

Cultural-Fit Management: Sustainable Success Factor of Thailand Public University

Taninrat Rattanapongpinyo, Silpakorn University, Thailand

The Asian Conference on Education 2017
Official Conference Proceedings

Abstract

This research aimed to study 1. The meaning and forms of Cultural-fit Management, 2. The factors affected to Cultural-fit Management and 3. The correlation between Cultural-fit Management and Sustainable Success Performance of Thailand public university. Data were collected by questionnaires from 250 academic officers of a leading public university in the Central region of Thailand, analyzed in the forms of mean, percentage and standard deviation for descriptive statistics and used inferential statistics by Simple regression and Pearson's correlation coefficient testing. The research found that 1. Cultural-fit management performs in 4 styles: 1. Club culture, Role culture, Task culture and Existential culture, each style consists of 7 components: Leadership, Motivation, Organization structure, Work features, Power & Formalization, influencing forces and Cultural context, and have 4 forms: Club culture, Role culture, Task culture and Existential culture. 2. Organizational culture and Individual culture affected to Cultural-fit Management. 3. Cultural-fit Management related to Work-Life satisfaction, Work performance, Internal process development and Creating learning society. The suggestion of this research was the university executive boards should construct the Cultural-fit Management with community participation to promote a sustainable success factor for Thailand public university development.

Keywords: Cultural-fit Management, Sustainable success factor, Thailand public university, Organizational culture, Individual culture

iafor

The International Academic Forum
www.iafor.org

Introduction

Cultural-fit management refers to organizational culture that involve human resource management dimension by creating the best fit between organization and his members. Any organization with Cultural-fit will lead his staffs go to success performance no exception public university people. Both organization and individual aim to reach their expectation, desire and goal, then consistency with each other will affect the way to release conflict of them and take the cooperation to the fit management equilibrium. From literature reviewing, Organizational Culture comes from the identity of people in each organization that reflects indifferent belief, attitude, thought and behavior from others. This identity must push his organization road to the way of successful target goal. The construction of Organizational Culture begin with the Core Value setting then show the Desirable Future Picture, define culture conform to Organizational Values, create Value Added to the Culture and finally design assessment approach before make plan setting for Organizational Culture. Besides this factor, Individual Culture is the one influence Cultural-fit management. Demand for transactions and creativity are outstanding in knowledge management era, managing people in diversity status is very importance for today.

In public university like many businesses, Cultural-fit management related to success performance of Educational Institutions by impulsion of their staffs. The researcher try to use Balance Scorecard as a tool to prove this research question in Thailand case study.

Research objectives

The objectives of this research were

1. To study the meaning and compositions of Cultural-fit management of Thailand public university.
2. To study the Organizational Culture and Individual Culture affected to the Cultural-fit management of Thailand public university.
3. To study the Cultural-fit management related to Sustainable Success Performance of Thailand public university.

Scope of the study

1. Content scope:

- Cultural-fit management include God's personality, Symbolic analogy, Features, Style of Management, Kinds of organization, Strength of culture, Weakness of culture, Leader, Power, Decision making, Communication, Work pattern, Way of thinking and learning, Way of influencing and changing, Way of motivating and rewarding, Formalization and Centralization.
- Organizational Culture include Normative value and Behavioral value.
- Individual Culture include Personality, Capability, Characteristic, Behavior, Value/Belief, Need and Priority.
- Sustainable Success Performance include Work-Life satisfaction, Creating learning society, Internal process development and Work performance.

2. Population scope: This research used the 250 academic officers of a leading public university in the Central region of Thailand.

3. Time period scope: This research has done the survey for 6 months from January – Jun 2017 and implemented it in the later month.

Research assumptions

The Research assumptions were

1. Organizational Culture have affected to Cultural-fit management.
2. Individual Culture have affected to Cultural-fit management.
3. Cultural-fit management have related to Sustainable Success Performance of Thailand public university.

