

ORGANIZATIONAL CULTURE OF THE PHARMACEUTICAL COMPANY IN
THAILAND



A MASTER'S PROJECT
BY
SUPARAT YAOPRUKCHAI

Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University

May 2014

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AN ABSTRACT
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Recent layoffs in leading pharmaceutical companies worldwide have caused employee-related expense growth. As a consequence, describing organizational culture has a critical impact for retaining their productive employees. The present study assessed the organizational culture of a pharmaceutical company in Thailand. In addition, congruency between the organizational culture of new hires and existing employees was investigated. The participants were 68 employees, including 15 new hires and 58 existing employees, of TRB Chemedica (Thailand) Limited which was a purposively selected organization. The instrument used in this study was the Organizational Culture Assessment Instrument (OCAI) based on the Competing Values Framework (Cameron & Quinn, 1999, 2006). Data were analyzed by descriptive statistics i.e. frequency, percentage and mean score.

The findings demonstrated that the current and preferred organizational cultures of the studied pharmaceutical company in Thailand were dominated by a "Clan" culture characterized by a family-like workplace, a parent-like relationship between organizational leaders and subordinates, and teamwork-focused values. Both new hires and existing employees rated Clan as the dominant organizational culture, which indicates organizational culture congruence between them. The possible factors influencing Thai pharmaceutical industry's organizational culture were national culture, organizational size, and organizational age. The present study facilitated a better understanding of the organizational culture of the Thai pharmaceutical industry. The findings contributed to

the useful resources of a Thai pharmaceutical company's organizational culture, which are necessary for the development of orientation programs and activities to improve the retention of new hires.



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การปรับลดพนักงานเป็นจำนวนมากของบริษัทยาข้ามชาติขนาดใหญ่ในปัจจุบันมีความสัมพันธ์กับการเพิ่มขึ้นของค่าใช้จ่ายด้านทรัพยากรบุคคลของบริษัทในอุตสาหกรรมยา ดังนั้นการทำความเข้าใจถึงวัฒนธรรมองค์การจะเป็นส่วนสำคัญต่อการรักษาบุคลากรที่มีประสิทธิภาพไว้กับองค์กร งานวิจัยนี้ได้จัดทำขึ้นโดยมีวัตถุประสงค์เพื่อประเมินวัฒนธรรมองค์การของบริษัทยาในประเทศไทย และเพื่อประเมินความสอดคล้องกันระหว่างวัฒนธรรมองค์การในพนักงานใหม่กับพนักงานเก่า งานวิจัยนี้สำรวจข้อมูลในพนักงานจำนวน 68 คน ซึ่งเป็นพนักงานใหม่จำนวน 15 คน และพนักงานเก่า 58 คน โดยทั้งหมดเป็นพนักงานของบริษัท ทีอาร์บี เซอร์เมดิคัล (ประเทศไทย) จำกัด ซึ่งเป็นบริษัทที่ถูกเลือกเป็นตัวอย่างจากวิธีการสุ่มแบบเจาะจง เก็บข้อมูลด้วยเครื่องมือสำหรับประเมินวัฒนธรรมองค์การที่ใช้กรอบแนวความคิด ค่านิยมเชิงปฏิกิริยา (คาเมรอนและควินน์, 2542, 2549) วิเคราะห์ข้อมูลโดยใช้สถิติเชิงพรรณนา ได้แก่ ความถี่ เปอร์เซ็นต์ และ ค่าเฉลี่ยของคะแนน

ผลการวิจัยชี้ว่าบริษัทในธุรกิจยาของประเทศไทยมีวัฒนธรรมองค์การในปัจจุบันและวัฒนธรรมองค์การที่ปรารถนาที่เด่นชัดที่สุดคือ วัฒนธรรมองค์การแบบเครือญาติ ซึ่งมีลักษณะเฉพาะ คือ องค์กรมีลักษณะคล้ายเป็นครอบครัว หัวหน้างานเปรียบเสมือนพ่อแม่ผู้ปกครองของลูกน้อง และให้ความสำคัญกับการทำงานร่วมกันเป็นทีม นอกจากนี้วัฒนธรรมองค์การแบบเครือญาติยังเป็นวัฒนธรรมที่เด่นชัดทั้งใน พนักงานใหม่และพนักงานเก่า ซึ่งบ่งชี้ให้เห็นถึงความเข้ากันของวัฒนธรรมองค์การในพนักงานทั้ง 2 กลุ่ม ปัจจัยที่อาจส่งผลต่อรูปแบบวัฒนธรรมองค์การของบริษัทในธุรกิจยาของประเทศไทยได้แก่ วัฒนธรรมประจำชาติ จำนวนพนักงานในองค์กร และอายุขององค์กร

งานวิจัยนี้มีส่วนเพิ่มพูนความรู้ ความเข้าใจเกี่ยวกับวัฒนธรรมองค์การของบริษัทยาในประเทศไทย จึงสามารถนำผลการวิจัยนี้มาประยุกต์ใช้เป็นข้อมูลสำคัญในการออกแบบพัฒนาการอบรมพนักงานและจัดกิจกรรมต่างๆ ให้เหมาะสมเพื่อช่วยส่งเสริมให้พนักงานใหม่อยู่กับบริษัทในธุรกิจยาของประเทศไทย

The Master's Project

titled

“Organizational Culture of the Pharmaceutical Company in Thailand”

By

Suparat Yaoprukchai

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..... Dean of Graduate School

(Assoc. Prof. Dr. Somchai Santiwatanakul)

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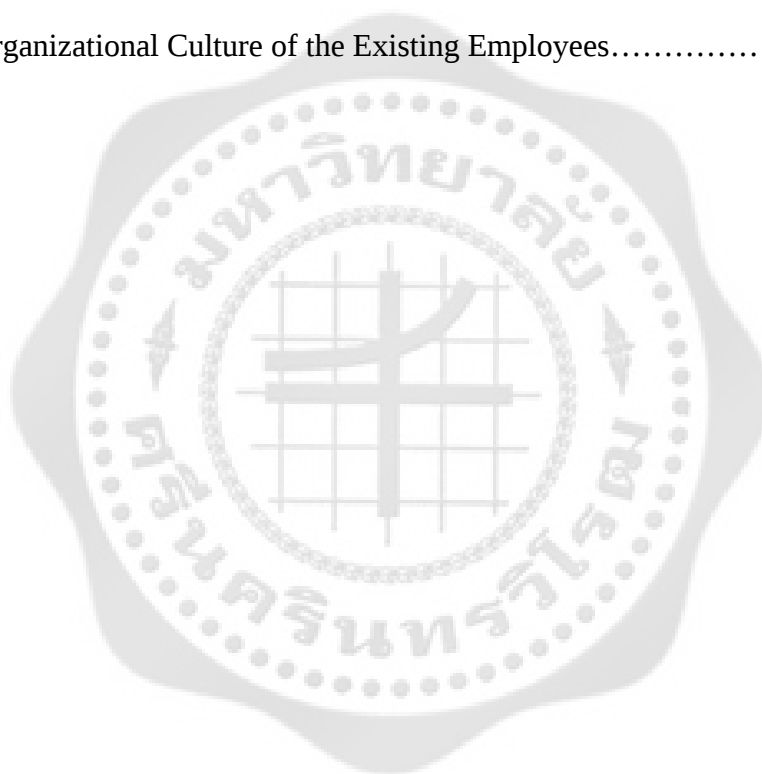
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CHAPTER I

INTRODUCTION

Background

Employment in the Thai pharmaceutical industry has recently faced instability. One of the root cause of this instability lies in the global downsizing of leading multinational pharmaceutical companies (e.g., Pfizer, Merck, and AstraZeneca). Since 2009, these companies have dismissed over 100,000 employees in their subsidiaries worldwide (including Thailand) to reduce organizational expenses (Burrill & Company, 2011). Some companies have decided to continue this layoff. For example, Merck, which is the oldest pharmaceutical and chemical company in the world, plans to terminate about 8,500 positions or over 10 percent of its international workforce (Reuters, 2013). This tremendous downsizing impacts employee turnover in the pharmaceutical firms in Thailand because the dismissed workers must find new jobs in other pharmaceutical companies. Hence, the number of new hire has significantly increased in some pharmaceutical companies. For instance, TRB Chemedica (Thailand) Limited's new hires in 2013 were more than double what it was in 2010 (Jitsook N., personal communication, Mar 21, 2013). According to the significant increase of new hires, pharmaceutical firms should place importance on them.

The increase of new hires in connection with business expenditures has become a growing concern in the pharmaceutical industry. The expenses for new hires include salaries and compensations, training costs, and costs associated with work-space. With large investment made in new hires, pharmaceutical companies have to retain them to actualize a return on the investments. However, nearly 50% of turnover occurs during the employee's first year on the job (Dan & Petersen, 1984). In addition, an organization is

estimated to lose \$1,400 per hire because of the resignation of employees during their first year of employment (Sutarjo, 2011). To reduce the business expenses associated with new hires, pharmaceutical companies concentrated on organizational culture because it could play a critical role in a company's ability to retain employees.

Organizational culture reinforces employee commitment to the company by its contribution to supporting employee recruitment, orientation, and job satisfaction. Organizational culture, which is unique for each company, is a pattern of collective values, beliefs, attitudes, and norms of the members in the organization (Odom, Boxx, & Dunn, 1990). The assessment of organizational culture reveals the organizations' characteristics in various organizational dimensions such as language, leadership styles, management styles, and rules (Cameron & Quinn, 2006). Hence, the knowledge of organizational culture is beneficial for the selection of the right job applicant. In this regard, a pharmaceutical company could screen for a job candidate whose values are compatible to those of the organizational culture. The good person-organization fit makes new hires more easily assimilated to the organizational culture, so they tend to remain committed to the companies longer than those who fail to adapt (McShane & Von Glinow, 2002). Furthermore, the information of organizational culture is given to an employee during an employee orientation, which helps new hires adapt to the organizational culture. In particular, an organizational leader could use the preferred organizational culture to improve job satisfaction and workplace relationships, which are factors that are ranked the top three causes of employee resignation in Thailand (The Human Capacity on Building Institute, 2012). Overall, organizational culture is comparable to a bonding mechanism holding members in the organization together (Cameron & Quinn, 2006). Hence, observing and understanding organizational culture are critical to pharmaceutical companies in Thailand.

The need to observe organizational culture within the context of Thailand's pharmaceutical industry is paramount because of the lack of empirical research on the dominant type of organizational culture and the advent of the ASEAN Economic Community (AEC) in 2015. First, the dominant type of organizational culture is required for better understanding of the organizations in the pharmaceutical industry. According to the research in several thousand organizations, over 80 percent of organizations possess dominant cultural style which expresses the core values shared by majority of members in the organization (Cameron & Quinn, 2006). In the pharmaceutical industry, the expected dominant type of organizational culture is Adhocracy which is characterized by creativity because the industry is anticipated to develop new medicines and innovative treatment. However, the organizational cultures of pharmaceutical companies could be different from this expectation. For instance, Turkish pharmaceutical companies' dominant organizational culture is Hierarchy, which is a well-defined standardized procedures workplace emphasizing the formal rules and stability of the organization (Demir, Unnu, & Erturk, 2010).

The dominant type of organizational culture in the pharmaceutical organizations in Thailand has not been well understood. Previous studies in the public and private organizations in Thai's pharmaceutical industry emphasized examining the relationships between organizational culture and different variables such as job satisfaction, organizational learning, and information system characteristics) (Aswapokee, 2007; Chimthai, 2009; Dilokgomon, 2003). However, less attention had been paid to measuring and explaining the characteristic of organizational culture in the pharmaceutical organizations in Thailand. As a consequence, an empirical study with the goal of assessing the organizational culture within this context is necessary.

