

The Development of Organizational Culture in One Small Enterprise in the Textile Industry

การพัฒนาวัฒนธรรมองค์การของพนักงาน ในองค์การธุรกิจขนาดย่อมในอุตสาหกรรมสิ่งทอ

Awiroot Rittiyong* Watunyoo Suwannaset** Paratchanun Charoenarpornwattana***

Corresponding Author, E-mail: Awiroot.r@gmail.com

Abstract

The purpose of this study was 1.To develop an organizational culture for a one small and medium-sized enterprise in the textile industry in Chon Buri. 2. To ensure the job descriptions reflect the newly developed organizational culture. 3. To propose, based on new core values, a training road map developing KSAs (Knowledge, Skill and Attribute) displaying the organizational culture. This research aims to study the development of organizational culture and performance practice guidelines which are consistent with the organizational culture of employees in one small and medium-sized enterprise in the textile industry. The research methodology employed in this study – research design, participants, data collection instruments, data collection process, data analysis, trustworthiness, and ethical considerations. In this study, the selected sample groups are from employees, supervisors, executives, and clients. A number of 29 persons from purposive sampling are the target group who influence the organization’s interest and direction. In this study, the researcher selected the samples from employees, supervisors, executives, and customers. There are 3 sampling groups with the selection criteria as follows:

Group 1 Key informants - Managing Director, General Manager, Factory Manager, and Section Managers (6 persons) Group 2 Casual informants - Staff, Senior Staff (16 persons) Group 3 General informants - Stakeholders (7 persons). This is qualitative research, with approaches, theories, and other related studies following the research tools as: 1.Interview guide of the semi-structured

* Doctoral Degree student in Human Resource Development Program, Faculty of Education, Burapha University

** Assistant Professor, Dr., Department of International Graduate Studies in Human Resource Development Center, Faculty of Education, Burapha University

*** Dr., Department of International Graduate Studies in Human Resource Development Center, Faculty of Education, Burapha University

interview 2. Focus group discussion – selected sample groups from Group 1 including top executives and management level. The qualitative data analysis is conducted and summarized according to concepts and objectives of the study, with content analysis/ synthesis towards the framework for organizational development based on The Case-Based Data Analysis by Creswell (2007, pp. 156-157) in seven steps as follows: 1. Create and organize files for data. 2. Read through text, make margin notes, form initial codes. 3. Describe the case and its context. 4. Use categorical aggregation to establish themes or patterns. 5. Use direct interpretation. 6. Develop naturalistic generalizations. 7. Present an in-depth picture of the case using narrative, tables, and figures. The results of the research were as follows: this study report is based on data collected from the stakeholders including management team, employees, suppliers and customers in the selected small and medium-sized textile business who have developed the acronym of core value representing the organizational culture of this company as 'F-A-S-T'. The terms below are an explanation of each letter: F = Fast Design, A = Accountability, S = Superior performance, T = Trustworthiness

Keywords: Culture organizational, textile industry, the development of organizational culture

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ 1) พัฒนาวัฒนธรรมองค์กรสำหรับองค์กรขนาดเล็กและขนาดกลางในอุตสาหกรรมสิ่งทอในจังหวัดชลบุรี 2. เพื่อให้แน่ใจว่ารายละเอียดของงานสะท้อนถึงวัฒนธรรมองค์กรที่พัฒนาขึ้นมาใหม่ 3. เพื่อเสนอตามค่านิยมหลักใหม่แผนที่การฝึกอบรมพัฒนา KSAs (Knowledge, Skill, Attribute) ที่แสดงวัฒนธรรมองค์กร

คำถามการวิจัยคือ 1. สิ่งใดที่ควรรวมอยู่ในวัฒนธรรมองค์กรที่เหมาะสมสำหรับธุรกิจขนาดเล็กและขนาดกลางในอุตสาหกรรมสิ่งทอ 2. กิจกรรมการแสดงเพื่อส่งเสริมวัฒนธรรมองค์กรคืออะไร 3. กิจกรรมและหัวข้อการฝึกอบรมใดที่ควรดำเนินการเพื่อปรับปรุงประสิทธิภาพของพนักงานในการติดตามวัฒนธรรมองค์กร การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาการพัฒนาวัฒนธรรมองค์กรและแนวทางการปฏิบัติงานที่สอดคล้องกับวัฒนธรรมองค์กรของพนักงานในองค์กรขนาดกลางและเล็กในอุตสาหกรรมสิ่งทอ กรอบแนวคิดของการวิจัยคือขั้นตอนที่ 1: การวิจัยเริ่มต้นด้วยการค้นหาวัฒนธรรมองค์กรจากผู้มีส่วนได้ส่วนเสียและวัฒนธรรมองค์กรที่ส่งเสริมกลยุทธ์ทางธุรกิจ ขั้นตอนที่ 2: ใช้ค่านิยมหลักที่ได้รับเพื่อสร้างกระบวนการทำงานตามค่านิยมของวัฒนธรรมองค์กรเพื่อให้การทำงานของบุคลากรมีประสิทธิภาพการทำงานตามความต้องการของผู้มีส่วนได้ส่วนเสียตามขั้นตอนที่ 1 ขั้นตอนที่ 3: จัดทำแผนการพัฒนาวัฒนธรรมองค์กร ความต้องการสำหรับงานใหม่ในการออกแบบแผนที่การฝึกอบรมเพื่อพัฒนาทักษะของพนักงาน ผลการวิจัยมีดังนี้รายงานการศึกษาครั้งนี้จัดทำขึ้นจากข้อมูลที่เกี่ยวข้องรวบรวมจากผู้มีส่วนได้ส่วนเสียรวมถึงทีมผู้บริหารพนักงาน คู่ค้าและลูกค้าในธุรกิจสิ่งทอขนาดกลางและขนาดย่อมที่เลือกสรร ซึ่งได้พัฒนาตัวอย่างของค่านิยมหลัก วัฒนธรรมของ บริษัทนี้ในชื่อ 'F-A-S-T' คำศัพท์ด้านล่างนี้เป็นคำอธิบายของตัวอักษรแต่ละตัว:

F คือ Fast Design = การออกแบบที่รวดเร็ว

A คือ Accountability = ความรับผิดชอบ

S คือ Superior performance = ประสิทธิภาพที่เหนือกว่า

T คือ Trustworthiness = ความน่าเชื่อถือ

ผู้วิจัยใช้ผลลัพธ์จากคำถามการวิจัย 1 เพื่อจัดประชุมเชิงปฏิบัติการเพื่อสร้างแนวคิดจากผู้บริหารหัวหน้างานและพนักงานเพื่อระดมการพัฒนาใหม่และส่งเสริมค่านิยมหลัก ตามลักษณะงานใหม่ที่เพิ่มเข้าไปในความรับผิดชอบของพนักงาน เพื่อส่งเสริมการพัฒนาค่านิยมหลักของวัฒนธรรมองค์กรใหม่ เมื่อได้รับรายละเอียดงานในแต่ละตำแหน่งงานที่ได้รับอนุมัติจากผู้บริหาร ผู้วิจัยนำผลการหารือกับทีมผู้บริหารในการวางแผนการพัฒนาค่านิยมองค์กรให้เป็นรูปธรรมในองค์กรเพื่อนำไปปฏิบัติจริง นอกจากนี้ยังมีการพัฒนาเครื่องมือต่างๆ เพื่อตอบสนองความต้องการในแต่ละตำแหน่งงาน

คำสำคัญ: วัฒนธรรมองค์กร, อุตสาหกรรมสิ่งทอ, องค์กรธุรกิจขนาดย่อม

Background of the Study

At present, small and medium-sized enterprises (SMEs) are important businesses in the economic systems of countries worldwide including Thailand. However, in terms of regular income distribution, small and medium-sized enterprises or SMEs play a greater role in balancing the society's income than the larger ones. Particularly, SMEs can help improve the standard of living among the country's majority groups of the population, with higher national income as well as real economic and social stability (Hiranyasomboon, 2006). In addition, SMEs are sources of raw materials and service providers of various sales channels, intermediaries, agents, etc., to accommodate large businesses and enhance the completeness of entire value chains in all activities (the Office of Small and Medium Enterprise Promotion, 2011). The success and prosperity of SMEs, as a result, affects the overall growth of economic systems. In 2018, Thailand's textile industry had total exports valued at THB 228,769.9

million, of which 60 percent was the export of textiles worth THB 164,704.6 million and 40 percent was the apparel exports totaling THB 64,065.2 million. These exports were mostly to ASEAN countries (THB 55,822.8 million or 24.40 percent), followed by the European Union (THB 30,283.3 million or 13.24 percent), and the United States (THB 37,042.5 million or 16.19 percent). Furthermore, Thailand recorded a growth rate of 0.87 percent in textile and apparel exports during the year 2018 (the Office of Ministry of Commerce, 2018). According to the Office of the Ministry of Commerce Promotion (2018), Thailand's textile and apparel industry will continuously expand after Thailand becomes a member of the ASEAN Community. The textile industry is an industry with a long supply chain, an industrial revolution over time. The past has affected the textile industry quite highly. The development of machines that use energy from steam or developing machinery systems for industrial production in the 1st and 2nd industrial revolution caused the use of weaving machines

instead of hand weaving, resulting in lower production costs and increasing the speed of the production process higher. The 3rd industrial revolution saw the introduction of automated machinery systems. Used in the production process more to make the product with the same pattern, in a short time, but for the 4th industrial revolution that relies on industry 4.0 concept, involving a communication technology link. To the machine system enabling data sharing news and resource sharing can help create the possibility of bringing greater imagination from designers. It allows fashion or material designers to produce products that are new and unique (custom-made) for more consumers with the system still maintaining the efficiency of fast production, such as the original or more than the original textile industry, especially the group of clothing and fashion that is closely related to consumers, the market of fashion clothing is very sensitive because it changes according to time and values of the consumer. Therefore, using virtual reality technology to enable consumers to choose and experiment with the product can be simulated through a virtual image. Another way that manufacturers can access and respond quickly to the needs of consumers concerns virtual reality technology integration with information technology, allowing consumers to choose sets from various branches and to shop around the world trying to wear without having to go to the store. The 4th Industrial Revolution which has computer and information technology as its basis provides a great challenge for the

Thai textile industry, studying information and adjusting to accommodate changes is therefore important for employees and entrepreneurs. (Prahsan C, 2017)