Conceptual framework

By reviewing related literature, Organizational Culture (Gordon, 1992), Individual Culture (Ogbonna and Harris, 2011), Cultural-fit management (Jittaruttha, 2010) and Sustainable Success Performance (Tungnarumit, 2016), the researcher could synthesize the research conceptual framework as shown in the figure below:

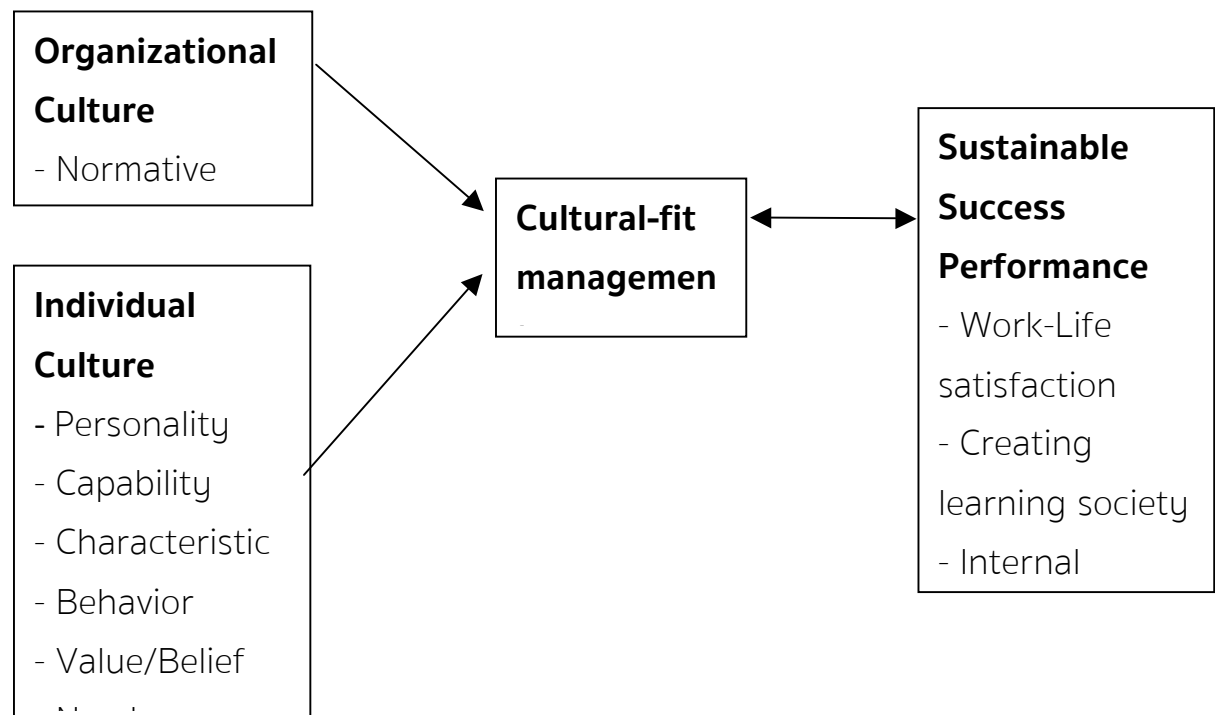


Figure 1: Conceptual framework

Literature review

The current study about Cultural-fit management was clearly shown in the research about Expatriate personality and cultural fit: The moderating role of host country context on job satisfaction (Peltokorpi and Froese, 2014), “Cultural Fit”: Individual and Societal Discrepancies in Values, Beliefs, and Subjective Well-Being (Lu, 2010), Cultural-Fit Management in Expensive Cultural Organization: An Exploratory Case Study of Professional Organization on Advertising Agency (Jittaruttha, 2010), Performance appraisal-cultural fit: organizational outcomes within the UAE (Behery and Paton, 2008), Person-organization fit: The Match between newcomers’ and recruiters’ preferences for organizational cultures (Van Vianen, 2000), Managing Human Resources: The Issue of Cultural Fit (Mendonca and Kanungo, 1994). Almost of them try to link Cultural-fit management with the corporate performance especially in human resource management.

Research Methodology

Area selection and sources of information

This study was a quantitative research. It was studied in the form of survey research. The sample group was selected from 250 academic officers who are the lecturers of a leading public university in the Central region of Thailand.