Second, the coming of the AEC provides the business opportunities and threats to organizations in Thailand's pharmaceutical industry. Pharmaceutical companies benefit from the large single market with over 600 million consumers in 10 ASEAN (Association of Southeast Asian Nations) member nations including Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam. However, the industry is at the same time facing business threats because the AEC agreement allows for the free flow of skilled labors in ASEAN countries (Li, 2011; Thailand Board of Investment, 2011). This free flow of skilled labors potentially leads to an increase in employee turnover, which propagates the existing problem within the pharmaceutical industry. As a result, the organizations in Thailand's pharmaceutical industry should prepare to handle the potential employee turnover from the advent of the AEC by utilizing helpful information from organizational culture assessments.

According to the two aforementioned reasons, it is critical to assess organizational culture in pharmaceutical companies in Thailand. The findings advance better understanding about the organizational culture which is beneficial for reducing employee turnover. This study attempts to fill in the gaps by exploring the organizational culture of a pharmaceutical company in Thailand.

Objectives of the Study

This study attempts to measure the organizational culture of a pharmaceutical company in two situations, namely, the current and the preferred organizational cultures. The current organizational culture refers to the perceived culture within the pharmaceutical company at the time of the investigation, while the preferred organizational culture is the culture that employees prefer that the pharmaceutical company adopt within the next five years. Additionally, this study investigates the

organizational culture congruence between new hires and existing employees of the pharmaceutical company.

Research Questions

This study attempts to answer the following research questions:

1. What types of current and preferred organizational cultures dominate in Thailand's pharmaceutical industry?
2. Is the organizational culture in new hires consistent with the organizational culture in the existing employees?

Significance of the Study

As this study investigates the organizational culture within Thailand's pharmaceutical industry, the results of this study will make contributions to two arenas: the pharmaceutical industry and the academic field of human resource management (HRM). The organizations in the pharmaceutical industry obtain benefits because application of the results from this study potentially leads to the development of viable strategies (e.g., development of preferred leadership style to improve job satisfaction) to minimize the high employee turnover rate. In addition, this study provides the helpful guidance on the assessment of organizational culture for other pharmaceutical companies in Thailand. Finally, this study extends academic knowledge on the HRM by exploring the organizational culture in the new hires and the existing employees in Thailand's pharmaceutical industry. Therefore, this study extends knowledge for researchers, business consultants, teachers, and students who value the organizational culture.

Scope of the Study

This study focuses on the assessment of organizational culture in the context of Thailand's pharmaceutical industry by applying the Competing Values Framework (CVF). The participants are employees working with TRB Chemedica (Thailand) Limited in 2013.

Definition of Terms

New hire.

A new hire refers to a new employee whose tenure in the pharmaceutical company is ≤ 12 months.

Existing employee.

An existing employee is an employee who has been working with the pharmaceutical company for more than 12 months.

Organizational culture.

An organizational culture is a pattern of mutual basic assumptions, beliefs, and values of members in the pharmaceutical company. It can be taught and learned among members so they perceive, think, and behave accordingly to others in the company.

A pharmaceutical company.

A pharmaceutical company is a multinational pharmaceutical company operated in Thailand. It sells and distributes imported pharmaceutical products to hospitals and pharmacies.

CHAPTER II

REVIEW OF THE LITERATURE

The major objective of this chapter is to provide a literature review on the topics concerning the research scope introduced in Chapter 1. The content of this chapter consists of three topics (a) employee turnover and new hires in the pharmaceutical industry, (b) organizational culture, and (c) previous research on organizational culture in the pharmaceutical industry.

Employee Turnover and New Hires in the Pharmaceutical Industry

The pharmaceutical industry has been recognized as an industry that has very high employee turnover rates. In 2006, the employee turnover rate in the pharmaceutical industry reached 16.9 percent, which is significantly higher than the average 11.9 percent turnover rate associated with other industries (Wilton, 2006). According to a survey in India in 2010, the pharmaceutical industry was the sector most affected by employee turnover with an attrition rate of 35 percent (Dhotre, 2010). Furthermore, the employee turnover situation intensified after 2009, as multinational pharmaceutical enterprises have laid off over 100,000 jobs in their subsidiaries (Burrill & Company, 2011). Hence, there was a significant increase in the number of new hires in medium and small pharmaceutical companies. Accordingly, as a critical resource, pharmaceutical companies should pay attention to new hires.

New hires are at risk of leaving a company, which consequently leads to increased business expenses. The term “new hires” refer to employees who have recently accepted employment in an organization and have a tenure ranging from 1 to 12 months (Yang, 2008). Employee turnover is a serious problem among this group, as nearly half of all new hires leave the company within the first year of their tenure. In fact, the highest turnover occurs during the first four weeks of employment (Dan & Petersen, 1984; Yang, 2008). The resignation of new hires exacerbates turnover problems in the pharmaceutical industry. The obvious negative effects from turnover are on business expenses such as the cost of recruitment to find replacement workers (e.g., costs of job advertisements, English proficiency tests, and medical examinations) and the costs associated with training new hires so that they possess the requisite knowledge and skills to perform their jobs. As a result of the expenses associated with hiring and training, a new hire can exceed 50 percent of the employee’s annual salary. It is incumbent upon the management of pharmaceutical companies to establish strategies to retain new hires (Ongori, 2007).

Pharmaceutical companies retain new hires by identifying the reasons for their resignation and by developing the proper strategies to address them. New hires frequently leave a company due to (a) incompatibility between their expectations and the reality of new workplace (i.e., poor person-organization fit) and (b) incompatible workplace relationships with their supervisors, colleagues, and customers because new hires may behave and communicate in ways that do not conform to the new organizational culture (Hildebrand, 2010; Yang, 2008). The recommended strategy to alleviate these problems is to measure organizational culture, which allows job seekers to understand the organizational culture prior to accepting employment. Doing so would reduce turnover rates because job seekers whose values mismatch with those of the organizational culture would not apply for a position (McShane & Von Glinow, 2002).

Additionally, new hires should be adequately educated about the organizational culture so that they can appropriately adapt to the organization and establish positive workplace relationships (Sutarjo, 2011).

Understanding an organizational culture is one of the principal strategies behind retaining new employees. Organizational culture has become one of the most actively studied areas within the fields of organizational behavior and human resources management since the early 1980s (Deshpande & Webster, 1989). Vandenberghe (1999) observed the relationship between organizational culture and turnover in nurses operating in 28 Belgian health care organizations and concluded that the new hires whose preferred values fit with the organizational culture tended to stay with the organization. Silverthorne (2004) investigated organizational culture, person-organization fit (P-O fit), organizational commitment, and job satisfaction among 120 employees from three companies in Taiwan by using a structured questionnaire and the turnover rate from the previous year. The study reported the strong influences of P-O fit on employee job satisfaction and on organizational commitment as well as the negative impacts of these factors on turnover rates. Thus, measuring organizational culture is necessary to understand the P-O fit between new hires and the organization.

Sutarjo (2011) discussed ten ways to manage person-organization fit (P-O fit). A measure of the “ideal” and the “actual” organizational cultures is a strategy to reduce employee turnover. The ideal organizational culture reflects the preferred values of the organization and supports a leader in establishing the proper objectives of the company. In contrast, the actual organizational culture is important for socialization, which is a process by which the organization communicates its values, norms, and ways of operating, thus helping new hires to assimilate to the organizational culture. Socialization effectively enhances employee retention because it fosters the employee’s sense of

organizational belonging and causes a strong P-O fit. Due to the influence on retaining new hires and reducing employee turnover, a pharmaceutical company should give precedence to its organizational culture.

Organizational Culture

Three essential topics regarding organizational culture require attention. These include (a) the definition of organizational culture, (b) the assessment of organizational culture, and (c) the Competing Values Framework and organizational culture types.

Definition of organizational culture.

Numerous experts have proposed definitions of organizational culture ranging from simple to complex. Organizational culture can be easily defined as “the way things are done around here” (Martin, 2006) or “the characteristic or personality of the organization” (Zaheer, Rehman, & Ahmad, 2006). A more formal definition of organizational culture proposed by Schein (2004):

“Organizational culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems.” (p.17)

Notwithstanding the numerous definitions that exist, there is no consensus regarding a single exact definition of organizational culture. Hence, this study defines organizational culture by applying Schein’s definition because it is one of the most frequently cited in the literature. Furthermore, Aydogdu and Asikgil (2011) conclude that Schein’s definition employs a systematic approach for describing the organizational

culture's key components (i.e., values, beliefs, and behaviors), which are mentioned in other bodies of literature as well (as presented in Table 1).

Table 1

Organizational Culture's Definitions

Author	Year	Definitions of Organizational Culture
Harrison	1993	The distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organisation from another.
Brown	1998	The pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviors of its members.
Coreil et al.	2001	Ways of thought and behavior that characterize a social group that can be learned by socialization process and persist through time.
Cameron and Quinn	2006	An enduring set of values, beliefs, and assumptions that characterize organizations and their members.
Martin	2006	A deeply rooted value that shapes the behavior of the individuals within the group. Organizational culture consists of an organization's shared values, symbols, behaviors, and assumptions.
Aydogdu	2011	Organizational culture includes what is valued, the dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that characterizes an organization.

Overall, organizational culture in this study refers to the intangible characteristic of an organization. It is a pattern of mutual basic assumptions, beliefs, and values held by the members of the organization. Organizational culture can be taught and learned by members so that all members of the organization perceive, think, and behave accordingly.

Assessment of organizational culture.

Organizational culture can be assessed by using different instruments. Jung et al. (2009) systematically reviewed 12,375 of relevant references in 11 bibliographic databases and identified 70 instruments for exploring organizational culture. Although various instruments are available, no single ideal fits all studies. Each instrument is

different in its purpose for development, measured cultural dimensions, methodological approaches, and data-generating methods. Therefore, selection of the appropriate tool should be concerned with (a) the alignment between the study's objectives and the instrument's capability, (b) the instrument's transferability, which relates to the similarities between the originating and receiving contexts (e.g., technical requirements, the necessary skill of data collectors and interpreters), (c) the available resources (i.e., time and funds), and (d) the instrument's reliability and validity.

The Organizational Culture Assessment Instrument (OCAI) was the instrument selected for this study for four reasons. First, the OCAI appropriately addresses the research questions, which aim to measure the current and preferred organizational cultures the pharmaceutical company in Thailand. Cameron and Quinn (2006) identify and explain the six important organizational culture dimensions measured by the OCAI as follows:

1. Dominant characteristics: The overall culture of an organization.
2. Organizational leadership: The roles, characteristics, and styles of leaders of the organization.
3. Management of employees: The working environment, management styles, and treatment of members in the organization.
4. Organizational glue: A bonding mechanism, characteristic, or feature that binds together the members in the organization.
5. Strategic emphasis: The areas of emphasis within the organization that drive the organization's strategy.
6. Criteria of success: The key factors that determine organizational success.

Second, the OCAI should be highly applicable and transferable in this study. The OCAI's transferability has been demonstrated in research conducted in more than 10,000 organizations worldwide (OCAI Online, n.d.). In the context of organizations in Thailand, the OCAI has been applied to various organizations, including government institutions, private companies, banks, and educational institutions. Third, with respect to available resources, the OCAI is a practical and free-of-charge tool which requires only 10 to 15 minutes to complete.

Finally, the OCAI contains two important qualities of a questionnaire: reliability and validity. Cameron and Quinn (1999,2006) conclude from numerous studies that the OCAI measures what it claims to measure (i.e., validity) and that it measures consistently every time (i.e., reliability). The reliability of the OCAI exceeds the standard level of most of the commonly used instruments in the social and organizational sciences. For instance, a study by Yeung, Brockbank, and Ulrich (1991) (as cited in Cameron & Quinn, 2006, p. 154), which included 10,300 executives from 1,064 businesses, found that the Cronbach's alpha coefficients of the OCAI were valued over 0.7, which exceeds the normal standards of reliability.