As a matter of fact, organizational culture is crucial for employees' motivation to work efficiently, which then leads to their working behaviors within the organization (Mayuk, 2014). In the meantime, organizational culture helps encourage the administration and management within the organization to achieve the goals of success. As a result, organizational culture is what generally determines acceptable behaviors among the organization's members. Whilst, top executives get the advantage of the organization's culture, values, beliefs, and traditions to encourage all members towards real collaboration in the workplace (Charles, 2018). Hence, the development of organizational culture in small and medium-sized businesses is essential for the continuous growth or higher turnover of each organization, which definitely requires good and effective human resources. In other words, organizational culture influences employees' performance, as Greenberg and Baron (2003) described that organizational culture affects employees and organizational processes. In particular, a strong organizational culture must be able to control the organization's behaviors. Then, organizational behavior determines what employees should do and think in line with the organization's culture, resulting in successful organizational outcomes. The organization sets various practices

on employees through a long-standing study of the relationship between an organization's culture and the performance outcomes or the organizational effectiveness. The effect of organizational culture on employees' behaviors is critical to the performance of an organization. Various employment practices aim to control employees' attitudes and behaviors according to the organization's needs and desires. Since attitudes and behaviors create competitive advantages, the organization must define organizational culture with positive information so that employees understand the means to implement it, in terms of acceptance and negative effects. Thus, the organization needs to utilize and control employees' attitudes and behaviors through organizational culture since employees' behaviors affect organizational effective outcomes.

There are problems related to small and medium enterprises in the textile industry which can be summed up in 8 major ways 1. Lack of Entrepreneurship, The entrepreneur must have many qualifications, such as leadership. Bravery must be your own major love challenge, love freedom, and possess high self-discipline. 2. Management and administrative inefficiency and ability in corporate management, finance, accounting, marketing, personnel, which is the core of SMEs. 3. Lack of personal or business experts prevents planning for personal development 4. Lack of skilled workers. 5. High production costs, poor management inefficient production, limited or non-existent use of

machinery or technology to help. The high cost of goods, which leads to a trade disadvantage with competitors. 6. High competition, current economic conditions, and competition, cause very high competition for the survival of their own business. Therefore, new entrepreneurs entering the highly competitive market may have difficulty in conducting business. 7. Low efficiency and effectiveness, and inappropriate production management causing a loss in production, low productivity, which leads to poor quality products and inability to compete. 8. Problems of the bureaucracy of the responsible agency in promoting SMEs development. (Small and Medium Enterprise Development Bank of Thailand, 2016)

The important thing to make a business successful in today's world is to create an appropriate corporate culture. In addition, the current business conditions also result in an important corporate culture for the business. More than in the past, therefore, the leaders of the organization today must learn how to define the organizational culture that creates benefits for the organization. To create a competitive advantage. Which corporate culture is needed for each Business varies, for example, some may be based on research and development, while some places depend on the services that the staff offer to consumers. The organizational culture influences the way the business is conducted, the form and the method of contact between employees. In such organizations, as well as the methods used to define and control the behavior

of personnel in the organization, because the organizational culture is related to decisions, actions, patterns and communication networks of personnel in the organization, organizational values are considered the core of the corporate culture because values are often defined in the standard of work or as a work guideline for all employees. It is essential to make employees know what to do and how to be accepted or successful in that organization. The values of the organization, whether clear or not will influence the behavior of the employees, so it can be said that organizational culture is what helps to create certain behaviors in the organization's employees. Therefore, making employees absorb the desired values, and put them into practice in the operation will enable the management to predict the actions of the employees and result in the consistent operation of the staff which will create a unity that leads to the main goal of the organization. (Office of Small and Medium Enterprise Promotion, 2013)

The Purpose of the Study

1. To develop an organizational culture for a small and medium-sized enterprises in the

textile industry in Chon Buri.

2. To ensure the job descriptions reflect the newly developed organizational culture.

3. To propose, based on new core values, a training road map developing KSAs displaying the organizational culture.

Research Questions

What should be included as a suitable organizational culture for small and medium-sized businesses in the textile industry?

What are the performance activities to promote the organizational culture?

What activities and training topics should be undertaken to improve the employees' performance when following the organizational culture?

Conceptual framework of research

This research aims to study the development of organizational culture and performance practice guidelines which are consistent with the organizational culture of employees in one small and medium-sized enterprise in the textile industry. The conceptual framework can be as follows:

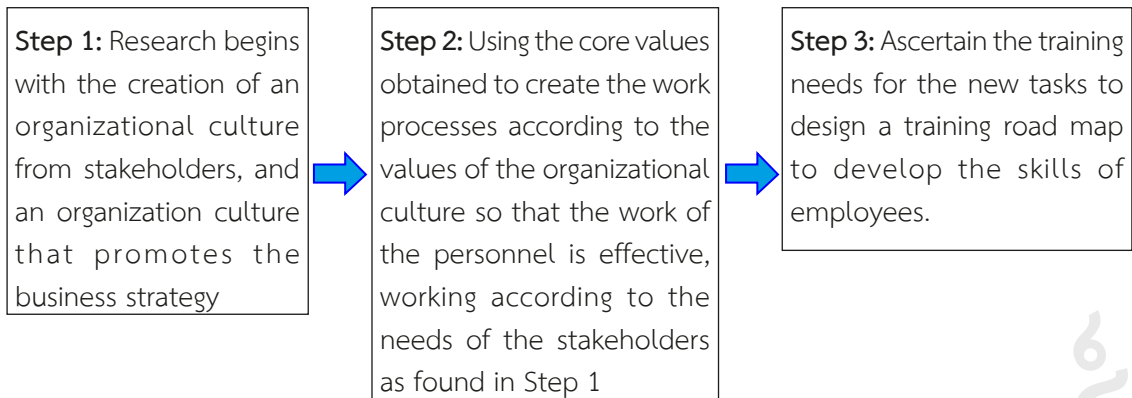


Figure 1. Conceptual framework of research

From figure 1: Step 1 The researcher designed the questions to be used to collect data from stakeholders within the organization to find the shared values of the organization in accordance with the vision, mission and business plan of the organization and must set up a focus group with executives, supervisors and employees to ensure that the information obtained from the interview meets the objectives of this research. Step 2 after that, he brought the core values received into a workshop with executives and supervisors in order to define the new working behaviors for every position according to the organization's management. Step 3 to design, bringing the results from step 2, and develop training plans to cultivate the values of the organization for all employees by setting course development training topics, Instructor qualifications and clear timelines.

Literature Reviews

This research aims to study organizational culture development and performance practice guidelines that are consistent with the

organizational culture of employees in one small and medium-sized enterprise in the textile industry. The following documents and related research are reviewed:

Organizational culture

To study the meaning of organizational culture, many scholars have defined similar definitions. Schein (2017) described that organizational culture is a system of beliefs and values that are together upheld, developed, and set to be behaviors among the organization's members. So, organizational culture is what links each member of an organization. Nonetheless, each organization's culture is different in terms of acceptance, risks, practice guidelines, staff teamwork, rules and regulations, conflicts, criticisms, and rewards. In compliance with Kast and Rosenzweig (1985) culture is a system of shared values in the beliefs of what matters and how to work following the interaction of organization's members, organizational structure, and control system. Culture is the norms or the ways of working, mutually acceptable throughout the organization. Phutachote (2016) stated

that organizational culture refers to values, beliefs, understandings, and ways of thinking that are shared by members of an organization and taught or passed on to new members for practice. Nevertheless, there is no clear written form of organizational culture and members recognize it and get a good sense by themselves as part of their culture. All members take part in these cultural activities. In general, culture is unnoticeably practiced at all times. However, the organization seeks to apply new strategies or different ways from those practiced by former members. In particular, if those strategies or new ways of practice are against the existing norms and values of the organization's culture at the basic level, the confrontation between the new and the former ones will arise. Organizational culture is important because it can support and encourage the organization's management to achieve its goals. Also, organizational culture helps determine the acceptable behaviors in general of an organization's members within the organization. At the same time, administration executives can take advantage of the existing culture, values, beliefs, and traditions to encourage members of the organization to truly cooperate at work. Hazana, Shamsuddinb, Wahabc, and Hamidd (2014) pointed out the importance of organizational culture as a value proposition and a duty. Organizational culture is valued because of the shared beliefs and values that enhance cooperation and engagement. These behaviors directly affect the performance; whereas, culture is involved when the shared

beliefs and values help push the organization to do what is right for survival. Similarly, Wagner and Hollenbeck (2015) viewed organizational culture as a social connection to reinforce the commitments and cooperation among members in the organization, with three results as follows:

1. The uniqueness and distinction between organizations, characterized by sameness.
2. Engagement and shared common goals of organizational culture, with high commitments among those who accept it.
3. Security of the combined identity and cohesion encourages integration and sustainable cooperation among members towards the understanding of their environment, in which organizational culture acts as a common source of meaning to explain things within the organization.

Organizational culture affects employees, management and the organization itself. Most importantly, it influences the mind, feelings, and performance of employees, as well as the organization's success or failure Williams (2011). This is due to the fact that organizational culture can create competitive advantages for the organization, along with higher financial results. If culture is valuable, it results in higher sales, lower costs, or more financial value to the organization Barney (1986).

In conclusion, organizational culture is a framework of thoughts reflected by everyone in the organization, which can be values, beliefs, attitudes, expectations, understandings, rules,

norms, and common agreements among the organization's members.

Human resource development

It has been acknowledged worldwide that a business can gain a competitive advantage through the development of their human resources. This is to ensure their readiness for the changes in the world towards consistent and sustainable growth. As stated by Muzio (2018), today's world business is very competitive. Investment is not on machines, but on human capital. Any business that pays more attention to human development has a competitive advantage. Personnel development in the organization must be managed and planned appropriately. The bigger the organization or business is, the greater the complexity becomes. Since personnel can range from top executives to multi-level executives, demand for development or quality enhancement must be different according to job responsibilities or practical work. Human resource development is then considered to be at the heart of operations. Inwang (2013), tells us the course of global changes affects social systems. Especially, businesses have to be adjusted to keep up with various situations, in terms of international trade, production management, distribution of sales and services. These changes cause management and administration executives to adjust both business and human resources in the organization. Human resource management is a key to business and it is affected by the changes that need to be transformed to keep

pace with globalization. Therefore, it is necessary to develop human resources in both intellectual and labor resources to take on globalization. With the expansion of the global market as well as labor and manufacturing markets, investment needs to flow into cheaper labor sources than Thailand, thus influencing the country's employment or the establishment of economic zones of countries in different regions. Hence, the production process has to be adjusted into capital production and advanced technology of high-quality products but at cheap prices. As a result, manpower must be skilled and multi-faceted or multidimensional. With the world's free trade system of flexible rules and less international taxes, the links of import-export can be done globally, causing more employment for some businesses such as aviation or businesses with the required skills and use of modern technology. In addition, communications and telecommunications lead to a change of production base and raw materials with more investment from multinational companies. In the meantime, there is a trend in production that employs subcontractors or outsourcing, which moves people to a very high wage and becomes a challenge to human resource development. Hence, human resource development plays a very important role in a business situation. If leaders do not understand any changes affecting human resource management and implement the traditional HR model, the organization is then more likely to face greater losses.

