned with the Organizational goals and objectives. James and Baruti (2021) argued that firms are required to decide to follow standardised or localised HRM practices because it directly impacts employee commitment and performance.

Overall, the literature highlights that human resource management, Organizational effectiveness, enterprise culture and standardised management has a significant influence on the employee's performance and commitment. However, there is a lack of clarity in understanding the interlink between these factors. Therefore, in order to further investigate the association of the HRM, enterprise culture and standardised management on organizational effectiveness, this research perform primary research by evaluating the perspective of employees working in the furniture manufacturing group of Thailand.

METHODOLOGY

This chapter aims to introduce the research methodology that covers the research design and types, the type of research tools used, data collection method, population and sampling technique, hypothesis, and data analysis.

3.1 The Type of Research and Tool

The research is based on the primary research method, where the researcher utilising the survey method to collect the information. The primary research is selected because it helps to collect first-hand information specifically to achieve the objective of the study. Compared to the secondary method, primary research is more effective in collecting data that can help to reach the research objectives because the information collection process and evaluation are decided for the purpose of collecting the objective of the study (Ajayi, 2017). The research will use the deductive reasoning method, where the research will be started using existing theories to evaluate the problem of the study and formulate a hypothesis in accordance with the objectives of the study (Bibel & Kreitz, 2015). The data collected tested using hypothesis testing, and the analysis will be to decide whether to reject the null hypothesis. Thus, based on the result of the testing of the hypothesis, the objectives of the study reached.

The research utilizes a survey method to collect data, and a close-ended questionnaire will be used (Cooper et al., 2006). The survey collect data from the workers of the furniture manufacturing group about the impact of human resource management 10 questions (Independent Variable), standardised management 11 questions (Independent Variable) and enterprise culture 12 questions (Independent

Variable), and Organizational effectiveness 6 questions (Dependent Variable). The survey consists of 39 questions in total. (Questionnaire be attached)

Part 1: Demographic data (7 questions)

This part consists of questions about the respondents' general information, such as age, gender, and experience status. The questionnaire also contains questions that require personal details about their education and job.

Part 2: Human Resource Management (10 questions)

This part consists of questions about the Human Resource Management of the respondents regarding the organizational environment factors. There are three sub-variables in this part: Development & Training, Salary System and Recruitment. Each sub-variable consists of 3-4 questions.

Part 3: Standardized Management (11 questions)

This part consists of questions about the Standardized Management of the respondents regarding the organizational environment factors. There are three sub-variables in this part: Performance Management, Employee Involvement and Staffing and selection. Each sub-variable consists of 3-5 questions.

Part 4: Enterprise Culture(12questions)

This part consists of questions about the Enterprise Culture of the respondents regarding the organizational environment factors. There are four sub-variables in this part: consistency, Adaptability and Mission, Involvement. Each sub-variable consists of 3 questions.

Part 5: Organizational Effectiveness (6 questions)

This part consists of respondents' overall level of Organizational Effectiveness. Some of the questions included are overall Organizational Effectiveness. All include 6 questions and fact.

3.2 The Research Design

The research design aims to highlight what be measured by the questionnaire:

Section 1: The facts ordinal and nominal scale.

Section 2-5: The attitude interval scale Least Agree (1), to the Most Agree (5)

The methods will be used to effectively evaluate the responses and the impact of factors such as human resource management, enterprise culture and standardised management on the effectiveness of the organization.

The options of the questionnaire will include the Likert scaling method ranging from strongly agree to strongly disagree. The 5-point scale will be used to measure the mean value of the responses, and for part 2-5 of the questionnaire, which consists of Likert's 5-point scale, the statistical mean range for the interpretation of the mean are calculated below:

Range= Maximum-minimum/Scale level

Range = (5-1)/5=0.80

Scale 1-Least Agree=1

Scale 2-Less Agree=2

Scale 3-Moderate Agree=3

Scale 4-More Agree =4

Scale 5-Most Agree =5

Table 3.1: Table of range agreement

Interpretation	Range
Least Agree	1.00-1.80
Less Agree	1.81-2.61
Moderate Agree	2.62-3.42
More Agree	3.43-4.23
Most Agree	4.24-5.00

The statistics used will be 2 types:

1. Descriptive statistics, which is composed of frequency, percentage, mean, and standard deviation.
2. Inferential statistics, which is composed of the Multiple Regression Analysis Test.

3.3 The Quality of the Research Tool

This research utilizes the statistical method of data analysis which include descriptive and multiple regression analysis. The descriptive analysis be used to evaluate the demographic information such as age, gender and income through frequency and ration counting. The attitude response of the participants to dependent and independent variables be measured through standard deviation and mean values.