In conclusion, the OCAI is consciously selected to assess the organizational culture in this study. It is timely and it possesses reliability and validity; therefore, many scholars have applied it in a plethora of studies conducted in both worldwide and in Thailand.

The Competing Values Framework and organizational culture types.

The OCAI is based on the Competing Values Framework (CVF), which is a well-known theoretical framework for organizational culture assessment. Cameron and Quinn (1999, 2006) concluded that the development of CVF initiated from the study of

Campbell and colleagues (1974) to identify the indicators of effective organizations.

While thirty-nine indicators were reported, they were deemed too complicated to apply to other studies. As a result, Quinn and Rohrbaugh (1983) statistically analyzed these indicators and created two major dimensions. The first dimension is characterized by the organization's flexibility and discretion versus the organization's stability and control.

The second dimension differentiates the organization's internal orientation and integration versus the external orientation and differentiation. Because these dimensions are based on the opposite or competing characteristics of the criteria, the framework was termed "the Competing Values Framework" (Cameron & Quinn, 2006). The CVF generates four types of organizational culture: (a) Clan, (b) Adhocracy, (c) Market, and (d) Hierarchy. Each type of organizational culture presents in one quadrant of the CVF (Figure 1).

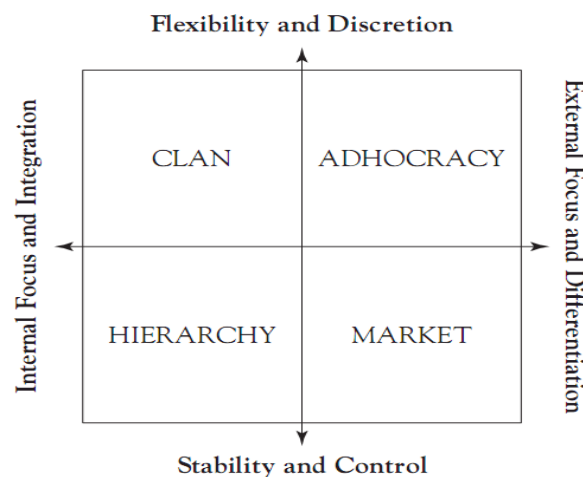


Figure 1. The Competing Values Framework and Organizational Culture Types

(Cameron & Quinn, 2006, p. 35)

The four organizational culture types present distinct characteristics:

1. Clan culture creates a family-type organization, which appears more similar to an extended family than to an economic entity. This type of organization values teamwork, employee involvement, cooperation, commitment and communication. Leaders are thought of as mentors, coaches, and even parents. The organization emphasizes the long-term benefits of individual development. Loyalty, tradition, and collaboration bind the members together. The internal climate and the employees are the criteria for success.

2. Adhocracy culture is described as a dynamic, entrepreneurial, and creative workplace. Effective leadership is visionary, innovative, and risk-oriented. The long-term emphasis is on rapid growth, acquiring new resources and being the leader in the development of new knowledge, products, and/or services. As a result, readiness for change and for meeting new challenges is critical. The glue that holds the organization together is a commitment to experimentation and innovation. Success is realized when the organization produces unique and original products and/or services.

3. Market culture focuses on external environments such as competitors, suppliers, customers, and regulators. As such, this culture creates a results-oriented workplace where the core values are competitiveness and productivity. Leaders are hard-driving producers, directors, and competitors. The long-term concern is on competitive actions and on achieving targets. An organization's success is determined by its market share and market penetration of the organization. The glue that holds the organization together is an emphasis on winning through economic market mechanisms.

4. Hierarchy culture focuses on the internal orientation and the stability of the organization. Large organizations or government agencies with large numbers of well-defined standardized procedures for employees are examples of this culture. Effective

leaders are good coordinators, organizers, and experts. The long-term concerns are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

In conclusion, the CVF creates four organizational culture types (i.e., Clan, Adhocracy, Market, and Hierarchy). By using the OCAI, which is an instrument based on the CVF, an organization can identify its organizational culture and acquire better understanding in terms of six important organizational culture dimensions, which include dominant organizational culture, leadership styles, management styles, binding mechanisms, strategic emphasis, and criteria of success (Figure 2).

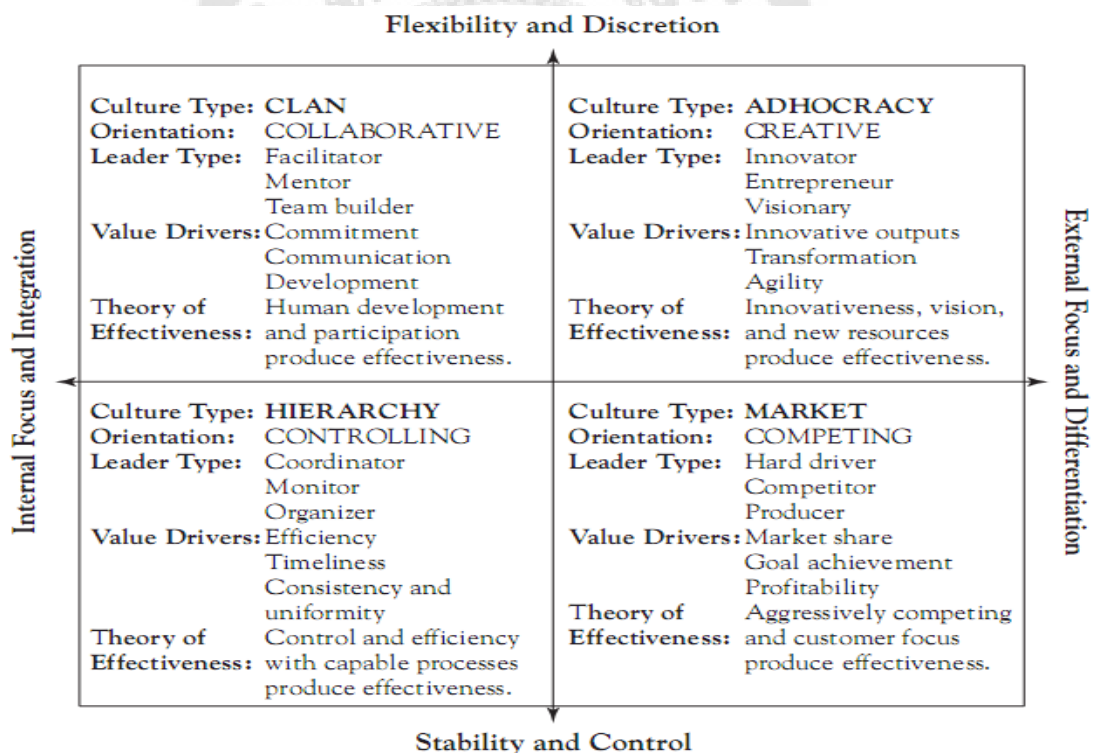


Figure 2. The Distinct Characteristics of Four Organizational Culture Types (Cameron & Quinn, 2006, p. 46)

Previous Research on Organizational Culture in the Pharmaceutical Industry

Setting

Based on a literature review, studies regarding the organizational culture of pharmaceutical organizations are presented in this section. They are categorized into two groups by the locations where the studies are conducted: (a) studies in Thailand and (b) studies in other countries. The first part of this section concludes three previous studies performed in the pharmaceutical organizations in Thailand.

Dilogkomol (2003) studied the learning organization and organizational culture of Better Pharma Company, a veterinary medicine manufacturer in Thailand. The study aimed to investigate the level of organizational culture and the learning organization, as well as the correlation between these two variables. The four frameworks developed by Schein (2004), Boyett (2000), Daft (2001), and Denison (2000) were applied to measure the organizational culture by including 119 employees. The study found that Better Pharma Company's organizational culture dimensions (i.e., adaptability, involvement, and consistency) were at moderate levels.

Aswapokee (2007) investigated the impact of information system characteristics and organizational culture on job satisfaction from Medical Sales Representatives and Product Managers of four multinational pharmaceutical companies in Thailand. Jones et al. (2004)'s framework and questionnaire were adapted to assess eight organizational culture dimensions (i.e., response to changes, centralization, individualism, relationship to external environment, decision structure, motivation, performance indicator, and planning period). The study concluded that organizational culture influenced both job satisfaction and information system characteristics.

Chimthai (2009) investigated the relationship between organizational culture, organizational commitment, and the effectiveness of employee performance among 365 staff employed by the Thai Government Pharmaceutical Organization (GPO). The study applied the contrasting organizational culture framework (i.e., organizational culture types A and B) to measure four organizational culture dimensions including the aspects related to control, organizing, planning, and leadership. The result of the study based on the perceptions of GPO's employees indicated that each dimension of organizational culture was at a moderate level. Chimthai (2009) concluded that organizational culture types A and B, as well as a statistically significant ethical culture, were related to organizational commitment.

Other studies about organizational culture in the pharmaceutical companies were conducted in Turkey and India as followings:

Demir, Unnu and Erturk (2010) explored the profiles of current and preferred organizational cultures of a leading pharmaceutical company in Turkey by using the CVF and the OCAI. Respondents included 205 out of 393 employees for a 52.2% response rate. The current organizational culture of the Turkish pharmaceutical company in this study was Hierarchy, while the preferred organizational culture was Clan. As the discrepancies between the current and preferred organizational cultures were presented, Demir et al. (2010) recommended cultural transformation to increase cultural strength and to resolve conflicts in this organization.

Gupta (2011) examined the organizational culture of 32 high-performing organizations operating in the pharmaceutical industry, as well as in six other industries (i.e., construction, banking, information technology, power, steel and telecom) in India. These businesses were included because they made significant contributions to Indian economy. The organizational culture was examined by delivering the OCAI through

electronic mail to employees of 32 companies by a non-random sampling method. The returned questionnaires from three private pharmaceutical enterprises included 96 respondents. Based on an analysis of the returned questionnaires, the dominant organizational culture type of the private pharmaceutical companies in India was determined to be the Adhocracy culture.

Nagashekhara and Agil (2012) investigated the relationships between organizational culture and ethical behaviors of 300 medical representatives in both domestic and multinational pharmaceutical companies in India. The acquisition of data was performed using the structured questionnaire and interview. As the framework used for observing organizational culture was not mentioned, the organizational culture types and characteristics of the included companies were not available. This study concluded that organizational culture strongly influences the ethical behavior of medical representatives in Indian pharmaceutical companies. Furthermore, a better organizational culture was one of the critical factors of creating more desirable ethical practices among Indian medical representatives.

In summary, a literature review indicates that organizational culture has attracted interest in the pharmaceutical context. The aforementioned studies were different in three main factors: (a) the applied frameworks, (b) the organizational culture dimensions investigated, and (c) the instruments of data collection. In Thailand, the organizational cultures of pharmaceutical companies were reported at a moderate level (Chimthai, 2009; Dilokgomon, 2003). Findings from these previous studies may be unclear to explain the characteristics of the Thai pharmaceutical industry. Therefore, the present study intended to fill the gap by measuring the dominant organizational culture of a pharmaceutical company in Thailand by applying the CVF, which is capable of determining the dominant type of organizational culture.

CHAPTER III

METHODOLOGY

The following important topics concerning materials and methods used in this study are described herein. This chapter covers (a) the selection of the organization, (b) participants in this study, (c) research instrument, and (d) procedures of the study.

Selection of the Organization

TRB Chemedica (Thailand) Limited was selected to be a sample of this study by the purposive sampling technique from the population of 171 pharmaceutical companies in Thailand. TRB Chemedica (Thailand) Limited, a multinational pharmaceutical company, was determined to be a good representative for this study for three major reasons. First, the company has been established for over 20 years in Thailand, though its organizational culture has never been well explored. Second, TRB Chemedica (Thailand) Limited operates under the similar business environment (e.g., the economic situations, government regulations, and customers) as other pharmaceutical companies. TRB Chemedica (Thailand) Limited is confronting the problem of high employee turnover because a percent of new hires continuously increased from 11% in 2010 to 18% in 2012 and 27% in 2013. There were 21 new hires in 2013, which made up almost one-third of the total employees (Jitsook N., personal communication, Mar 21, 2013). Finally, the company granted a permission to conduct the study and collect data.