Human resource development and organizational culture

Organizational culture is related to human resource development. Organizational culture helps employees to develop better behaviors and performance. Greenberg and Baron (2003) argued that organizational culture influences employees and their work processes. In particular, a strong organizational culture must be able to control the organization's behaviors. Organizational behaviors determine what employees must think, and do in line with the culture of the organization, leading to effective performance. The organization is then required to proceed with various methods on employees' performance. The relationship between organizational culture and the performance or organizational effectiveness has continuously been studied. Organizational culture affects an employee's behaviors. Employee's behaviors are critical to the performance of an organization. The organization then needs to conduct various employment practices to control and give employees the attitudes and behaviors desired by the organization. Attitudes and behaviors affect the organization's competitive advantages. The organization must define organizational culture so that employees have the guidelines for their implementation from positive information they receive in terms of acceptance and negative effects on employees. The organization must utilize and control employee's attitudes and behaviors through organizational culture as

employee's behaviors affect the organizational effectiveness. In conveying organizational culture to employees in the organization, human resource development approaches are required. This can be transmitted during various time periods of performance for new personnel. Organizational management may use the period of time during the employee's orientation to convey the organizational culture (Rojanasang, 2011). This is due to the fact that human resource development through orientation is an activity to introduce new personnel to the organization's projects, jobs, administration executives, and colleagues, so they can adapt to jobs and people in the organization. As well, they can perceive the information needed to perform their tasks, together with attitudes, standards, values, and behaviors according to the organizational expectations. Orientation has the following important purposes:

- 1) To help new personnel adapt to new situations faster.
- 2) To assist new personnel to understand the goals and policies of the organization.
- 3) To create a good image for the new personnel towards their pride and stability at work through their strength of performance.
- 4) To make new personnel understand their roles, duties, and responsibilities clearly
- 5) To encourage new personnel to adopt the values and their assigned duties.

6) To inform new personnel on how to reduce errors or inadequacy at work that might result from possible mistakes.

7) To cultivate attitudes of new personnel to have good feelings towards their jobs and colleagues.

8) To support new personnel to be aware of their obligations and encourage them to share their visions with others. Therefore, orientation can be the most appropriate time to convey organizational culture to new personnel.

In the meantime, former active personnel can use human resource development through organizational development as organizational development is ideal for change that takes place over time. The newly developed organizational culture needs to be passed on to all personnel in the organization to learn together in a way to change behaviors and attitudes desired by the organization. Cummings and Worley (2015) stated that the organization can change over time through right-sizing, total quality management, diversity, re-engineering, and downsizing. Such change leads the organization towards organizational development. The main purpose of organizational development is to help human resources be able to adapt to changes. Organizational development is influenced by the development of human resources through education, training, individual

development, and career development. Hence, organizational development is systematic human resource development within the organization. Organizational development requires a learning process based on experience that focuses on goals and action plans to change behaviors, attitudes, and performance of personnel in different groups of the organization towards the growth of both personnel and the organization itself. Nonetheless, organizational development requires long-term planning and continuity to solve personal and organizational problems.

In this research, human resource development through organizational development is chosen through training as the population is the personnel of the organization with their different performance and years of service. The newly developed organizational culture is derived from the participation of everyone in the organization and transmitted through the process of cultural development aforementioned.

Research Methodology

The research methodology employed in this study – research design, participants, data collection instruments, data collection process, data analysis, trustworthiness, and ethical considerations. The sequence of research design and methodology in this study is explained in the figure below:

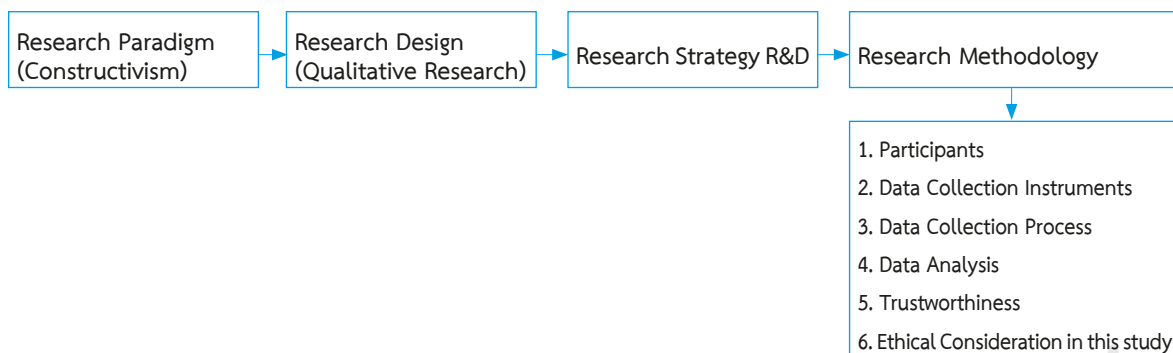


Figure 2. Overview of research methodology discussed in this section

Conceptual framework

Using the conceptual framework of research, in the first step the researcher designed the questions to be used to collect data from stakeholders with the organization to find the shared values of the organization in accordance with the vision, mission and business plan of the organization and then set up a focus group with executives, supervisors and employees to ensure that the information obtained from the interview meets the objectives of this research. The second step after that, he brought the core values received in the workshop with executives and supervisors in order to define new working behaviors for every position according to the organization’s management. The third step of the design involved bringing the results from the second step to develop training plans to cultivate the values of the organization for all employees by setting courses for development training topics, Instructor qualifications needed and clear timelines. Figure 2 shows the Research Design necessary to develop the suitable organization culture of one small and medium enterprise in the textile industry, redesign the job descriptions

as well as draw up a training roadmap to increase KSAs of employees. The researcher views that several pieces of important data are mainly required from stakeholders both inside and outside the company. To investigate detailed concepts and core values, the researcher needs to develop a good relationship with his participants and interact with them closely. The research paradigm that supports this kind of design is constructivism. Since the main reasons for conducting this study are to understand the views of participants and report their expectations rather than testing hypothesis, following a qualitative approach applying the R&D strategy could lead the researcher to the answers to all the set research questions. The following section discusses how the research was designed and conducted for his study.

The Research Design of study

The research design of this study is a qualitative study applying the R & D strategy. This is because to develop the organizational culture, the researcher needs to understand the overall system. According to Suwannaset

(2017), “Case study researchers will focus on investigating one or more cases of their interest to address exploratory, descriptive, and explanatory research questions” (p.13). In addition, the characteristics of a qualitative study could well apply in this study as the researchers clearly intend to understand and report on perspectives towards the needed organizational cultures (Guba 1990, p27).

Selection of Participants

In this study, the selected sample groups are from employees, supervisors, executives, and clients. A number of 29 persons from purposive sampling are the target group who influence the organization’s interest and direction. In this study, the researcher selected the samples from employees, supervisors, executives, and customers.

There are 3 sampling groups with the selection criteria as follows: Group 1 Key informants - Managing Director, General Manager, Factory Manager, and Section Managers (6 persons) Group 2 Casual informants - Staff, Senior Staff (16 persons) Group 3 General informants - Stakeholders (7 persons)

Data Collection Instruments

According to Crotty (1998), several assumptions are identified:

1. Human beings construct meanings as they engage with the world they are interpreting. Qualitative researchers tend to use open-ended

questions so that the participants can share their views.

2. Humans engage with their world and make sense of it based on their history and perspectives – we are all born into a world of meaning bestowed upon us by our culture. Thus, qualitative researchers seek to understand the context or setting of the participants by visiting this context and gathering information personally. They also interpret what they find, an interpretation shaped by the researcher’s own experiences and background.

3. The basic generation of meaning is always social, arising in and out of interaction with a human community. The process of qualitative research is largely inductive; the inquirer generates meaning from the data collected in the field.

This is qualitative research, with approaches, theories, and other related studies following the research tools as:

1. Interview guide of the semi-structured interview (Fontana and Frey 2000) – with executives, managers, supervisors, and operations groups about the organization’s history, management & administration, organizational environment, current organizational culture, problems of organizational culture, and shared expectations and values.

2. In this study, the semi-structured interview is used, as described by Nonthapattamadul (2003) that the semi-structured interview or guided-interview can

be very helpful for researchers who desire to compare data from multiple participants along with the need for a deep understanding of the world and each person's experience. To interview the participants, Suwannaset (2017, p.95) supported that researchers should have and use their interview guides that contain a list of topics to be covered. Particularly, the standardized questions in their interview guides need to be flexible and open-ended.

3. Focus group discussion – selected sample groups from Group 1 including top executives and management level.

The issues and concepts of discussion are defined with style of communication, divided into 2 sections as follows: Section 1 – Participants in discussion groups summarize the values of the desired organizational culture, with SWOT analysis, direction, and perspective on shared values, desirable characteristics of personnel at all levels in the organization according to the roles and expectations of each person towards their organization. Section 2 – The participants propose the desired behaviors for practice according to scope and job responsibilities of each person.

The guided-interview is developed according to steps suggested by Joungrakul (2010) and the first version of the interview guide is reviewed by five experts in the field of HRD and business.

Data Collection Method and Process in this Study

Creswell (1998) proposed that in the case study, the first thing to be considered is what type of case studies would be positively most beneficial. Nonetheless, the most commonly used one is purposive sampling.