Table 3.2: Descrtion itroduce

Variable	Type of Variable	Descriptive Statistics
Human Resource Management	Independent variable	Mean and S. D
Enterprise Culture	Independent variable	Mean and S. D
Standardised Management	Independent variable	Mean and S. D
Organizational Effectiveness	Dependent variable	Mean and S. D

On the other hand, inferential multiple regression analysis techniques be used to analysis the association between dependent and independent variables. It helps to

analysis the degree to which the influence of human resource management, enterprise culture and standardised management impact on the organizational effectiveness (Sarstedt & Mooi, 2014). The regression analysis thus tests the hypothesis of the research by evaluating the outcome of the data analysis through the level of significance at 0.05 level.

Reliability of the data is evaluated using Cronbach's alpha coefficient method. The data of the questionnaire is analyzed using the Cronbach Alpha method and data will be approved if the value of alphas is 0.7-1.00. The below table shows the result of Cronbach reliability test.

Table 3.3 : Reliability test table

Statement of Each part	Alpha Coefficient	N (number) of Items	Accepted/ Not Accepted
Human Resource Management	.827	10	Accepted
Standardized Management	.888	11	Accepted
Enterprise Culture	.935	12	Accepted
Organizational Effectiveness	.898	6	Accepted
Total Value	.924	39	Accepted

3.4 Data Collection

The data be collected using a survey method which include quantitative information. The close-ended questionnaire used to collect information from participants. The questionnaire created on the Google form to allow respondents to fill in their responses by accessing the link of the questionnaire through their electronic device. The google forms sent via mail to the employees of the furniture manufacturing groups to collect relevant information.

3.5 The Population and Sample

The population size will be $N=200$ which include working people in the furniture manufacturing group of Thailand. The purposive sampling method is used where only working or retired employees be reached to fill in the information in the questionnaire (Taherdoost, 2016). The participant can include employees working in different areas such as manufacturing, sales, logistics staff or accounts staff.

The sampling purpose sampling method is selected to conveniently collect data from the participants.

3.6 The Research Procedure and Timeline

The data collected using the statistics software to evaluate the regression and descriptive analysis. The survey conducted from 20-September-2022 to 5-October - 2022. The questionnaire has been sent to the Thailand group manufacturing employees and waiting to get feedback. If there is any missing information, then the questionnaire resent and corrected before 10-October -2022.

3.7 Hypothesis Testing

The following hypothesis is set to be evaluated to achieve the objectives of the study.

Hypothesis 1: There is a significant impact of human resource management on Organizational effectiveness.

Hypothesis 2: There is a significant impact of standardised management on Organizational effectiveness.

Hypothesis 3: There is a significant impact of the enterprise culture on Organizational effectiveness.

3.8 Limitation of the Study

There is a significant challenge of differences in language and culture, which can impact the data collection. Thus, the data collected using the English language to avoid a communication gap. The research will be primarily based on the quality of the responses collected from the participants, and any missing information can impact the quality and reliability.



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CHAPTER 4

DATA ANALYSIS

The findings of the research which is derived from the data analysis is presented in the following eight parts:

4.1 Analysis of demographic data

4.2 Impact of human resource management on Organizational effectiveness

4.3 Impact of enterprise culture on Organizational effectiveness

4.4 Impact of standardised management on Organizational effectiveness

4.5 Relationship between human resource management and Organizational effectiveness

4.6 Relationship between enterprise culture and Organizational effectiveness

4.7 Relationship between standardised management and Organizational effectiveness

4.8 Summary of hypothesis testing

4.1 Demographic Data

The demographic data highlight the demographic information of participants such as gender, age, nationality, status, education, work experience, income, and position in the organization. The data is derived using descriptive analysis which includes percentage ration and frequency analysis. The findings of the analysis are presented in table 4.1 as follows:

Table 4.1: Summary of Demographic Data (N=200)

Demographic Data	Frequency	Percent (%)
Gender		
Female	54	27.0
Male	142	71.0
Total	200	100.0
Age		
20-30	74	37.0
31-40	68	34.0
41-50	42	21.0
51-60	15	7.5
Total	200	100.0
Education		
Bachelor	53	26.5
Junior College	119	59.5
Master	26	13.0
Total	200	100.0
Position		
Director	15	7.5
Manager	33	16.5
Officer	85	42.5
President	6	3.0
Supervisor	60	30.0
Total	200	100.0
Experience		
1-3 Years	62	31.0
4-6 Years	68	34.0
7-9 Years	51	25.5
Up to 10 Years	17	8.5
Total	200	100.0
Income		
< 15,000 Bath	67	33.5
> 35,000Bath	28	14.0
15,000-25,000 Bath	31	15.5
25,001-35,000 Bath	48	24.0
5,000-25,000 Bath	24	12.0
Total	200	100.0