Participants

All TRB Chemedica (Thailand)'s employees who joined the company during the data collection period voluntarily decided whether to participate in this study. The total sample size was comprised of 78 employees who worked in one of the following five divisions:

1. Department of Administration and Finance: The sixteen employees in this department were responsible for the organization's accounting, human resources management, product distribution, bill collection, computer system, and housekeeping.
2. Scientific and Regulatory Affairs Department: The six employees in this department were accountable for (a) providing product information for the Thai Food and Drug Administration (FDA), customers (e.g., doctors, pharmacists, nurses, and patients), and colleagues, (b) ensuring that the clinical research conducted in Thailand complies with the good clinical practices, and (c) ensuring that all company's activities conform to the government regulations.
3. Ophthalmic Business Unit: The thirty-one employees in this business unit were accountable for marketing and selling artificial tears, eyelid cleansers, and devices for eye surgeries.
4. Orthopedic Business Unit: This department was responsible for marketing and selling products used in treating osteoarthritis. There were twenty employees in this business unit.
5. Indochina Business Unit: Three Thai employees worked at the office of TRB Chemedica (Thailand) Limited to take care of customers in the Indochina area (e.g., Vietnam and Myanmar).

TRB Chemedica (Thailand) Limited's organization chart representing the jobs in each of five departments was presented in Figure 3.

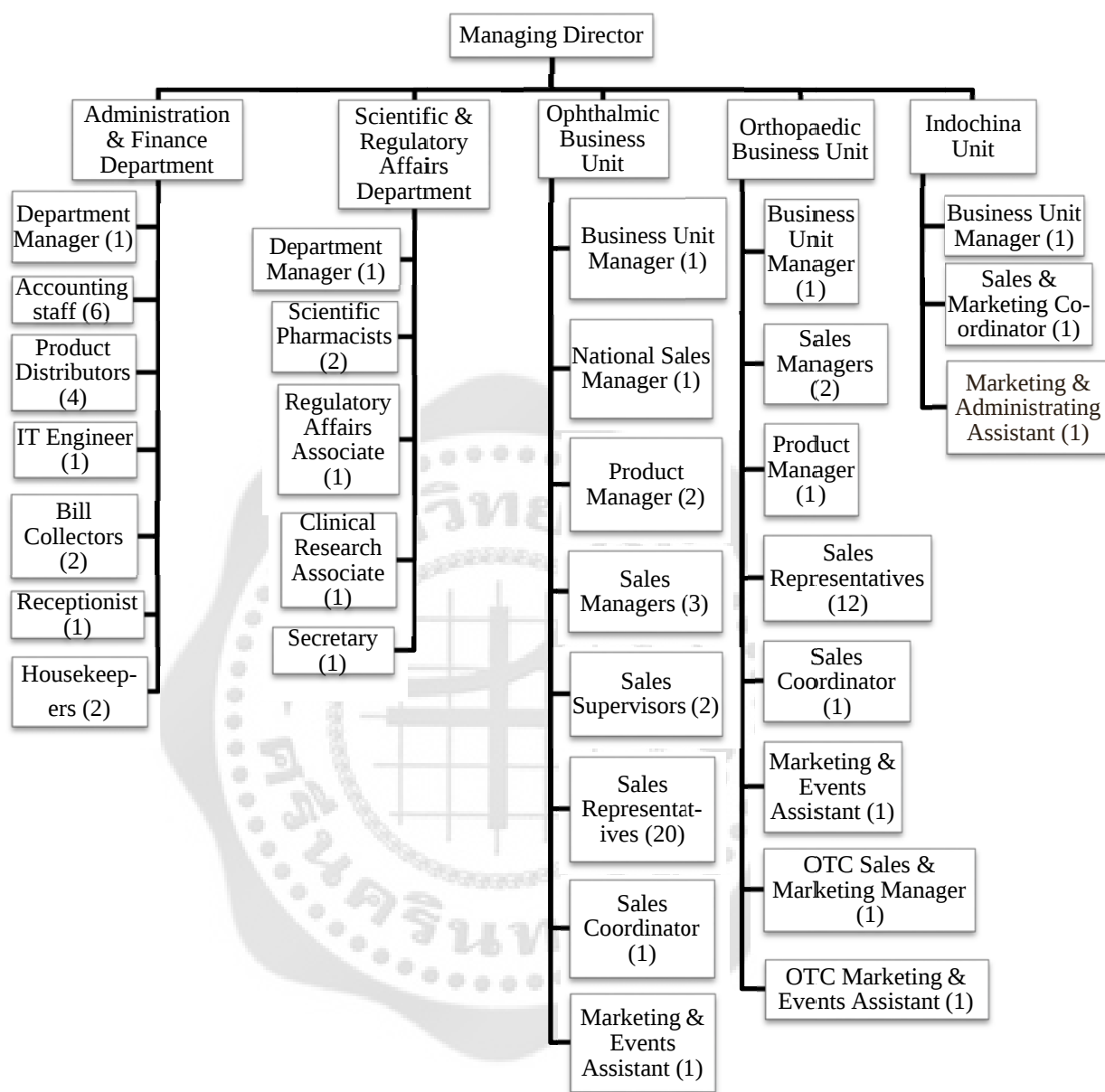


Figure 3. Organization Chart of TRB Chemedica (Thailand) Limited, as of March 2013

(Jitsook N., personal communication, Mar 21, 2013).

Instrument of the Study

The organizational culture assessment instrument (OCAI) was an important instrument for this study to measure organizational culture; however, it is in English, which could be difficult for some respondent in this study. Hence, this study adopted the OCAI questionnaire, which was translated from English to Thai by Niwat Chotiwongse and published in the *Instrument and Concept in Administration and Strategic Management* (Chotiwongse, 2001). This translated OCAI was successfully applied in a Thai context and the reliability, as determined by Cronbach's alpha, was 0.857 (Poonsawat, 2005).

The questionnaire consisted of two parts: the first part collected participants' demographic data (i.e., sex, age, level of education, working position and department, and length of employment with the company). The second part collected data for the assessment of current and preferred organizational cultures (see Appendix 1). The OCAI is a 24-item questionnaire consisting of six topics, each containing four statements (A to D). *Statement A* described a scenario that matched the *Clan* culture, *Statement B* was based on the *Adhocracy* culture, *Statement C* was a scenario that exemplified the *Market* culture, and *Statement D* generated a scenario from the *Hierarchy* culture. This study applied a five-point Likert scale: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. The participants rated each statement based on their attitudes towards the organization. In support of the decision to use the Likert scale, Cameron and Quinn (2006) contended that an ipsative rating scale, which required participants to assign a given score (normally 100) to alternative A, B, C, and D, might cause confusion for those respondents who were not familiar with the scale and thus result in inaccurate data (Cameron & Quinn, 2006).

Pilot testing of the questionnaire demonstrated high reliability. The questionnaire was tried out on 27 employees from another pharmaceutical company in Thailand. The Cronbach's alpha scores for current organizational culture were: Clan = 0.878, Adhocracy = 0.702, Market = 0.826, Hierarchy = 0.805, and total = 0.936. In addition, the Cronbach's alpha scores for the preferred organizational culture were: Clan = 0.893, Adhocracy = 0.739, Market = 0.763, Hierarchy = 0.824, and total = 0.938. The alpha coefficients were higher than 0.7; therefore, the questionnaire was highly reliable and appropriate to be administered to the sample group.

Procedure of the Study

This section describes the procedures of the study including data collection and data analysis.

Data collection.

After obtained the permission to conduct the research from the Managing Director of TRB Chemedica (Thailand) Limited, the questionnaire was distributed to 78 employees at the office of TRB Chemedica (Thailand) Limited in July, 2013. After a week, 69 questionnaires were returned, giving a response rate of 88.5%. The response rate was calculated by determining the ratio between the numbers of returned questionnaires to the total numbers of questionnaires distributed.

$$\text{Questionnaire Response Rate (\%)} = \frac{\text{Number of Returned Questionnaires} \times 100}{\text{Number of Distributed Questionnaires}}$$

One questionnaire was abandoned because the respondents did not complete the entire questionnaire. Overall, data analysis was conducted from the information obtained from 68 questionnaires.

Data analysis.

Data analysis was carried out by analyzing the demographic data and the scores obtained from theOCAI. The demographic data from the first part of the questionnaire were recorded and reported with respect to frequency and percentage. In the analysis of the current organizational culture, the scores from the second part of the questionnaire were computed to determine TRB Chemedica (Thailand)'s current organizational culture. The average score of each organizational culture type (A to D) was calculated by adding the scores from the responses (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree) to all six questions (1 to 6) and then dividing that sum by 6. For example,

$$\begin{aligned} \text{Total Score of Statement A} &= \text{Score from 1A+2A+3A+4A+5A+6A} \\ \text{Average Score of Statement A} &= \frac{\text{Total Score of Statement A}}{6} \end{aligned}$$

Finally, in the analysis of the preferred organizational culture, the scores from the third part of the questionnaire provided the result of TRB Chemedica (Thailand)'s preferred organizational culture. The scores were computed following the same procedures in the calculation of current organizational culture.

CHAPTER IV

FINDINGS

This chapter presents the findings to address the research questions about the organizational culture of the pharmaceutical company in Thailand. It contains the characteristics of participants and the organizational culture of the pharmaceutical company.

Characteristics of the participants

A total of 68 employees of TRB Chemedica (Thailand) Limited, a pharmaceutical company in Thailand, completed the questionnaire. The characteristics of participants were collected in five areas: gender, age, education, working department and the employment period. Approximately 79% of the participants were female and 66.18% of them had earned the Bachelor's degree. Most of the participants were between 31 to 40 years old (57.35% of the participants). The majority of participants worked in the Ophthalmic Business Unit (33.82% of the participants). The average period of employment with TRB Chemedica (Thailand) Limited was five years, and 22.06% of the participants were new hires whose job tenure within the company was not more than 12 months. The demographic data of participants were summarized in Table 2.

Table 2

Characteristics of the Participants

Characteristics	Number of participants (N = 68)	%
Sex		
Male	14	20.59
Female	54	79.41
Age (years)		
21 – 30	18	26.47
31 – 40	39	57.35
41 – 50	9	13.24
> 50	2	2.94
Education		
Lower than Bachelor's degree	7	10.29
Bachelor's degree	45	66.18
Master's degree	16	23.53
Department		
Administration & Finance	15	22.06
Scientific & Regulatory Affairs	5	7.35
Ophthalmic Business Unit	23	33.82
Orthopaedic Business Unit	22	32.35
Indochina Unit	3	4.41
Length of employment		
≤ 12 months	15	22.06
> 12 months	53	77.94

Organizational Culture of the Pharmaceutical Company

This section showed the findings of the organizational culture of the pharmaceutical company in Thailand. The current and preferred organizational cultures were measured by the questionnaire based on the Organizational Culture Assessment Instrument (OCAI). The questionnaire consisted of 24 questions about six organizational culture dimensions (i.e., dominant characteristics of organization, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria for success). Respondents answered the questionnaire by rating each statement on a 5-point Likert scale ranging from 1 (Strongly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), to 5 (Strongly Agree). The questionnaire provided scores of four organizational culture types namely Clan, Adhocracy, Market, and Hierarchy culture. An organizational culture type with the highest score was determined as the dominant one.