Description and discussion of findings

The first core value: F-Fast design

Participant 1: // Working in this position for 11 years in the past. Doing similar businesses. Selling fashionable clothes before establishing the company. Born into a family with garment business and has continuously developed the production process to meet the needs of customers. Originally, hiring other people to produce the products with only seven employees when starting the company establishment. Yet, unable to control the product quality or time for production. Therefore, turning to develop the production itself up to present, with a total of 80 employees, excluding the hired contractors for labor. Willing to produce products with increasing prices or offering better value than presently with new markets. At present, producing uniforms for the factory with price decreasing every year. However, with increasing labor wages each year, as well as increasing prices of raw materials. Hence, introducing JIT in 2018, i.e. needing the product to be delivered on time in the future with target goals. Wishing to have its own brand

for the products sold under the OEM production market, i.e. being able to produce the products for other vendors with in-house production or doing the production from the start until delivery to allow customers for checking/ verifying their orders at all times // The second core value: A-Accountability

Participant 1: // Always originally hiring other people to produce products with only seven employees on the day of the company's establishment, yet unable to control the product quality and time. Thus, turning to carry out production on its own up to present, with now a total of 80 employees, excluding the hired contractors for labor //

Participant 2: //Able to produce all types of quality products according to the customer's needs. Maybe some waste but capability for the production at all times once not accepted by the customers. Nonetheless, don't let it happen due to the loss of image and production costs. Recommended for good response according to the needs of the customers, no matter how or what types, with good communication and customer relationship. Sometimes, being tired from working with negative feelings towards one another, causing unpleasant atmosphere at work. Hence, more preferable for good cooperation and kind assistance towards one another, rather than giving orders while working //The third core value: S-Superior performance

Participant 1: // The production process has to be continuously developed according to the needs of customers. Wishing to produce products

with best prices and value more than presently and entering into new markets. At present, making uniforms for the factory, with prices decreased every year, but increased wages and higher raw material prices. Desiring to have its own brand for products sold in the OEM production market, i.e. ability to produce for other vendors. With strengths in the in-house production, or good production from the beginning until delivery, with customers able to check and verify, or keep track of their orders any time. Having accurate management model systems, with some family business of a clear division of duties and responsibilities//

Participant 2: // Able to produce all types of quality products according to the customer's needs. Maybe some waste but capability for the production at all times once not accepted by the customers. Nonetheless, we shouldn't let it happen due to the loss of image and production costs. Recommended for good response according to the needs of the customers, no matter how or what type. Good quality of products before reaching the customers in every process. Focusing on the importance of handing jobs to other departments, with teaching at work rather than giving orders //The fourth core value refers to: T-Trustworthiness

Participant 1: // Production from the beginning until delivery to customers for checking and verification. Keep track of the orders at all time. Good management systems, with family business and clear division of duties and responsibilities //

Participant 2: // The product quality is very important. There may be waste, but we can produce it again if the customers do not accept the products. Yet, this should not happen because of the loss of image. The costs of production meet the needs of customers well, regardless of what types, and must be good in every production process. Staff should take into account the importance of forwarding jobs to other departments, with good communication, no attitudes or emotions to cause poor working environments, good cooperation at work, helping each other, and teaching more on the job rather than ordering/forcing to work //

Participant 3: // Diligent, tolerant of work, work as a team, speak with good words instead of using bad words, responsibility for the job, and product quality as the most important consideration. How to avoid customer's complaints and no returns of products back to the company? Forwarding the jobs between internal agencies. Sometimes, no communication and having to check on the jobs oneself. Head of department not able to control the subordinates. Focus on the work assigned as most important. Working well. Thinking of some internal customers. Working fast and accurately. Not fighting. Talk well. Separating work from the dislikes and arguments //

The results of the research were as follows: this study report is based on data collected from the stakeholders including management team, employees, suppliers and customers in the selected small and medium-

sized textile business that uses the acronym of the core value representing the organization culture of this company is 'F-A-S-T'. The terms below are an explanation of each letter.

The results of a workshop were obtained after collecting the initial data according to the questions during the interviewing of the 3 groups. The information described new responsibilities of 6 positions in 4 expected levels of work to promote the core values of a new organizational culture.

L1= Follow the development process with knowledge and understanding in accordance with the rules and regulations at work, but some advice still needed

L2 = Follow the development process with knowledge, understanding, clear behaviors to work in accordance with the rules and regulations, and able to give advice to others for certain work topics

L3 = Follow the development process, with behaviors that can apply the gained learning for good practice, guidance, or teaching others well

L4 = Follow the development process, with behaviors that can apply the gained learning for good practice, guidance, or teaching others well to have knowledge and understanding of target behaviors as a model for others

For the final research question, "What are training and development programs which a small and medium-sized business in the textile industry in Chon Buri should include in their training roadmap to ensure the KSAs to promote

the new organizational culture? At this stage, the researcher teamed up with executives for the design of the organizational culture development project with a total of 2-years of planning to educate employees in the organization by analyzing and proposing some effective human resource development activities comprised of 1) Classroom training with in-house training and public Training, 2) On the job training, 3) Coaching, 4) Mentoring, 5) Workshop: Leadership development program, as well as projects on topics for improving the quality of production and work. In every position according to the structure of the organization, the evaluation of organizational culture development should be performed by the executives, periodically, following the guidelines of the organization.

Recommendations for Future

Research

Further study on limitations and impacts of organizational culture development activities.

- Study guidelines for the assessment of the effectiveness in organizational culture development activities, which includes reaction, knowledge, behavior, and results.

- Follow up on the performance after the development at the end of 2 years according to the organization culture development plan, which may be divided into an evaluation plan for every 6 months or 1 year from the stockholder to receive feedback and bring the results to improve the process of organizational culture

development activities towards sustainable development.

- For further research, the method of assessing success, sustainability, and understanding of the employees in the organizational culture development, with the pay-off to the organization in the form of monetary incentives that can measure the cost-effectiveness and value of the budget used in the organizational culture development.