Table 4.1 highlighted that there are 71% of male and 27% of female respondents. 37.5% of participants belong to the 20-30 age group, while 34% belong to 31-40 age group. 21% and 7.5% of participants belong to the 41-50 and 51 to 60 age groups. 63% of the participants are currently working with a furniture manufacturing group while 37% of participants changed their organization and currently working in different organizations. The education level of the participants is

relatively low as the majority of the participants which accounts for 59.5% individuals are educated till junior college while 26.5% are graduates (bachelor's) and only 13% are masters. Furthermore, individuals working in the position of officer account for 42.5% while only 3% of individuals are in a supervisor position. The salary level is also low in the majority of the participants where 33 individuals mentioned that they have a salary of less than 15,000 baths. 24% of participants mentioned that their salary level is between 25,001-35,000.

4.2 Impact of human resource management on Organizational effectiveness

Table 4.2: Mean and standard deviation of human resource management impact towards Development and training

	Development and Training	Mean	Std. Deviation	Interpretation
1.1	Do you agree development and training by the human resource organization improve employee performance and Organizational effectiveness?	2.76	1.326	Rather Agree
1.2	Does the company organise have development and training program regularly?	2.75	1.340	Rather Agree
1.3	Do you think that the current development and training program can enhance your skills and knowledge?	2.93	1.330	Rather Agree
	Total	2.81	1.33	Rather Agree

Table 4.3: Mean and standard deviation of human resource management impact towards selection and recruitment

	Selection and Recruitment	Mean	Std. Deviation	Interpretation
2.1	Do you agree the recruitment developed by human resource management is effective?	2.86	1.359	Rather Agree
2.2	Do you agree that the recruitment system is fair?	2.78	1.300	Rather Agree

(Continued)

Table 4.3 (Continued): Mean and standard deviation of human resource management impact towards selection and recruitment

	Selection and Recruitment	Mean	Std. Deviation	Interpretation
2.3	Do you think the company has a clear process for recruitment?	2.80	1.336	Rather Agree
	Total	2.81	1.33	Rather Agree

Table 4.2 showed that most respondents highly believe that human resource management is concerned with selection and recruitment (\bar{x} = 2.86, S.D.= 1.359) in the furniture manufacturing group. Only a few respondents moderately believe that human resource management is concerned with selection and recruitment (\bar{x} = 2.78, S.D= 1.330) in the furniture manufacturing group.

Table 4.4: Mean and standard deviation of human resource management impact towards salary system

	Salary System	Mean	Std. Deviation	Interpretation
3.1	Do you agree the salary system developed by human resource management is effective?	2.88	1.294	Rather Agree
3.2	Do you agree that the salary system is fair?	2.91	1.328	Rather Agree
3.3	Do you agree that salary system and working hours are flexible?	2.83	1.330	Rather Agree
3.4	Are you satisfied with your salary?	2.80	1.375	Rather Agree
	Total	2.855	1.33	Rather Agree

Table 4.3 showed that most respondents highly believe that human resource management is concerned with the salary system (\bar{x} = 2.80, S.D= 1.375) in the furniture manufacturing group. Only a few respondents moderately believe that human resource management is concerned with the salary system (\bar{x} = 2.88, S.D= 1.294) in the furniture manufacturing group.

4.3 Impact of enterprise culture on Organizational effectiveness

The research findings highlighted the influence of enterprise culture on Organizational effectiveness. The values of mean and standard values are utilized for data analysis of the enterprise culture of the organization. Table 4.33: include statements 1-4 as follows:

Table 4.5: Mean and standard deviation of involvement influence towards enterprise culture

Involvement	Mean	Std.	Interpretation
4.1 Do you think you are involved in the development of the organization?	2.86	1.359	Rather Agree
4.2 Do you think employees' involvement in reasonable suggestions is taken seriously?	2.89	1.339	Rather Agree
4.3 Does your organization involve you in the key decision?	2.87	1.277	Rather Agree
Total	2.873	1.31	Rather Agree

Table 4.5 showed that most respondents highly believe that the enterprise culture is concerned with the involvement of the workers (\bar{x} = 2.86, S.D= 1.359) in the furniture manufacturing group. Only a few respondents moderately believe that the enterprise culture is concerned with the involvement of the workers (\bar{x} = 2.87, S.D= 1.227) in the furniture manufacturing group.

Table 4.6 :Mean and standard deviation of consistency influence enterprise culture

Consistency	Mean	Std. Deviation	Interpretation
5.1 Do you agree with the goal of organizational consistency?	2.89	1.335	Rather Agree
5.2 Do you agree that organizational consistency is to the benefit of organizational development?	2.90	1.350	Rather Agree
Total	2.895	1.343	Rather Agree

Table 4.6 showed that most respondents highly believe that the enterprise culture is concerned with consistency (\bar{x} = 2.90, S.D= 1.35) in the furniture manufacturing group. Only a few respondents moderately believe that the enterprise culture is concerned with consistency (\bar{x} = 2.87, S.D= 1.335) in the furniture manufacturing group.