The findings related to the current and preferred organizational cultures of the pharmaceutical company in Thailand were presented in three parts:

1. The current and preferred organizational cultures of all employees
2. The current and preferred organizational cultures of the new hires
(employees whose job tenure were not more than 12 months)
3. The current and preferred organizational cultures of the existing employees
(employees whose job tenure were more than 12 months)

Organizational culture of all employees.

The findings obtained from all respondents contributed to understanding of organizational cultures of this pharmaceutical company in Thailand. Table 3 showed the mean scores of six organizational culture dimensions and the overall organizational culture.

Table 3

The Organizational Culture of All Employees

Dimensions of Organizational Culture	Organizational Culture							
	Current Clan	Preferred Clan	Current Adhocracy	Preferred Adhocracy	Current Market	Preferred Market	Current Hierarchy	Preferred Hierarchy
Dominant Characteristics of Organization	4.13	4.70	3.40	3.16	3.59	3.94	3.15	3.26
Organizational Leadership	4.29	4.68	4.29	4.60	3.78	3.90	4.09	4.62
Management of Employees	4.16	4.71	2.99	3.06	3.04	3.00	4.10	4.65
Organizational Glue	4.03	4.65	4.07	4.62	3.99	4.38	3.74	4.26
Strategic Emphases	3.82	4.66	3.59	4.25	3.62	4.16	4.04	4.63
Criteria for Success	4.16	4.84	3.99	4.62	3.72	3.99	3.88	4.46
Overall Organizational Culture	4.10	4.71	3.72	4.05	3.62	3.89	3.83	4.31

The mean scores of the current organizational culture types ranked from the highest to the lowest were Clan (4.10), Hierarchy (3.83), Adhocracy (3.72), and Market (3.62). While, the mean scores of preferred organizational culture types were Clan (4.71), Hierarchy (4.31), Adhocracy (4.05), and Market (3.89). The current and preferred organizational cultures of TRB Chemedica (Thailand) Limited were similarly dominated by Clan, which obtained the highest mean score. Market culture obtained the lowest mean score for both current and preferred situations.

An analysis of six dimensions of the current organizational culture from all employees showed that each dimension was dominated by a different type of organizational culture. The mean scores of organizational culture dimensions in the current situation were displayed in Figure 4. Clan dominated in four organizational culture dimensions: the dominant characteristics of organization (4.13), organizational leadership (4.29), management of employees (4.16), and criteria of success (4.16). Two organizational culture dimensions were dominated by other organizational culture types. The organizational glue dimension was dominated by the Adhocracy culture (4.07), and the strategic emphases dimension was dominated by the Hierarchy culture (4.04). In sum, the dominant types of six organizational culture dimensions in the current situation were incongruent.

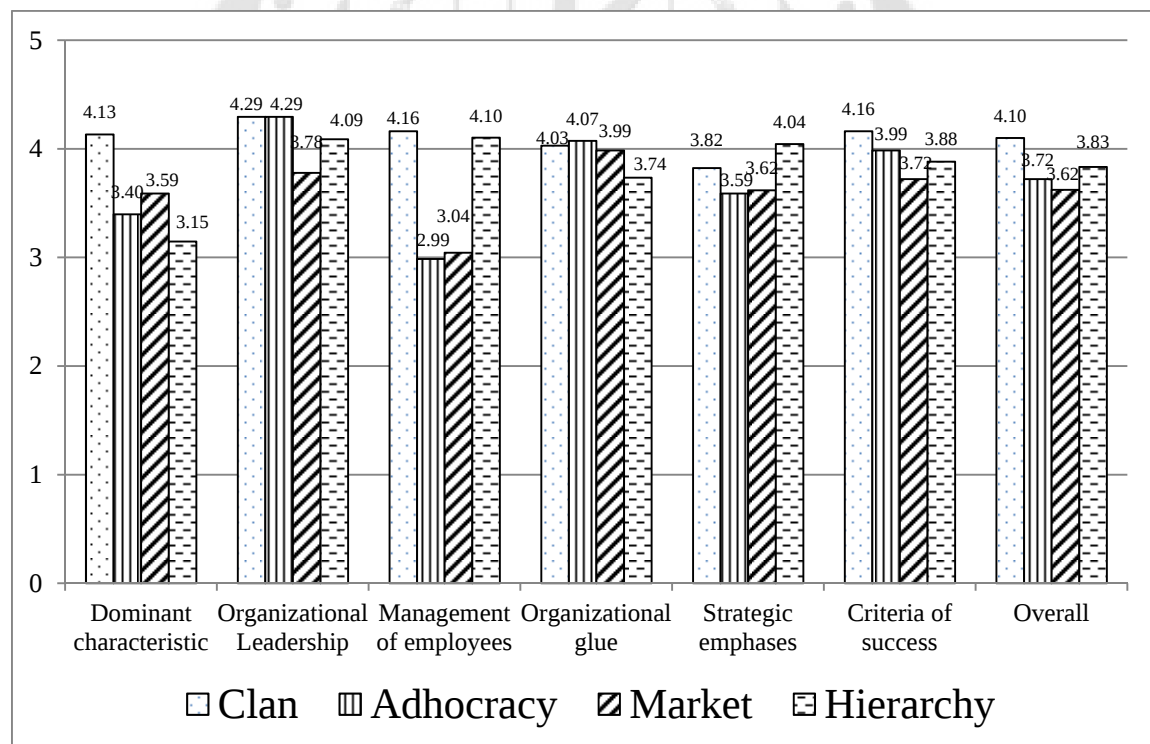


Figure 4. The current organizational culture of all employees

In contrast to the current situation, the preferred organizational culture of all employees presented the congruency of all organizational culture dimensions. The findings in Figure 5 demonstrated that all employees preferred Clan culture in all organizational culture dimensions. The mean score of Clan were 4.71 for the dominant characteristics of organization, 4.68 for organizational leadership, 4.71 for management of employees, 4.65 for organizational glue, 4.66 for strategic emphases, 4.84 for criteria of success, and 4.84 for criteria of success.

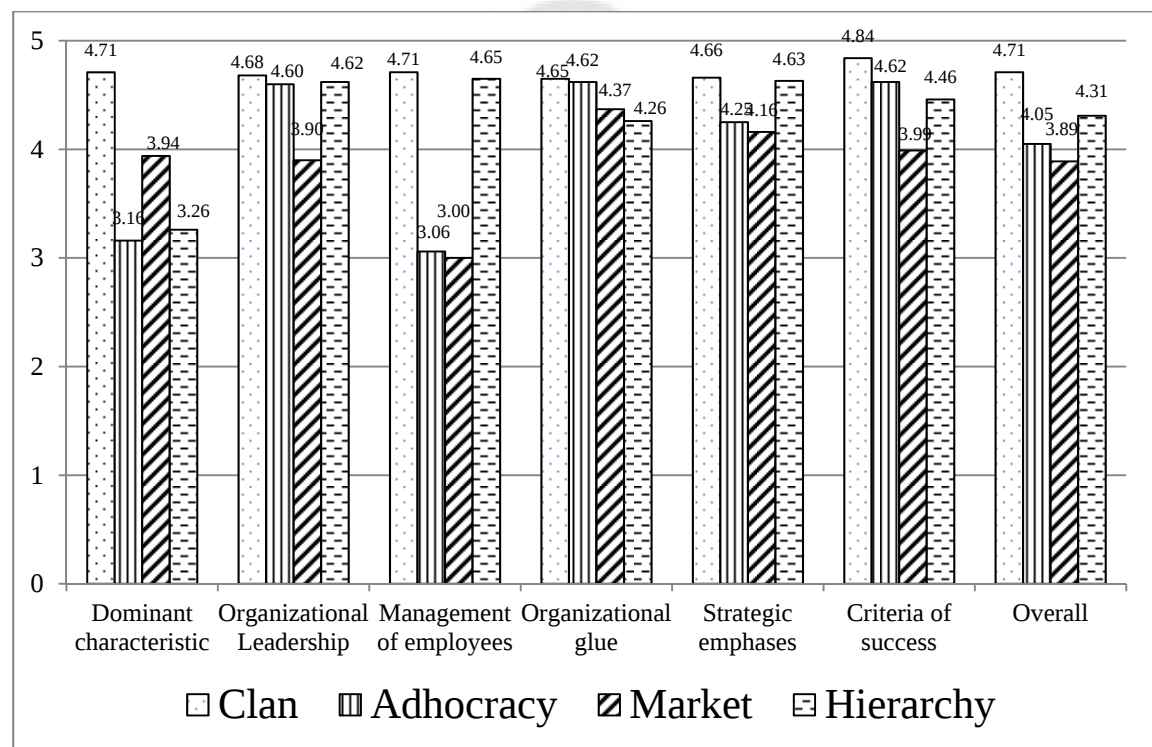


Figure 5. The preferred organizational culture of all employees

In conclusion, the current and preferred organizational cultures of the pharmaceutical company in Thailand evaluated by all employees were predominated by the Clan culture. The sequence of current and preferred organizational culture types ranked from the highest to the lowest scores were Clan, Hierarchy, Adhocracy, and Market culture. Moreover, the mean scores of Clan from each dimension of the preferred

organizational culture were higher than the mean scores of current organizational culture dimensions.

Organizational culture of the new hires.

The findings of organizational cultures of the new hires allow the pharmaceutical company to gain better understanding on this group of employee. The measurement of current organizational culture discloses how the new hires perceived the organizational culture at the observation period while preferred organizational culture reveal how they expected the organizational culture to be in the next five years. Fifteen new hires of TRB Chemedica (Thailand) Limited answered the questionnaire concerning the current and preferred organizational cultures, and the results were summarized in Table 4.

Table 4

The Organizational Culture of the New Hires

Dimensions of Organizational Culture	Organizational Culture							
	Current Clan	Preferred Clan	Current Adhocracy	Preferred Adhocracy	Current Market	Preferred Market	Current Hierarchy	Preferred Hierarchy
Dominant Characteristics of Organization	4.13	4.87	3.27	2.53	3.40	3.73	3.27	3.00
Organizational Leadership	4.33	4.67	4.33	4.60	4.13	4.07	4.27	4.73
Management of Employees	4.53	4.93	3.07	2.87	3.07	2.53	3.87	4.60
Organizational Glue	3.67	4.67	3.80	4.53	3.93	4.40	3.53	4.13
Strategic Emphases	3.73	4.73	3.47	4.13	3.53	4.00	3.87	4.60
Criteria for Success	3.87	4.87	3.80	4.60	3.87	3.87	3.73	4.53
Overall Organizational Culture	4.04	4.79	3.62	3.88	3.66	3.77	3.76	4.27

Clan embraced the most dominant organizational culture for both current and preferred situations in consideration of its highest mean score among four types of organizational culture. The mean score of Clan was 4.04 for current organizational culture and increased to 4.79 for new hires' preferred situation. The Hierarchy culture was the second dominant organizational culture type for both current and preferred organizational cultures. However, different organizational culture types obtained the lowest mean scores in the current and preferred organizational cultures. Adhocracy occupied the lowest mean score (3.62) in the current organizational culture, while Market culture was the least preferred organizational culture with a mean score of 3.77.

Three organizational culture dimensions of the current and preferred organizational culture were dominated by different types of organizational culture. Firstly, the new hires perceived that the most significant organizational glue was the emphasis on Market culture (3.93), but they expected the organizational glue would be dominated by Clan culture (4.67). Secondly, the new hires perceived that the current strategic emphasis was dominated by Hierarchy culture (3.87), but they expected the Clan strategy (4.73). Finally, the new hires viewed the organizational leader in the current situation as Clan and Adhocracy characteristics (4.33), but they anticipated the organizational leader to comply with the Hierarchy culture (4.73).

Overall, the new hires of the pharmaceutical company perceived the current organizational culture ranked from the highest to the lowest mean scores from Clan, Hierarchy, Market, to Adhocracy culture. While the preferred organizational culture types were ranked from Clan, Hierarchy, Adhocracy, and Market culture.