Based on the total population number of lecturers of this public university are about 1,500 persons. This research determined the sample sizes by Taro Yamane’s approach that calculated to about 316 samples as a result. The data collection used questionnaire to gather primary source information but the returned questionnaires were 250. Besides, the researcher also gathered the secondary source data from literature review such as researches, books and academic articles.

Research Tools

The researcher used questionnaires and interviewing as tools to collect data from the lecturers of a leading public university in the Central region of Thailand. In the questionnaire structure, it divided to 6 parts that composed of Personal data, Organizational Culture, Individual Culture, Cultural-fit management and Sustainable Success Performance for the closed-end part and the other related suggestions for the open-end part. This questionnaire developed from the related researches and tested by 30 lecturers of a leading public university in Thailand Southern Provinces. In addition, the return research tools were calculated by Cronbach’s Alpha Coefficient, the outcome was 0.89 for confidence interval of overall questionnaire parts.

Data Analysis

All of questionnaire data were calculated by the SPSS, the results were analyzed and shown in the forms of percentage, mean and standard deviation for descriptive statistics. Then the mean values were taken to interpret the meaning by being based on criterion that divided to 5 levels for Organizational Culture, Individual Culture, Cultural-fit management and Sustainable Success Performance. Besides, this research had hypothesis testing: firstly, for Organizational Culture, Individual Culture affected

to Cultural-fit management was tested with Simple regression, and secondly for Cultural-fit management related to Sustainable Success Performance was tested with Pearson's correlation coefficients.

Research Results

1. Meaning and compositions of Cultural-fit management of Thailand public university

Cultural-fit management refers to organizational culture that involve human resource management dimension by creating the best fit between organization and his members management.

From the surveying mixed to literature review it consists of 7 components: Leadership, Motivation, Organization structure, Work features, Power & Formalization, influencing forces and Cultural context.

In Thailand public university, Cultural-fit management performs in 4 styles: Club culture, Role culture, Task culture and Existential culture.

2. Organizational Culture and Individual Culture affected to the Cultural-fit management of Thailand public university.

When considering to affecting factors, the study found that Organizational culture and Individual culture affected to Cultural-fit Management by R^2 Adj. 0.74 and 0.62 respectively at 0.05 significant levels.

For more explanation, Normative value plays important role in Organizational culture while Individual culture be dominated by Value/Belief.

3. Cultural-fit management related to Sustainable Success Performance of Thailand public university.

Cultural-fit management related to Sustainable Success Performance of Thailand public university at Pearson's correlation coefficients. "r" = 0.81 at 0.05 significant levels.

Sustainable Success Performance that related to Cultural-fit Management: firstly Work-Life satisfaction, following by Work performance, then Internal process development and Creating learning society at the last.

Research discussion

1. Meaning and compositions of Cultural-fit management of Thailand public university.

The research results that show meaning, forms and it's compositions of Cultural-fit management of Thailand public university conforms to the study of Jittaruttha (2010) that have the same meaning and forms, and for compositions of Cultural-fit management covers: God's personality, Symbolic analogy, Features, Style of

Management, Kinds of organization, Strength of culture, Weakness of culture, Leader, Power, Decision making, Communication, Work pattern, Way of thinking and learning, Way of influencing and changing, Way of motivating and rewarding, Formalization and Centralization.

2. Organizational Culture and Individual Culture affected to the Cultural-fit management of Thailand public university.

Two affecting factors affected to the Cultural-fit management of Thailand public university consists with Lu (2010) that emphasized to the role of Individual Culture, and Behery and Paton (2008) that pay attention to the effect of Organizational Culture to Cultural-fit management.

3. Cultural-fit management related to Sustainable Success Performance of Thailand public university.

Sustainable Success Performance that reviewed from the Balance Scorecard Approach can use to explain how Cultural-fit management will survive and thrive in the long run. Considering by each factor, Job satisfaction or Work-Life satisfaction in this study accord with many research results such as Peltokorpi and Froese (2013), Work performance explained by Sheridan (1992), Internal process development proposed by Marcoulides and Heck (1993), and Creating learning society presented by Gordon (1992) consecutively.