Table 4.7: Mean and standard deviation of adaptability influence enterprise culture

Adaptability	Mean	Std. Deviation	Interpretation
6.1 Do you think employee adaptability is beneficial to organizational development?	2.93	1.360	Rather Agree
6.2 Do you think the organization's employees have a strong sense of adaptability?	3.00	1.303	Rather Agree
6.3 Do you agree that the employee and organization effectively can adapt to the change required in business management in changing market trends?	2.86	1.340	Rather Agree
Total	2.93	1.33	Rather Agree

Table 4.7 showed that most respondents highly believe that the enterprise culture is concerned with adaptability (\bar{x} = 2.93, S.D= 1.360) in the furniture manufacturing group. Only a few respondents moderately believe that the enterprise culture is concerned with adaptability (\bar{x} =3 S.D= 1.303) in the furniture manufacturing group

Table 4.8: Mean and standard deviation of mission influence enterprise culture

Mission	Mean	Std. Deviation	Interpretation
7.1 Do you have confidence that the organization will achieve its vision and mission?	3.04	1.335	Rather Agree
7.2 Do you agree about the Organizational mission and vision?	2.99	1.326	Rather Agree

(Continued)

Table 4.8 (Continued): Mean and standard deviation of mission influence enterprise culture

	Mission	Mean	Std. Deviation	Interpretation
7.3	Do you think the organization has a clear and consistent Mission and direction?	2.95	1.297	Rather Agree
7.4	Do you think the organization is clear about its mission and has a detailed action plan?	2.81	1.285	Rather Agree
	Total	2.947	1.310	Rather Agree

Table 4.8 showed that most respondents highly believe that the enterprise culture is concerned with the mission (\bar{x} = 3.04, S. D= 1.335) in the furniture manufacturing group. Only a few respondents moderately believe that the enterprise culture is concerned with the mission (\bar{x} =2.95 S.D= 1.2297) in the furniture manufacturing group.

4.4 Impact of standardised management on Organizational effectiveness

The research findings highlighted the influence of standardised management on Organizational effectiveness. The values of mean and standard values are utilized for data analysis of the standardised management of the organization.

Table 4.9 include statements 1-4 as follows:

Table 4.9: Mean and standard deviation of staffing and selection influence standardised management

	Staffing and Selection	Mean	Std. Deviation	Interpretation
8.1	Do you think your organization's staffing and selection system is based on standardized management?	2.85	1.344	Rather Agree
8.2	Do you think your organization has reasonable staffing and selection?	2.93	1.319	Rather Agree

(Continued)

Table 4.9 (Continued): Mean and standard deviation of staffing and selection influence standardised management

Staffing and Selection	Mean	Std. Deviation	Interpretation
8.3 Do you think the standard approach to staffing and selection is effective in your organization?	2.81	1.331	Rather Agree
8.4 Do you agree that the policy and structure set by the organization are consistent?	3.01	1.330	Rather Agree
Total	2.9	1.33	Rather Agree

Table 4.9 showed that most respondents highly believe that staffing and selection are concerned with standardised management (\bar{x} = 3.01, S.D= 1.330) in the furniture manufacturing group. Only a few respondents moderately believe that staffing and selection are concerned with standardised management (\bar{x} =2.85 S.D= 1.344) in the furniture manufacturing group.

Table 4.10: Mean and standard deviation of standardised management influence employee involvement

Employee Involvement	Mean	Std. Deviation	Interpretation
9.1 Does the organization management involve you in the key decision?	3.01	1.354	Rather Agree
9.2 Does management value and involve your ideas and opinions?	2.84	1.353	Rather Agree
9.3 Do you think the company supports employees to be actively involved in the work of the company?	2.93	1.309	Rather Agree
Total	2.92	1.33	Rather Agree

Table 4.10 showed that most respondents highly believe that employee involvement is concerned with standardised management (\bar{x} = 3.01, S.D= 1.3554) in the furniture manufacturing group. Only a few respondents moderately believe that

employee involvement is concerned with standardised management ($\bar{x}=2.93$ S.D= 1.309) in the furniture manufacturing group.

4.4.3 Performance management system

The research findings highlighted the influence of standardised management on Organizational effectiveness. The values of mean and standard values are utilized for data analysis of the performance management system of the organization.