Organizational culture of the existing employees.

There were 53 existing employees who had been working with TRB Chemedica (Thailand) Limited for more than 12 months. These employees answered the questionnaire about the current and preferred organizational culture, and the results were presented in Table 5.

Table 5

The Organizational Culture of the Existing Employees

Dimensions of Organizational Culture	Organizational Culture							
	Current Clan	Preferred Clan	Current Adhocracy	Preferred Adhocracy	Current Market	Preferred Market	Current Hierarchy	Preferred Hierarchy
Dominant Characteristics of Organization	4.13	4.66	3.43	3.34	3.64	4.00	3.11	3.34
Organizational Leadership	4.28	4.68	4.28	4.60	3.68	3.85	4.04	4.58
Management of Employees	4.06	4.64	2.96	3.11	3.04	3.13	4.17	4.66
Organizational Glue	4.13	4.64	4.15	4.64	4.00	4.36	3.79	4.30
Strategic Emphases	3.85	4.64	3.62	4.28	3.64	4.21	4.09	4.64
Criteria for Success	4.25	4.83	4.04	4.62	3.68	4.02	3.92	4.43
Overall Organizational Culture	4.12	4.68	3.75	4.10	3.61	3.93	3.86	4.33

The current and preferred organizational culture types of the existing employees showed a similar sequence when ranked from the highest to the lowest mean scores. The sequence and mean scores for the current organizational culture were Clan (4.12), Hierarchy (3.86), Adhocracy (3.75), and Market (3.61). In addition, the mean scores for the preferred organizational culture showed the similarity of ranking as for Clan (4.68), Hierarchy (4.33), Adhocracy (4.10), and Market (3.93).

The current organizational culture dimensions as assessed by the existing employees appeared incongruent. Clan culture was highly perceived for the dominant characteristics of organization (4.13) and the criteria for success (4.25). However, in terms of organizational leadership, Clan and Adhocracy received the same highest score (4.28). Hierarchy culture was dominated in two organizational culture dimensions including the management of employees (4.17) and strategic emphases (4.09). Finally, Adhocracy culture was perceived by the existing employees as the dominant culture in the organizational glue dimension (4.15).

The dimensions of the preferred organizational culture were more congruent than those of the current organizational culture. Five organizational culture dimensions were dominated by Clan, including the dominant characteristic of the organization (4.66), organizational leadership (4.68), organizational glue (4.64), strategic emphases (4.64), and the criteria of success (4.83). However, the management of employees was the only organizational culture dimension that varied from those five dimensions. It was dominated by Hierarchy culture (4.66).

In brief, current and preferred organizational cultures in the existing employees had the same sequence of organizational culture from the highest to the lowest score. The sequence was Clan, Hierarchy, Adhocracy, and Market culture. Each dimension of organizational culture was dominated by different types of organizational culture.

Organizational culture congruence between the new hires and existing employees.

The congruence of the organizational culture between the new hires and existing employees was observed in order to investigate the compatibility between the two groups of employees. Cultural congruence refers to the condition of the same dominant

organizational culture in both groups. When organizational cultures were congruent, new hires and existing employees tended to think and behave accordingly.

The current and preferred organizational cultures in the new hires and existing employees were depicted in Figure 6. Organizational cultures in both groups were dominated by Clan. In the current organizational culture, the mean scores for Clan rated by the new hires and the existing employees were 4.04 and 4.12. Furthermore, the mean scores for Clan in the preferred organizational culture by the new hires and the existing employees were 4.79 and 4.68. Therefore, the perceived and expected organizational culture of the new hires was congruent to that of the existing employees.

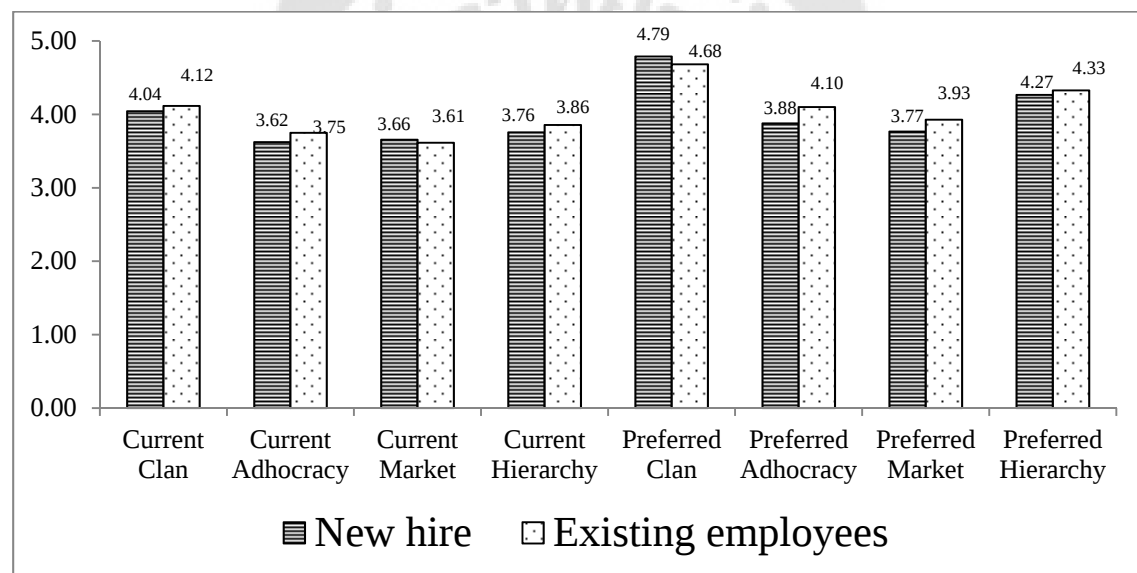


Figure 6. The current and preferred organizational cultures of the new hires and existing employees

In conclusion, this chapter provided the findings about the organizational culture of the pharmaceutical company in Thailand. It started from characteristics of participants. Then it presented the organizational culture of all employees, the new hires, and the existing employees. In the next chapter, the discussion of this study was presented.

CHAPTER V

CONCLUSION AND DISCUSSION

This chapter discusses the findings concerning organizational culture of the pharmaceutical company in Thailand. It provides the managerial implications and recommendations for the pharmaceutical company, limitations of the study, and suggestions for conducting further studies.

Conclusion

The present study applied the Competing Values Framework (CVF) to investigate the organizational culture of a pharmaceutical company in Thailand. Moreover, the organizational culture congruence between the new hires and existing employees was observed. The results indicated that TRB Chemedica (Thailand), one of the leading pharmaceutical companies in the Thai artificial tear market, was dominated by Clan culture. In addition, new hires and existing employees rated Clan as the dominant organizational culture.

Discussion

TRB Chemedica (Thailand) Limited, like other small and medium-sized organizations in Thai pharmaceutical industry, has been encountering with the increasing of new hires and employee turnover resulted from large multinational pharmaceutical companies' continuous layoff. Hence, investigation of Thai pharmaceutical industry's organizational culture is necessary for establishing appropriate human resource management strategies to retain the productive employees.

The results of this study indicated TRB Chemedica (Thailand) Limited to be dominated by Clan. Many activities of the company conform to Clan's characteristics explained by the CVF. First, TRB Chemedica (Thailand) Limited is a Clan-oriented organization characterized by a family-type workplace. Employees spend time together and exchange their personal information through company's support activities such as annual trips and team-building activities. Employee's family members sometimes visit the office and participate in company's activities. Second, the management level employees of TRB Chemedica (Thailand) Limited possess Clan leader's characteristic. They are thought of as parents who attentively take care of subordinates and give advice on both job-related issues and personal problems. Finally, TRB Chemedica (Thailand) Limited conforms to Clan's strategy which emphasize on people development. The company provides in-house and outsources training for skill and knowledge advancement (Jitsook N., personal communication, Mar 21, 2013). Hence, organizational culture measurement provides theoretical explanation about the pharmaceutical company's characteristics which are critical to enhance organizational effectiveness as well as communication in the organization.

Findings from organizational culture measurement support effective communication in the pharmaceutical company because organizational culture interrelates to the organizational integration and supervisory communication dimensions. First, the "Internal Focus and Integration" dimension in the CVF resembles the communication dimension called "Organizational Integration" which is the extent of employee participation in the organization (Sarangi & Srivastava, 2012). Hence, the Clan-oriented pharmaceutical company could enhance communication by facilitating teamwork and employee participation. Second, the "Organizational Leader" dimension in the CVF is similar to the "Supervisory Communication" dimension which is the way leaders

communicate with their subordinates (Sarangi & Srivastava, 2012). Leaders in the Clan-oriented organization could support effective communication by behaving conformingly to Clan leadership style which emphasize on fostering close relationship with their subordinates. Regarding the interrelation between organizational culture and organizational communication, management of organizational culture could support effectiveness of organizational communication (Anaeto, 2010).

The dominant organizational culture of the pharmaceutical company in this study differed from the expected organizational culture of the pharmaceutical industry. This study showed that the pharmaceutical company in Thailand was dominated by Clan culture. However, pharmaceutical companies are actually expected to possess Adhocracy culture which is characterized by an entrepreneurial workplace focusing on innovation and creativity (Cameron & Quinn, 2006). This assumption was established because pharmaceutical companies are anticipated from doctors and patients to invent new pharmaceutical products to improve patient's quality of life and cure diseases effectively (Demir, Unnu, & Erturk, 2010). The measured organizational culture of the pharmaceutical company in Thailand not only differed from the industry's expectation, but also varied from the results of some previous studies.

Thai pharmaceutical company's dominant organizational culture type seemed to differ from the pharmaceutical companies in foreign countries. By applying the same theoretical framework and instrument (i.e., the CVF and the OCAI), previous studies found that the pharmaceutical companies in Turkey was dominated by Hierarchy culture which emphasized stability of the organization and internal control (Demir, Unnu, & Erturk, 2010). Another study reported that Adhocracy was dominated in Indian pharmaceutical companies (Gupta, 2011). These findings emphasize the importance of the measurement of organizational culture because each pharmaceutical company

possesses a unique organizational culture. The determining factors that influence organizational culture have not been well understood, but researchers have indicated that organizational culture may be affected by national culture, organizational age and organizational size (Chongruksut, 2009; Demir, Unnu, & Erturk, 2010; Yazici, 2007).

National culture may be a reason why the pharmaceutical company in Thailand was dominated by Clan culture. Demir, Unnu and Erturk (2010) applied two Hofstede's national culture dimensions: "Individualism/Collectivism" and "Masculinity/Femininity", to explain Turkish pharmaceutical company's organizational culture. In the same way, Hofstede's cultural dimensions could explain the findings from this present study. According to Hofstede's cultural dimensions, Thailand is a highly collectivist nation characterized by a high level of commitment among members of the group. People are like an extended family and in-group relationships are significant. Furthermore, Thailand is a feminine society, indicating that Thai people are less competitive and value caring for each other (The Hofstede Centre, n.d.). These characteristics of Thai national culture highly resemble the description of Clan culture, which also values internal relationships and loyalty in the organization.

The influence of national culture on organizational culture is consistent with earlier research conducted in organizations in Thailand. Chongruksut (2009) applied the competing value model adapted from Van Muijen et al (1999) to measure the organizational culture of manufacturing and servicing companies listed on the Stock Exchange of Thailand (SET). The responding companies predominately valued the "support organizational culture", which emphasized internal issues and the flexibility of organizations. These characteristics of the support organizational culture were similar to the Clan culture in the CVF. Hence, the national culture, which represents collective

national characters including values, beliefs, assumptions, expectations, perceptions and behavior, could be considered as one of critical factors shaping organizational culture.

