

THE IMPACT OF WORK ATMOSPHERE, CORPORATE CULTURE, AND SUPERVISION FACTORS ON EMPLOYEE PERFORMANCE: A CASE STUDY OF INTERNATIONAL COMPANY IN BANGKOK

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Abstract

This research aimed to examine the impact of work atmosphere, corporate culture, and supervision on employee performance in an international corporation. Sub-variables for evaluating the work atmosphere included employee welfare, teamwork, and working hours. The sub-variables of corporate culture included collaboration, rules and regulations, and goal achievement. The sub-variables for supervision included assessment, guidance, and support from the supervisor. Quantitative research was used to gather data from 400 respondents employed at an international corporation in Bangkok. The questionnaire includes multiple-choice options for demographic information and a five-point Likert scale for both independent and dependent variables. The multiple regression model employed hypothesis testing with a statistical significance threshold of 0.05. The statistical software employed for data analysis includes both descriptive and inferential analysis. The study's results indicated that all accepted hypotheses were supported. The findings indicated a substantial impact of the independent variables (work atmosphere, corporate culture, and supervision) on the dependent variable (employee performance).

Keywords: *Work atmosphere, Corporate Culture, Supervision, Employees Performance*

Introduction

The researcher identified three characteristics anticipated to significantly influence employee performance: work atmosphere, corporate culture, and supervision. An employee is a crucial component of the organization.

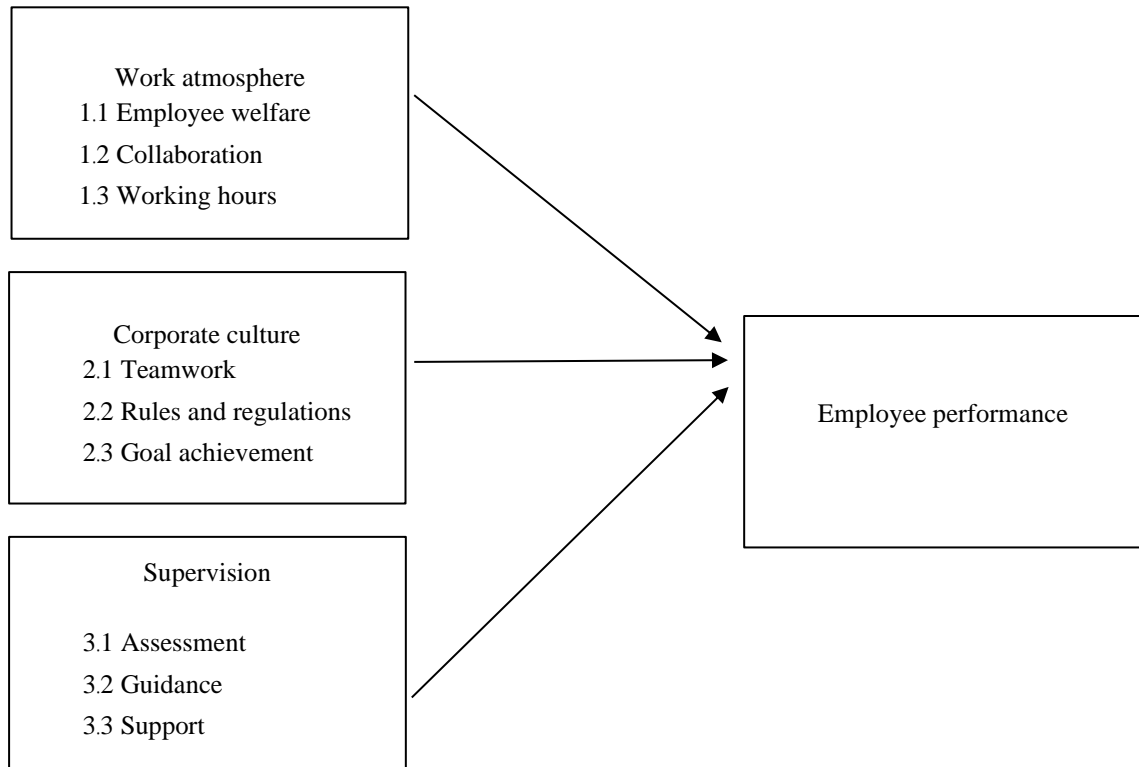
The organization's achievement or failure is contingent upon employee performance. Consequently, firms are allocating substantial financial resources towards staff development (Sheikh et al., 2017). Regularly monitoring employee performance is important for evaluating productivity and establishing alignment with corporate expectations (Hasibuan, Malayu S.P. 2019).

Objective of the study

1. To study the impact of work atmosphere factor employee welfare, collaboration, and working hours on employee performance.
2. To study the impact of corporate culture factor teamwork, rules regulations, and goal achievement on employee performance.
3. To study the impact of supervision factor assessment, guidance, and support on employee performance.

Scope of the study

Conceptual Framework



Hypotheses Test

1. H1 is the impact of work atmosphere factor (employee welfare, collaboration, and working hours) on employee performance.

2. H2 is the impact of corporate culture factor (teamwork, rules and regulations, and goal achievement) on employee performance.