- Further study on behaviors and working behaviors in detail, with every step of the operations in the organization.

Conclusion

From this study of the research process of creating an organizational culture, the purpose of this research focused on creating an organizational culture, new design for working, according to the organization culture created. It included the creation of a training roadmap by using qualitative research methods using a case study or R&D strategy to develop new work processes and a training roadmap.

In this research study, the researcher collected data from executives, employees, customers, and partners by conducting an interview that used the theory guidelines of Patton (2014) in executives and employees according to the organizational structure. It was found that the four stockholder groups focused on the importance of all issues that could be developed as the organizational culture. Most of them emphasized the importance of

speed in every step of the working process, including production and service, with much focus on the quality of products and services. Also, they paid attention to the confidence in working together between internal and external environments. From the research process according to research theory, the researcher collaborated with all executives and employees to discover that FAST could be the core value of the organization, which adopted the theory

of Saenthong (2017) in this study. FAST was defined as: F = Fast Design, A = Accountability, S = Superior performance, T = Trustworthiness. By defining new working behaviors, this would enhance employees in every position to be aware of their job responsibilities, which were clearly defined as desirable behaviors with every level of expectation values in all job positions according to

References

- Barney, J. B. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656 -665.
- Charles, M. Z. (2018). Effects of organizational culture on employee productivity in state department of livestock nakuru county-kenya. *International journal of trend in scientific research and development*, 3(1), 241-246.
- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. London: Sage.
- Creswell, J. W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd ed.). Thousand Oaks, CA: Sage
- Crotty, M. (1998). *The foundations of social research: Meaning and perspective in the research process*. London: Sage.
- Cummings, T. G., & Worley, C. G. (2015). *Organization development and change* (10th ed.). Connecticut: Cengage Learning.
- Fontana, A., & Frey, J. H. (2000). The interview: From structured questions to negotiated text. In N. K. Denzin, & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (2nd ed., pp. 645-672). CA: Sage.
- Greenberg, J., & Baron, R. A. (2003). *Behavior in organizations: Understanding and managing the human side of work* (8th ed.). Englewood Cliffs, NJ: Prentice Hall.
- Guba, E. G. (1990). The alternative paradigm dialogue. In E. Guba (Ed.), *The paradigm dialogue* (pp. 17-27). London: Sage.

- Hazana, A., Shamsuddinb, A., Wahabc, E., & Hamidd, A. A. (2014). The relationship between organizational culture and product innovativeness. In *International Conference on Innovation, Management and Technology Research* (pp. 140-147). Malaysia: University Malaysia Kelantan.
- Hiranyasomboon, K. (2006). *Small business management*. Bangkok: Text and Journal.
- Institute of Textile Industry (2016). *Thai textile statistics 2010-2011*. Bangkok: Institute of Textile Industry.
- Inwang, K. (2013). *Human resource development for organizational development*. Retrieved from <http://www.thaihealth.or.th/blog/myblog/topic/144>
- Joungtakul, J. (2010). *Creating corporate values*. Bangkok: International Business Law Center.
- Kast, F. E., & Rosenzweig, J. E. (1985). *Organization and management* (4th ed.). New York: McGraw-Hill.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage.
- Mayuk, D. (2014) *Organizational culture and firm performance: A reflection of theory, research and practice*. Uttar Pradesh: Birla Institute of Management Technology.
- Muzio, T. D. (2018). *The tragedy of human development*. Lanham, ML: Rowman & Littlefield International.
- Nonthapattamadul, R. (2003). *8th Mekong regional workshop*. Retrieved from <https://www.jica.go.jp/project/english/thailand/016/materials/.../mekong-annex.pdf>
- Office of Small and Medium Enterprise Development Bank of Thailand. (2016). *Annual report 2016*. Retrieved from
- Patton, M. Q. (2014). *Qualitative research & evaluation methods integrating theory and practice* (4th ed). Saint Paul, MN: Sage.
- Phutachote, O. (2016). *Organization behavior* (3rd ed.). Bangkok: Chulalongkorn University Printing House.
- Prahsarn, C. (2017). *Thailand textile garment and statistics*. Retrieved from <http://thaitextile.org/index.php>
- Rojanasaeng, C. (2011). *Instructional material: Human resource development, unit 1-7* (3rd ed.). Nonthaburi: Sukhothai Thammathirat Open University.
- Saenthong, N. (2010). *Cultural organizational*. Bangkok: Think Beyond Book.
- Saenthong, N. (2017). *Competency is easier to do, better results*. Bangkok: Think Beyond Book.
- Schein, E. H. 2017). *Organizational culture and leadership* (5th ed.). New Jersey: John Wiley & Sons.
- Suwannaset, W. (2017). *Handbook: Advanced qualitative research in human resource development*. Chonburi: Faculty of Education, Burapha University. The Office of Ministry of Commerce. (2018). *Thai textile and apparel industry*.

Wagner, J. A., & Hollenbeck, J. R. (2015). *Organizational behavior securing competitive advantage* (2nd ed.). Abingdon: Oxen.

Werner, J. W., & DeSimone, R. L. (2009). *Human resource development* (5thed.). Mason, OH: South-Western Cengage Learning.

Williams, C. (2011). *Effective management: A multimedia approach* (5th ed.). Mason, OH: Thomson South-Western.

วารสารศึกษาศาสตร์