Organizational age, which is the years of organizational establishment, possibly impacts organizational culture. TRB Chemedica (Thailand) Limited, which has been established in Thailand for 24 years, was dominated by Clan culture. This result was consistent with Yazici et al. (2007)'s study, which reported that organizations in operation for 16-25 years were dominated by Clan culture. The impact of organizational age on the type of organizational culture was explained by Cameron and Quinn (2006). At the earliest stage of the organizational life cycle, Adhocracy tends to be dominant because the company focuses on entrepreneurship. Then, Adhocracy is replaced by Clan because members in the organization foster intense relationships. However, organizational culture shifts to Hierarchy when a company faces crisis and needs standard policies in order to control the organization. Eventually, Market culture dominates as the company tends to move its focus from internal control to the customer and external competition. Hence, organizational age may predict the dominant type of organizational culture.

Organizational size or the number of employees could be another factor impacts organizational culture. Clan culture generally tends to be the dominant organizational culture of smaller organizations more often than large ones due to small organizations' simple organizational structure, ease of communication, close relationship between organizational members, and the democratic management styles (Connell, 2001). TRB Chemedica (Thailand) Ltd., a medium-sized organization employing 78 employees, was dominated by Clan culture. Likewise, Yazici et al. (2007) found that a medium-sized company (51-150 employees) in the Turkish construction industry had high scores for Clan and Hierarchy cultures.

In conclusion, this study found that the organizational culture of the pharmaceutical company in Thailand neither match the expected organizational culture of the industry nor other pharmaceutical companies' organizational culture. The measurement of organizational culture deepens understanding of the pharmaceutical company in Thailand. Various determinants, such as national culture, organizational age, and organizational size, were discussed of their influence on organizational culture.

The Organizational Culture Congruence Between the New Hires and Existing Employees

This study found organizational culture congruence between new hires and existing employees. Clan was the dominant type of organizational culture in both groups of employees. The findings indicated that employees espouse the same patterns of values, beliefs, and behaviors, so fewer conflicts between new hires and existing employees were expected. Consequently, the employee turnover tended not to occur from organizational culture incongruence. The pharmaceutical company would gain benefit from organizational culture congruence as it enhances the organizational effectiveness in the long run from employees' consistent organizational goals and strategies (Cameron & Quinn, 2006).

Managerial Implications and Recommendations for the Pharmaceutical Company

Findings from this study provide two practical recommendations for the pharmaceutical company. First, the pharmaceutical company studied here can create a training program about organizational culture, which is a useful strategy to reduce the attrition rate in the pharmaceutical industry (Dhotre, 2010; Taylor, Levy, Boyacigiller, & Beechler, 2008). The training may consist of six key organizational culture dimensions:

dominant characteristics of organization, organizational leader, employee management, bonding mechanism, strategic emphases, and criteria for success. After training, new hires should correctly understand the organizational culture and accordingly behave and assimilate into the organizational culture. For example, a new manager whose leadership style involves giving orders to control and coerce subordinates may not match with the clan-oriented organization, which prefers to a parent-like relationship. Conflict between supervisors and subordinates usually leads to employee attrition. As a result, a new manager should be well oriented with the organizational culture, which covers the topic of leadership style. After training, the new manager will have a better understanding of the organizational culture and appropriately adapt to organizational culture. Training employees on the organizational culture prevents interpersonal conflicts and support good relationship between members in the organization.

Second, the findings from this study recommend that TRB Chemedica (Thailand) Limited establish human resource management strategies to enhance the characteristics of its Clan organizational culture. According to the results, the gap between the current and preferred Clan organizational cultures was the highest among the four types of organizational culture (Clan = 0.61, Hierarchy = 0.48, Adhocracy = 0.33, and Market = 0.27). Furthermore, the dimension of organizational glue and strategic emphasis in the current organizational culture were dominated by Adhocracy and Hierarchy, respectively. They were not dominated by Clan, which was the preferred organizational culture. These findings indicate that the pharmaceutical company should develop three key human resource management strategies related to team building, relationship handling, and employee development to move the organizational culture toward the preferred Clan culture (Cameron and Quinn, 2006).

In conclusion, this study provided significant recommendations for the pharmaceutical company. The company could establish a proper training program about organizational culture. In addition, this study revealed an organizational direction to move the organizational culture further to the expected organizational culture. When the organizational culture is properly understood and managed, the pharmaceutical company could enhance employee commitment.

Limitations of the Study

Due to the small sample size of one pharmaceutical company in Thailand, this study may not be generalized to all companies in the pharmaceutical industry. Although companies operated within the same business environment, organizational culture varies from company to company (Zaheer, Rehman, & Ahmad, 2006). Pharmaceutical companies are different in their organizational ages, organizational sizes, and business ownership structures (i.e., a government-owned corporation or a private-owned corporation, a local company or a multinational enterprise). Hence, careful consideration should be made in terms of the generalizability of this study.

Despite some limitations, this study has provided useful findings from two specific characteristics. First, this study reveals the actual organizational culture of a pharmaceutical company regarding the data obtained from all employees (i.e., management-level to operating-level employees). The data collection method of the present study is different from the inclusion criteria of previous studies, which included only the chief executives or a few representatives of the companies (Chongruksut, 2009; Gupta, 2011). Second, this study observes the organizational culture in two employee groups: new hires and existing employees. The measurement of organizational culture by these groups of employees could indicate organizational culture congruency between

them and help establish the proper human resource management strategies to foster good relationships.

In conclusion, the major limitation of this study is generalizability. However, this exploratory study is meaningful because it reports the organizational culture of the organization in Thai pharmaceutical industry. In addition, it measures the organizational culture in the employees with different job tenure.

Recommendations for Further Studies

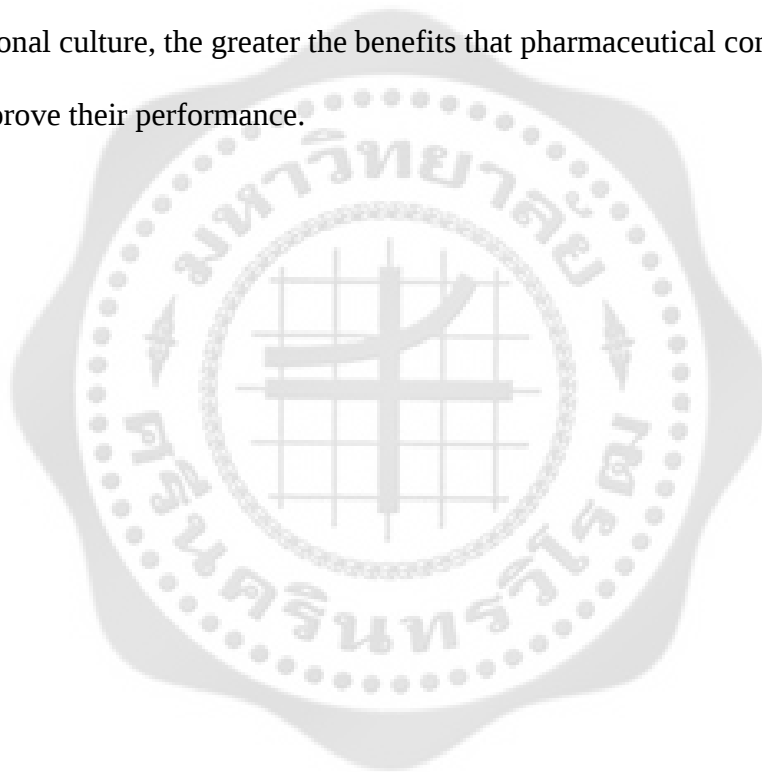
Three perspectives are recommended to extend the knowledge on organizational culture in the pharmaceutical industry. First, this study provides a clearer understanding of the pharmaceutical company's characteristics, so researchers and leaders of other pharmaceutical companies should assess their organizational cultures. In addition, further studies including more pharmaceutical companies will be useful for establishing an average organizational culture profile of the pharmaceutical industry. This profile, which has never been generated, will be beneficial for a pharmaceutical company to compare its organizational culture and see the variation from the average industry's culture (Cameron & Quinn, 2006).

Second, further studies may assess the organizational cultures of each department in the pharmaceutical company. The finding from further studies on this issue will provide insightful understandings of individual department in the pharmaceutical company, so leaders could establish the specific strategies for each department. For example, organizational leaders of a pharmaceutical company may want to create the Market culture to emphasize competition, market share, and market penetration in the Sales Department. Hence, before changing to the Market culture, an organizational

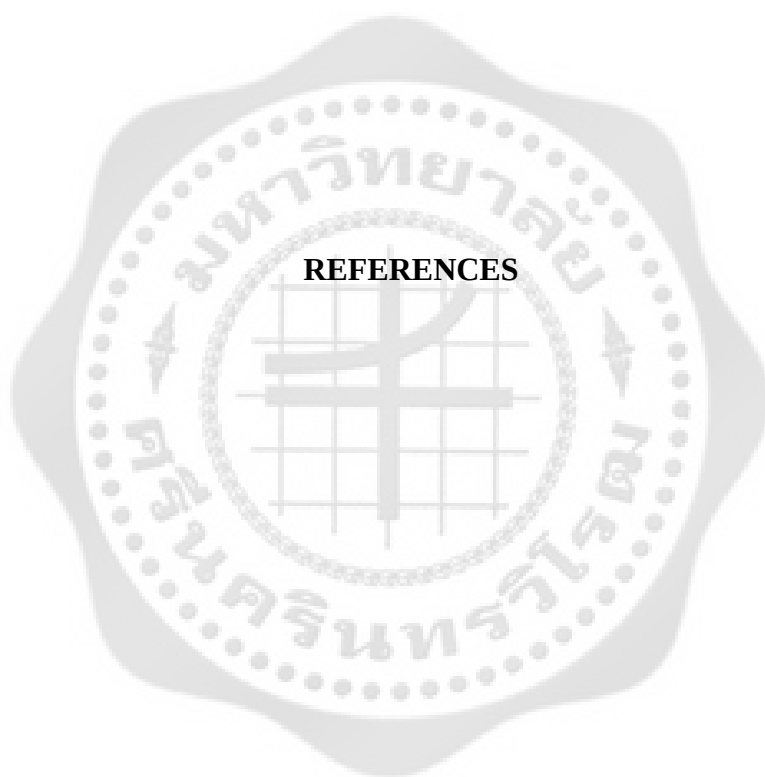
leader must understand the current organizational culture of the Sales Department in order to find the effective methods of organizational culture change.

Finally, this study investigates the dominant organizational culture, but it does not prove the relationship between organizational culture and other organizational variables such as innovativeness, employee performance, and organizational effectiveness.

Therefore, researchers should conduct an empirical study to investigate the relationships of organizational culture and their interested determinants. The greater the understanding of organizational culture, the greater the benefits that pharmaceutical companies will obtain to improve their performance.



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APPENDIX

Questionnaire for the Master's Project

Organizational Culture of a Pharmaceutical Company in Thailand

แบบสอบถามเพื่อการวิจัยเรื่อง

วัฒนธรรมองค์การของบริษัทยาในประเทศไทย

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

วันที่ตอบแบบสอบถาม

คำชี้แจง โปรดเขียนเครื่องหมาย / ลงในช่อง [] หน้าข้อความที่ตรงกับสถานภาพของท่าน หรือ

เติมข้อความลงในช่องว่าง

1. เพศ [] ชาย [] หญิง

2. อายุ [] 21 – 30 ปี [] 31 – 40 ปี [] 41 – 50 ปี [] 50 ปีขึ้นไป

3. วุฒิการศึกษา [] ต่ำกว่าปริญญาตรี [] ปริญญาตรี [] ปริญญาโท [] ปริญญาเอก

4. ทำงานในตำแหน่ง แผนก.....