Table 4.11: Mean and standard deviation of standardised management influence performance management

Performance Management	Mean	Std. Deviation	Interpretation
10.1 Do you get a clear description of the job duties and expectations required in your work from your Performance management?	2.81	1.336	Rather Agree
1.2 Do you think performance management has a positive impact on organizational effectiveness?	2.88	1.363	Rather Agree
10.3 Do you think the organization has a clear performance management measurement system?	2.78	1.338	Rather Agree
10.4 Do you think employees are broadly involved in organizational decisions?	2.84	1.339	Rather Agree
Total	2.82	1.44	Rather Agree

Table 4.11 showed that most respondents moderately believe performance management is concerned with standardised management ($\bar{x}= 2.81$, S.D= 1.34) in the furniture manufacturing group.

4.5 Summary of hypothesis testing

4.5.1 Relationship between human resource management and Organizational effectiveness

Multiple regression analysis is used to evaluate the relationship between human resources management and Organizational effectiveness in terms of development and training, salary system, and recruitment and selection.

Table 4.12: Analysis of human resource management and Organizational effectiveness

Human Resource management	b	Beta	t	Sig.	Interpretation
Development and training	.020	.015	.174	.862	Not supported
salary system	.221	.170	1.613	.108	Not supported
recruitment and Selection	.441	.338	3.505	.001	Supported

Adjusted R Square=.228, F= 20.621, *P ≤ 0.05

Table 4.12 shows the impact of human resource management on Organizational effectiveness at a level of significance of 0.05. The result of the adjusted R square is .228. The findings support hypothesis which proposed that human resource management influences Organizational effectiveness mainly through recruitment and selection. However, the development and training system and salary system indicate an insignificant association of human resource factors with Organizational effectiveness because the level of significance is greater than 0.05. Thus, only recruitment and selection of the HRM is influencing the Organizational effectiveness positively while the salary system and training and development are ineffective.

4.5.2 Relationship between enterprise culture and Organizational

Multiple regression analysis is used to evaluate the relationship between enterprise culture and Organizational effectiveness in terms of consistency and adaptability and mission and involvement.

Table 4.13: Analysis of enterprise culture and Organizational effectiveness

Enterprise Culture	b	Beta	t	Sig.	Interpretation
consistency	.326	.252	3.035	.003	Supported
adaptability	-.067	-.052	-.645	.520	Not supported
mission	.568	.439	4.339	.000	Supported
involvement	.256	.198	2.133	.034	Supported

Adjusted R Square=.622, F= 880.719, *P ≤ 0.05

Table 4.13 shows the impact of enterprise culture on Organizational effectiveness at a level of significance of 0.05. The result of the adjusted R square is .622. The findings support hypothesis which proposed that enterprise culture influences Organizational effectiveness mainly through mission, consistency, and involvement. However, the adaptability in the organization indicates an insignificant association of enterprise culture with Organizational effectiveness because the level of significance is greater than 0.05. Thus, the enterprise culture of the organization is influencing the Organizational effectiveness positively while the consistency, mission, and involvement except for the mission of the organization.

4.5.3 Relationship between standardised management and Organizational effectiveness

Multiple regression analysis is used to evaluate the relationship between standardised management and Organizational effectiveness in terms of employee involvement and Performance management and staffing and selection.

Table 4.14: Analysis of standardised management and Organizational effectiveness

Standardised Management	b	Beta	t	Sig.	Interpretation
employee involvement	.204	.152	2.047	.042	Supported
Performance management	.883	.660	10.073	.000	Supported
staffing and selection	.045	.034	.442	.659	Not Supported

Adjusted R Square=.638, F= 1117.891, *P ≤ 0.05

Table 4.14 shows the impact of standardised management on Organizational effectiveness at a level of significance of 0.05. The result of the adjusted R square is .638. The findings support hypothesis which proposed that standardised management influences Organizational effectiveness mainly through employee involvement and performance management. However, the staffing and selection in the organization indicate an insignificant association of standardised management with Organizational effectiveness because the level of significance is greater than 0.05. Thus, the standardised management of the organization is influencing the Organizational effectiveness positively with employee involvement and performance management except for the staffing and selection.

4.6 Relationship between HRM, enterprise culture, standardised management, and Organizational effectiveness

This part analysis the relationship between the independent variables which are HRM, enterprise culture, standardised management and the dependent variable and organizational effectiveness. In this part, multiple linear regression was used for analysing for such relationships. The findings were presented as below:

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847a	0.718	0.714	0.591

a predictors: human resource management, enterprise culture, standardised management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.352	3	58.784	168.073	.000b
	Residual	69.251	198	0.35		
	Total	245.602	201			

a Dependent Variable: organizational effectiveness

b Predictors: human resource management, enterprise culture, standardised management

Correlations		organizational effectiveness	human resource management	standardised management	enterprise culture
Pearson Correlation	organizational effectiveness	1	0.611	0.713	0.841
	human resource management	0.611	1	0.773	0.629
	standardised management	0.713	0.773	1	0.798
	enterprise culture	0.841	0.629	0.798	1

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	0.132	0.134		0.984	0.327
	human resource management	0.139	0.065	0.128	2.142	0.033
	standardised management	0.022	0.082	0.021	0.269	0.788
	enterprise culture	0.785	0.066	0.744	11.866	0

Based on the above results, the R square value is 0.718 which means that the three independent variables can explain 7.18 percent of the variation in dependent variable.