Conclusion

The research results displayed that Cultural-fit management constructs from 2 factors Organizational Culture and Individual Culture and be classified in 4 forms: Club culture, Role culture, Task culture and Existential culture with 7 compositions: Leadership, Motivation, Organization structure, Work features, Power & Formalization, influencing forces and Cultural context. It is a Sustainable Success Factor of Thailand public university measured by Balance Scorecard Approach because of closed up relationship between Organization Management and Human Resource Management. This correlation model can explain educational institution culture in Thailand Public University case study very well.

Recommendation

This research has suggested that the related persons especially the government should take more actions than before about promoting Cultural-fit management. The traditional organizational culture even or Individual Culture was designed by the central government educational policy and could not apply with current dynamic situation. The new Cultural-fit management should tailor made to response changing to 21st Century Learning Skills that concentration in Interdisciplinary Learning Global Awareness, Financial Economic Business and Entrepreneurial Literacy, Civic Literacy, Health Literacy, and Environmental Literacy.

Moreover, the government assistance policy should include not only the supports to create educational innovations but also the promotion of knowledge transfers and

innovation assistance from external networks for innovations that required necessary condition of Thailand Public University incorporation.

As regards the next research, the interested researcher is advised to keep studying on how to determine suitable government policy for Cultural-fit management of educational institutions to match up the country development. Another useful research is the study about how to create and keep identity for Cultural-fit management of educational institutions especially Public University.

Acknowledgement

Thanks for impression and cooperation from all of the informant sources. If this research is worth to the society, the researcher would dedicate this worthiness to all grateful and respectful related people. However, any mistakes happened in this research, the researcher would like to accept humbly and apologize for any inconvenience.

References

- Behery, M. H. & Paton, R. A. (2008). Performance appraisal-cultural fit: organizational outcomes within the UAE. *Education, Business and Society: Contemporary Middle Eastern Issue*, 1, 34-49.
- Gordon, G. G. and DiTomaso, N. (1992). Predicting Corporate Performance from Organizational Culture. *Journal of Management Study*, 29, 783-798.
- Jittaruttha, C. (2010). *Cultural-Fit Management in Expensive Cultural Organization: An Exploratory Case Study of Professional Organization on Advertising Agency*. Proceeding, paper presented to the 9th International Conference of the Academy of HRD (Asia Chapter). The Institute of Vocational Education and Adult Education, East China Normal University, Shanghai, China. November 11-14, 37-38.
- Lu, L. (2010). Cultural Fit: Individual and Societal Discrepancies in Values, Beliefs, and Subjective Well-Being. *The Journal of Social Psychology*, 146, 203-221.
- Marcoulides, G. and Heck, R. H. (1993). Organizational Culture and Performance Proposing and Testing a Model. *Organization Science*, 14, 209-225.
- Mendonca, M. & Kanungo, R. N. (1994). Managing Human Resources: The Issue of Cultural Fit. *Journal of Management Inquiry*, 3, 159-173.
- Ogbonna, E. & Harris, L. C. (2011). Leadership Style, Organizational Culture and Performance: Empirical Evidence from UK Companies. *The International Journal of Human Resource Management*, 11, 766-788.
- Peltokorpi, V. & Froese, F. (2014). Expatriate personality and cultural fit: The moderating role of host country context on job satisfaction. *International Business Review*, 23, 293-302.
- Sheridan, J. E. (1992). Organizational Culture and Employee Retention. *Academy of Management Journal*, 35, 136-156.
- Tungnarumit S. (2016). *Factors related to the Success of Small and Medium Enterprises in Prachuap Khiri Khan Province*. Master of Business Administration in Entrepreneurship, Silpakorn University.
- Van V. & Annelies E.M. (2000). Person-organization fit: The Match between newcomers' and recruiters' preferences for organizational cultures. *Personal Psychology*, 53, 113-149.

Contact email: taninrata@gmail.com