5. ระยะเวลาโดยประมาณที่ท่านเป็นพนักงานบริษัท ทีอาร์บี เซอร์เม็คติกา.....ปี.....เดือน

ส่วนที่ 2 แบบสอบถามเรื่องวัฒนธรรมองค์กร

คำชี้แจง : แบบสอบถามส่วนนี้มีทั้งหมด 24 ข้อ เพื่อประเมินวัฒนธรรมองค์กร ณ “ปัจจุบัน” และ วัฒนธรรมองค์กรที่ “ปรารภนา” (ปัจจุบัน คือ ความเห็นที่มีต่อบริษัท ณ เวลาที่ท่านทำแบบสอบถามนี้ และ ปรารภนา คือ ความคาดหวังที่อยากให้บริษัทเป็นในอีก 5 ปีข้างหน้า)

กรุณาตอบแบบสอบถามโดยทำเครื่องหมาย (/) ทับตัวเลขที่อยู่ภายใต้ช่อง “ปัจจุบัน” (ด้านซ้าย) และช่อง “ปรารภนา” (ด้านขวา) โดยคำตอบขึ้นกับระดับความเห็นด้วยของท่านต่อข้อความนั้นๆ ดังนี้

1 = ไม่เห็นด้วยอย่างมาก 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่าง

ตัวอย่างการตอบแบบสอบถาม

ปัจจุบัน					ปรารภนา					
คุณลักษณะเด่นขององค์กร										
1	2	/	4	5	1. เป็นองค์กรที่มีความเป็นกันเองเสมือนกับครอบครัว ทุกคนมีความเปิดเผยจริงใจ	1	2	3	4	/

ทำเครื่องหมายเลือกคำตอบที่ต้องการ

ส่วนที่ 2 แบบสอบถามเรื่องวัฒนธรรมองค์กร

ปัจจุบัน					ปรารถนา					
คะแนน: 1 = ไม่เห็นด้วยอย่างมาก 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่างมาก										
คุณลักษณะเด่นขององค์กร										
1	2	3	4	5	1. เป็นองค์กรที่มีความเป็นกันเองเสมือนกับครอบครัว ทุกคนมีความเปิดเผยจริงใจ	1	2	3	4	5
1	2	3	4	5	2. เป็นองค์กรที่มีความเคลื่อนไหวเปลี่ยนแปลงตลอดเวลา ผู้คนชอบความเสี่ยงและความท้าทาย	1	2	3	4	5
1	2	3	4	5	3. เป็นองค์กรแห่งสัมฤทธิ์ผล ภาระหลักคือทำงานให้สำเร็จลุล่วง ผู้คนชอบการแข่งขันและความสำเร็จ	1	2	3	4	5
1	2	3	4	5	4. เป็นองค์กรที่มีการควบคุม และเต็มไปด้วยสายงาน ระเบียบแบบแผน ครอบงำผู้คนอยู่	1	2	3	4	5
คุณลักษณะผู้นำขององค์กร										
1	2	3	4	5	5. เป็นผู้ที่คอยให้ความช่วยเหลือ แนะนำดูแลผู้ใต้บังคับบัญชาอย่างใกล้ชิด	1	2	3	4	5
1	2	3	4	5	6. เป็นนักบริหาร/จัดการ สร้างแนวความคิดใหม่ๆ ตลอดเวลา ยอมรับความเสี่ยงได้	1	2	3	4	5
1	2	3	4	5	7. เป็นผู้ที่มีความแข็งแกร่งในการทำงาน มุ่งมั่นที่ผลสำเร็จ จริงจังและตรงไปตรงมากับงาน	1	2	3	4	5
1	2	3	4	5	8. เป็นผู้ประสานงาน ผู้ดูแลจัดการ ผู้ที่คอยดูแลให้งานสำเร็จด้วยความราบรื่นและมีประสิทธิภาพ	1	2	3	4	5
การบริหารจัดการพนักงานในบริษัท										
1	2	3	4	5	9. เน้นที่การทำงานเป็นทีม การมีส่วนร่วมแสดงความคิดเห็น ยอมรับในความเป็นเอกฉันท์	1	2	3	4	5
1	2	3	4	5	10. เน้นตัวบุคคลมากกว่าทีม แต่ละคนรับผิดชอบความเสี่ยงในส่วนของตนเอง เน้นความคิดใหม่ๆ ความมีอิสระภาพ และความโดดเด่นเฉพาะตัวของบุคลากร	1	2	3	4	5
1	2	3	4	5	11. เน้นการแข่งขันที่หนักหน่วง มีความคาดหวังและความต้องการผลงานจากพนักงานสูง	1	2	3	4	5
1	2	3	4	5	12. เน้นความมั่นคงต่ออาชีพและสัมพันธภาพระหว่างพนักงาน การสร้างบุคลากรให้ตรงกับความต้องการขององค์กร ทรัพยากรบุคคลเป็นสิ่งที่ สามารถคาดการณ์ได้	1	2	3	4	5

ส่วนที่ 2 แบบสอบถามเรื่องวัฒนธรรมองค์กร

ปัจจุบัน					ปรารถนา					
คะแนน: 1 = ไม่เห็นด้วยอย่างมาก 2 = ไม่เห็นด้วย 3 = ไม่แน่ใจ 4 = เห็นด้วย 5 = เห็นด้วยอย่างมาก										
ตัวผสานองค์กร										
1	2	3	4	5	13. ผสานองค์กรเข้าไว้ด้วยกันด้วยความจงรักภักดี ความเชื่อใจกันและความมุ่งมั่นต่อองค์กร	1	2	3	4	5
1	2	3	4	5	14. ผสานองค์กรเข้าไว้ด้วยกันด้วยความมุ่งมั่นในการสร้าง และพัฒนาสิ่งใหม่ๆร่วมกัน ความรู้สึกร่วมกันในการอยู่เหนือคู่แข่ง	1	2	3	4	5
1	2	3	4	5	15. ผสานองค์กรเข้าไว้ด้วยกันด้วยการบรรลุซึ่งความสำเร็จตามที่ตั้งไว้ และการแข่งขันเพื่อให้ได้มาซึ่งชัยชนะ	1	2	3	4	5
1	2	3	4	5	16. ผสานองค์กรเข้าไว้ด้วยกันด้วยกฎ ระเบียบและนโยบายขององค์กร การมีส่วนร่วมในการรักษาเสถียรภาพในการดำเนินงานต่างๆ	1	2	3	4	5
ยุทธวิธีที่ใช้										
1	2	3	4	5	17. เน้นที่การพัฒนาบุคลากร ความเชื่อใจกัน ความจริงใจเปิดเผยและการมีส่วนร่วม	1	2	3	4	5
1	2	3	4	5	18. เน้นที่การพัฒนาทรัพยากรใหม่ๆ สร้างสิ่งที่ท้าทายอยู่เสมอ ทดลองสิ่งใหม่ๆ เพื่อแปรเป็นโอกาสทางการแข่งขัน	1	2	3	4	5
1	2	3	4	5	19. เน้นที่กิจกรรมการแข่งขันและความสำเร็จตามเป้าหมายที่ได้กำหนดไว้ การมีชัยชนะเหนือคู่แข่ง	1	2	3	4	5
1	2	3	4	5	20. เน้นความมั่นคงถาวร ความมีประสิทธิภาพและการควบคุมดูแลให้การปฏิบัติงานเป็นไปด้วยความราบรื่น	1	2	3	4	5
เงื่อนไขแห่งความสำเร็จ										
1	2	3	4	5	21. ความสำเร็จอยู่บนพื้นฐานของการพัฒนาทรัพยากรมนุษย์ การทำงานเป็นทีม ความมุ่งมั่นร่วมกัน ความเอาใจใส่ต่อผู้อื่น เช่น ผู้ร่วมงาน ลูกค้า	1	2	3	4	5
1	2	3	4	5	22. ความสำเร็จอยู่บนพื้นฐานของการมีสินค้าและบริการที่ใหม่และโดดเด่นกว่าผู้อื่น เป็นผู้นำนวัตกรรมทางสินค้าหรือบริการ	1	2	3	4	5
1	2	3	4	5	23. ความสำเร็จอยู่บนพื้นฐานของการมีชัยชนะเหนือคู่แข่ง	1	2	3	4	5
1	2	3	4	5	24. ความสำเร็จอยู่บนพื้นฐานของความมีประสิทธิภาพในการส่งมอบสินค้าหรือบริการงานเป็นไปตามกำหนดอย่างราบรื่น และการมีต้นทุนต่ำ	1	2	3	4	5

Questionnaire for the Master's Project
Organizational Culture of the Pharmaceutical Company in Thailand

Part 1: Demographic Data

Date

Instruction: Please make a mark (/) in a blanket in front of the messages which best described your characteristics or fill your answer in the blanks.

1. Gender: ☐ Male ☐ Female

2. Age (years): ☐ 21 – 30 ☐ 31 – 40 ☐ 41 – 50 ☐ Over 50

3. Highest education:

☐ Lower than Bachelor's Degree ☐ Bachelor's Degree

☐ Master's Degree ☐ Doctoral Degree

4. Working Position **Department**

5. Length of employment at TRB ChemedicaYearsMonths

Part 2: Measurement of the Organizational Culture

Instructions: This section contains 24 questions to ask about “**current**” and “**preferred**” organizational cultures. (**Current** = your attitude toward the company at present.

Preferred = you expectation toward the company in the next five years.)

Please answer the questionnaire by making a mark (/) on the number under the “current” (on the left) and “preferred” (on the right) columns. Your answer depends on the extent that each statement is similar to your attitudes toward the company as follows:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

<u>Example</u>									
Current					Preferred				
Dominant Characteristics									
1	2	3	4	5	The organization is a very personal place. It is like an extended family. Employees seem to share a lot of themselves.	1	2	3	4
		/							
Mark your answers									

Part 2: Measurement of the Organizational Culture

Current					Preferred					
1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree										
Dominant Characteristics										
1	2	3	4	5	1. The organization is a very personal place. It is like an extended family. Employees seem to share a lot of themselves.	1	2	3	4	5
1	2	3	4	5	2. The organization is a very dynamic entrepreneurial place. Employees are willing to stick their necks out and take risks.	1	2	3	4	5
1	2	3	4	5	3. The organization is very results oriented. A major concern is with getting the job done. Employees are very competitive and achievement oriented.	1	2	3	4	5
1	2	3	4	5	4. The organization is a very controlled and structured place. Formal procedures generally govern what people do.	1	2	3	4	5
Organizational Leadership										
1	2	3	4	5	5. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	1	2	3	4	5
1	2	3	4	5	6. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	1	2	3	4	5
1	2	3	4	5	7. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5
1	2	3	4	5	8. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	1	2	3	4	5
Management of Employees										
1	2	3	4	5	9. The management style in the organization is characterized by teamwork, consensus, and participation.	1	2	3	4	5
1	2	3	4	5	10. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	1	2	3	4	5
1	2	3	4	5	11. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	1	2	3	4	5
1	2	3	4	5	12. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	1	2	3	4	5

Part 2: Measurement of the Organizational Culture

Current										Preferred									
1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																			
Organization Glue																			
1	2	3	4	5	13. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	1	2	3	4	5									
1	2	3	4	5	14. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	1	2	3	4	5									
1	2	3	4	5	15. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	1	2	3	4	5									
1	2	3	4	5	16. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	1	2	3	4	5									
Strategic Emphases																			
1	2	3	4	5	17. The organization emphasizes human development. High trust, openness, and participation persist.	1	2	3	4	5									
1	2	3	4	5	18. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	1	2	3	4	5									
1	2	3	4	5	19. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	1	2	3	4	5									
1	2	3	4	5	20. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	1	2	3	4	5									
Criteria of Success																			
1	2	3	4	5	21. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	1	2	3	4	5									
1	2	3	4	5	22. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	1	2	3	4	5									
1	2	3	4	5	23. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is the key.	1	2	3	4	5									
1	2	3	4	5	24. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	1	2	3	4	5									



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