According to the ANOVA test, F value equal to 176.352 and P value is 0.000 which is less than ($P < 0.05$). Therefore, the independent variables and dependent variable are statistically associated.

Table 4.17 demonstrates the correlation coefficient between organizational effectiveness, human resource management standardised management and enterprise culture. Correlation between organizational effectiveness and human resource management $r = 0.611$; $P < 0.05$. This implies that significant and positive moderate correlation between organizational effectiveness and human resource management. The correlation between organizational effectiveness and standardised management $r = 0.713$, $P > 0.05$. This means that have unrelated variables and negative moderate correlation and significant between organizational effectiveness and standardised management. The correlation between organizational effectiveness and enterprise culture $r = 0.841$, $P < 0.05$. organizational effectiveness and enterprise culture is significant moderate positive relationship.

Table 4.18 of Coefficient table displays about the relationship between independent and dependent variables.

The first hypothesis factor of organizational effectiveness and human resource management, it is also found that the value of coefficient B between independent variable (human resource management) and the dependent variable (organizational effectiveness) is .139 and significant level is .033 at the 0.05 significant level. It means that an increase in human resource management by one unit will rise the organizational effectiveness by .139 units.

The second hypothesis the factor of organizational effectiveness and standardised management, it is found that the value of coefficient B between

independent variable (standardised management) and the dependent variable (organizational effectiveness) is .022 and significant level is 0.788 not at the 0.05 significant level.

Lastly, the hypothesis factor of organizational effectiveness and enterprise culture, it is found that the value of coefficient B between independent variable (enterprise culture) and the dependent variable (organizational effectiveness) is 0.785 and significant level is 0.000 at the 0.05 significant level.

The results of the above analysis use the equation of the regression as following model:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3$$

Where: y = organizational effectiveness

a = Constant

b = Coefficient

x1 = human resource management

x2 = standardised management

x3 = enterprise culture

organisational effectiveness = 0.132 + .139 human resource management + .022 standardised management + .785 enterprise culture

To sum up, analysing the organizational effectiveness on the relationship between the human resource management standardised management and enterprise culture, among them, human resource management and enterprise culture is the most influence factor among other three variables.

The above analysis indicates that overall model which include enterprise culture, human resource management and standardized management is significant and influence the organizational effectiveness.

4.7 Results of the Hypothesis testing

Table 4.19: Summary of the Hypothesis Testing

Hypothesis	Result
Hypothesis 1: Human resource management influences Organizational effectiveness	Supported Except on the topic of salary system, recruitment, and selection
1.1 Development and Training	Supported
1.2 Salary System	Not supported
1.3 Recruitment and Selection	Not Supported
Hypothesis 2: Enterprise culture influences Organizational effectiveness	Supported Except on the topic of adaptability
2.1 consistency	Supported
2.2 adaptability	Not supported
2.3 mission	Supported
2.4 involvement	Supported
Hypothesis 3: Standardise management Organizational effectiveness	Supported Except on the topic of staffing and selection
3.1 employee involvement	Supported
3.2 Performance management	Supported
3.3 staffing and selection	Not Supported

Table 4.10 shows the hypothesis is supported but not all factors of human resource management, enterprise culture and standardised management influence Organizational effectiveness.

CHAPTER 5

CONCLUSION AND DISCUSSION

The research aims to evaluate the problem that arises from the HRM in improving Organizational effectiveness in a highly diverse working environment. This chapter highlights the results of the findings chapters, discussion, and recommendations for future research.

5.1 Conclusion

5.1.1 Demographic data

The demographic data highlighted that majority of the employees of the Furniture manufacturing groups are male and belong to the 20 to 40 age group earning a salary level of less than 15,000 Bhat.

5.1.2 Attitude towards variables

- 1) Employees rather agree that human resource management influence the Organizational effectiveness.
- 2) Employees rather agree that enterprise culture influences Organizational effectiveness.
- 3) Employees rather agree that standardised management influences the Organizational effectiveness.
- 4) Employees rather agree that Organizational effectiveness influences the furniture manufacturing group's HRM ability to work in a diverse working environment.

5.2 Discussion and recommendations for managerial implications

The results of the study highlighted the relationship between human resource management, enterprise culture and standardized management influence on organizational effectiveness.

According to hypothesis test 1, human resource plays a vital role in influencing organizational effectiveness. Factors of human resource management such as recruitment and selection lead towards improved organizational effectiveness. In this context, Katou (2008), highlighted that human resource management of the organization ensures enhancing the employability skills of the workforce by implementing effective training and development programs. With effective HRM organization can improve the performance of the employees which also encourage a higher level of employee commitment. O et al. (2017), argued that Organizational effectiveness heavily relies on the effectiveness of human resource management because HRM ensures effective interaction among employees at work with the goal of balancing fairness and efficiency. Thus, the recruitment and selection of the organization are considered fair compared with the salary system and development and training program. However, there is no significant association between the salary system and the development and training program of the HRM of the furniture manufacturing group in influencing organizational effectiveness (Tabouli et al., 2016). It also indicates that the salary system and development and training program of the furniture manufacturing group are ineffective which is negatively influencing the organizational effectiveness. Thus, the HRM of the Furniture manufacturing group is ineffective to make a balance between fairness and efficiency because of the inability to develop a training program that can address the employee needs and eliminate the skills gap of the organization. Furthermore, employees might believe

that their salary level is inappropriate compared to other industries which can negatively influence the HRM of the organization and its ability to retain employees in the long run.

According to hypothesis test 2, enterprise culture significantly influences organizational effectiveness. Factors of organizational culture such as consistency, the mission of the organization and employee involvement lead towards improved organizational effectiveness. It indicates that the furniture manufacturing group effectively shares the organizational mission with the employees which gives a clear direction to employees. Furthermore, the enterprise culture is consistent which allows employees to understand the beliefs, values, and corporate culture. It helps to influence the employee attitude and behaviour in favour of the organization (Nkereuwem et al., 2016). Thus, the role of consistency and mission is vital in influencing the productivity, dedication, and commitment of employees as a result of effective organizational culture. However, there is no significant association between the adaptability factor of the organizational culture of furniture manufacturing groups influencing organizational effectiveness. It indicates that employees lack the capability to adapt to the organizational culture which might be because of the challenges to understand the basic beliefs of the business owners. It can be the result of the authoritarian culture and more democratic standards which influence employee ability to adapt to a new work culture which ultimately influences organizational effectiveness (Yuan and Chen, 2022). Thus, the current organizational culture finds challenges to encourage the Organizational effectiveness of the furniture manufacturing group due to a lack of adaptability among employees. Effective

Organizational effectiveness is important to achieve the Organizational capacity to achieve the objectives of the business.

According to hypothesis test 3, standardized management significantly influences organizational effectiveness. James and Baruti (2021) defined that standardised management of the human resource practice is based on the centralised decision-making of the multinational organization which is carried out in the offices of the home nations. Factors of standardized management such as employee involvement and performance management lead towards improved organizational effectiveness. Due to the effective standardized management system, the furniture manufacturing group process and policies are effective to influence the employee's involvement. The performance management system is considered ethical with a higher level of clarity which allows employees to improve their performance which eventually influences the Organizational effectiveness positively (Boon et al., 2019). It also indicates that the Organizational policies are helpful to develop an effective working environment which improves employee involvement in the workplace (Albrecht et al., 2015). However, there is no significant association between the staffing and selection factor of the standardized management of furniture manufacturing groups in influencing organizational effectiveness. It indicates that the policies associated with staffing and selection might be ineffective and standards set for the employee selection process might be unclear for the employees of the future manufacturing group (James and Baruti, 2021). Thus, the selection and staffing process of the organization is inconsistent which influences the Organizational effectiveness.

Overall, it can be concluded that human resource management, Organizational culture and standardised management are somewhat effective in influencing the organizational effectiveness of the furniture manufacturing group. However, some factors still require improvement in order to improve Organizational effectiveness. Thus, the management of the organization must focus on recruitment and selection, salary system, adaptability and staffing and selection system. Managers of the furniture manufacturing group need to revise the Organizational policies and system in regard to development and training and salary system. The organization should also review the culture and barriers which impacts the employee's ability to adapt to the working environment which impacts their performance.

5.3 Recommendations for the Future Research

Employees are one of the crucial factors that will increase and enhance the organization by increasing its effectiveness. The results of this study revealed that enterprise culture, HRM and standardised management of the organization are the main variables affecting an organization's effectiveness in the furniture manufacturing group. To make the organization more effective, the organization should use these studies as a guide for managing personnel inside the company.

Development and training, staffing and selection, adaptability and salary system are the independent variables that the hypothesis does not support, thus it could be necessary to change the question to include a section that is more inclusive of the opinions of the employees. Furthermore, there is a need to collect large amounts of data to understand the effectiveness of the Organizational system to improve the performance of employees as well as the whole organization. Additional

factors can be studied in future research to understand the influence of the various factors in improving Organizational effectiveness.

Employees' perceptions at the workplace are complex and differ from person to person or organization to organization. It is advised to examine the quality perspective once again in a subsequent study. In order to gather further findings and use them for research in the future, additional independent variables, such as family or economic characteristics, should be added along with the internal and external factors that influence on Organizational effectiveness.



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APPENDIX

QUESTIONNAIRE

The Impact of Human Resource Management and Standardized Management,
Enterprise Culture toward Organisational Effectiveness: A Case Study of Furniture
Manufacture Group in Thailand

Instruction: The research was built to meet the Master's degree program.

Which will find the answers to the various interpretations that affect the organization or company. All employees of Furniture Manufacture groups will conduct this questionnaire and totalling are 300 people. The component of this research will be covered 5 parts: the demographic data question, the Human Resource Management, the Standardized Management, the Enterprise Culture, and the Organisational Effectiveness.

Part 1: Demographic data

1. Gender

Male Female

2. Age

20-30 31-40 41-50 51-60

3. Status

Currently working Changed organisation

4. Education

Junior College Bachelor Master Doctor

5. Position

Officer Supervisor Manager Director President

6. Experience

1-3years 4-6years 7-9years oup to 10 years

7. Income Monthly

> 15,000 Bath 15,000-25,000 Bath

25,001-35,000 Bath < 35,000Bath

Table

Sub-Variable	Part 2: Human Resource Management	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
Development & Training	1. Do you agree development and training by the human resource organisation improve employee performance and organisational effectiveness?					
	2. Does the company organise have development and training program regularly?					
	3. Do you think that the current development and training program can enhance your skills and knowledge?					
Salary System	4. Do you agree the salary system developed by the human resource management is effective?					
	5. Do you agree that the salary system is fair?					
	6. Do you agree that salary system and working hours are flexible?					
	7. Are you satisfied with your salary?					
Recruitment	8. Do you agree the recruitment developed by the human resource management is effective?					
	9. Do you agree that the recruitment system is fair?					
	10. Do you think the company has a clear process for recruitment?					

Table (Continued)

Sub-Variable	Part 2: Human Resource Management	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
Performance Management	1. Do you think the performance of employee in your organization is capable to do their job?					
	2. Do you get a clear description of the job duties and expectations required in your work from your Performance management ?					
	3. Do you think performance management has a positive impact on organizational effectiveness?					
	4. Do you agree that the performance management system of the organisation based on standardised management matches your expectations?					
	5. Do you think the organization has a clear performance management measurement system?					
Employee Involvement	6. Does the organisation management involve you in the key decision?					
	7. Does management values and involve your ideas and opinions?					
	8. Do you think the company supports employees to be actively involved in the work of the company?					
Staffing and selection	9. Do you think your organization's staffing and selection system is based on standardized management?					
	10. Do you think your organization has a reasonable number of staffing and selection ?					
	11. Do you think the standard approach to staffing and selection is effective in you organisation?					

Table (Continued)

Sub-Variable	Part 2: Human Resource Management	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
Consistency	1. Do you agree that the policy and structure set by the organisation are consistent?					
	2. Do you agree with the goal of organizational consistency?					
	3. Do you agree that organizational consistency is to the benefit of organizational development?					
Adaptability	4. Do you think employee adaptability is beneficial to organizational development?					
	5. Do you think the organization's employees have a strong sense of adaptability?					
	6. Do you agree that the employee and organisation effectively can adapt to the change required in business management in changing market trends?					
Mission	7. Do you have confidence that the organization will achieve its vision and mission?					
	8. Do you agree about the organisational mission and vision?					
	9. Do you think the organization has a clear and consistent Mission and direction?					
Involvement	10. Do you think you are involved in the development of the organization?					
	11. Do you think employees' involvement in reasonable suggestions are taken seriously?					
	12. Does your organisation involve you in the key decision?					
Involvement	1. Do you think employees are broadly involved in organizational decisions?					
Consistency	2. Do you think the organization is constantly growing and improving?					

Table (Continued)

Sub-Variable	Part 2: Human Resource Management	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
Performance Management	3. Do you think people in the organization work actively to pursue job performance management?					
Human Resource Management	4. Do you think that the human resource management of the organisation can ensure higher level of employee satisfaction?					
Enterprise Culture	5. Do you think the company morale and cultural values are positive?					
Mission	6. Do you think the organization is clear about its mission and has a detailed action plan?					
Thank you for your cooperation!						

BIODATA

First Name-Last Name Liang Yongxing

Email yongxing.lian@bumail.net

Educational Background

Bachelor's Degree at Guangxi University Xingjian College

Master Degree at Bangkok University

Experience

Experience in Human Resource and Management Field



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