3. H3 is the impact of supervision factor (assessment, guidance, and support) on employee performance.

Literature Review

Item no.	Authors (Year)	Finding	Variables
1	Arifin et al. (2019)	Employee performance is the outcome of diligent efforts exerted by a cohort of employees inside businesses, aligned with their designated powers and responsibilities.	Employee performance
2	(Awan & Tahir, 2015)	A workplace that prioritizes individuals and motivates them to engage in its workforce, offering opportunities for efficient performance, is termed an appealing and supportive environment, which facilitates recruitment and retention	Work atmosphere

Item no.	Authors (Year)	Finding	Variables
3	Agwu (2014)	Corporate culture and employee performance have a substantial correlation, indicating that a positive culture enhances employees' efficiency and effectiveness. To enhance staff performance, it is recommended to provide appropriate training, team-building activities, and financial support.	Corporate culture
4	Bernard (2005)	Supervision denotes the capacity of superiors to affect the behaviors of subordinates in executing tasks or duties. It is the skill of persuading others to attain organizational objectives. Bernard further stated that the quality of supervision reflects the effectiveness of superiors, which impacts job performance and completion habits.	Supervision
5	Zainul, M. (2017)	The findings reveal that the working environment has a substantial impact, however organizational culture does not significantly affect employee performance. However, the simultaneous effect indicates that both variables were affecting employee performance.	Corporate culture- Opposite result

Methodology

Population and Sample

The population of this study focus on employees who are working in international company and living in Bangkok district. Based on Yamane's table for sample size, Selecting over 100,000 populations with 400 sample sizes is required to be collected with a precision level of +5% for reliability.

Type of Research and Tool

Quantitative research was adopted to collect the data from the 400 respondents, and the convenience sampling technique which is non-probability sampling method was used to collect the data by using the Google forms. This questionnaire contains 5 parts-Part 1: Demographic data question (9 questions for gender, age, education, position, employee types, salary, working period, working days/week and working hours/day), Part 2: Work atmosphere factor (9 questions for Employee welfare, Collaboration, and Working hours), Part 3: Corporate culture factor (9 questions for teamwork, rules and regulations, and goal achievement), Part 4: Supervision factor (9 questions for assessment, guidance, and support), and Part 5: Employee performance

(9 questions) by using nominal, and ordinal scale for Part 1, and interval scale (The least 1 to the most 5) for Part 2-5.

Validity Test

The online questionnaire was checked for validity and approved by the advisor.

Reliability Test

30 samples, The data from the questionnaires were analyzed by using Cronbach's Alpha in the statistical software, with total reliability of 0.943. The required value to be accepted is 0.7-1.00.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Result

Demographic Data

Most of the respondent's gender is female (58.8%), the age range is 20–30 years old (48.8%), the background is a bachelor's degree (66.5%), and the working year of experience range is 2–5 years (61.3%). Most participants are Entry-level staff/Managers (51.7%) who have been contracted for full-time employment (75.3%) with 25,001 baht to 75,000 baht (61.5%). Most of them work 5 days/week (81.3%), and working hours are 8 hours a day (56.3%).

Mean and Standard Deviation

- Work atmosphere Factors: (\bar{x} = 3.65, SD = 0.752), AGREE
- Corporate culture Factors: (\bar{x} = 3.633, SD = 0.853), AGREE
- Supervision Factors: (\bar{x} = 3.57, SD = 0.900), AGREE
- Employee Performance: (\bar{x} = 3.62, SD = 0.600), AGREE

Multiple linear regression

Work atmosphere vs Employee Performance: Accepted with Adjusted R-square = .390, F = 86.140, *P ≤ 0.05 (Employee welfare = .000, significance, Collaboration = .000, significance, and Working hours = .0869, insignificance)

Corporate culture vs Employee performance: Accepted with Adjusted R-square = .391, F = 86.460, *P ≤ 0.05 (Teamwork = .900, insignificance, Rules and regulations = .000, significance, and Goal achievement = .000, significance)

Supervision vs Employee Performance: Accepted with Adjusted R-square = .336, F = 68.185, *P ≤ 0.05 (Assessment = .147, insignificance, Guidance = .000, significance, and Support = .021, significance)

Conclusion

Demographic Data

The most of respondents were female in age range 20 – 30 years old who had the background in Bachelor degree. Most participants have been working in a company for 2–5 years as entry-level staff and managers (full-time employment contract). Most of them worked 5 days a week with 8 hours a day. Most of their salary range was 25,001 baht–75,000 baht.

Attitudes towards variables

Independent Variable 1: Work Atmosphere Factors, The most respondents agreed with the Employee welfare, followed by the Collaboration, and Working hours. Overall, participants agreed with work atmosphere' factors.

Independent Variable 2: Corporate Culture Factors, The most of the respondents agreed with the Teamwork, Rules and Regulations, and the Goal achievement. Overall, Participants agreed with the Corporate culture Factors.

Independent Variable 3: Supervision Factors, The most respondents agreed with the Assessment, the Guidance, and the Support. Overall, participants agreed with the Supervision Factors.

Hypotheses

- H1: Work atmosphere (Employee welfare, and Collaboration) have a significant impact on employee performance, while Work atmosphere (Working hours) does not have a significant impact on employee performance.

Employee welfare: Beta=.188, $t=4.682$, Sig=.000*

Collaboration: Beta=.379, $t=7.382$, Sig=.000*

Working hours: Beta=.007, $t=.165$, Sig=.0869

- H2: Corporate culture (Rules and regulations, and Goal achievement) have a significant impact on employee performance, while Corporate culture (Teamwork) does not have a significant impact on employee performance.

Teamwork: Beta=.055, $t=1.701$, Sig=.090

Rules and regulations: Beta=-.196, $t=-4.350$, Sig=.000*

Goal achievement: Beta=.521, $t=12.346$, Sig=.000*

- H3: Supervision (Guidance, and Support) have a significant impact on employee performance, while Supervision (Assessment) does not have a significant impact on employee performance.

Assessment: Beta=.069, $t=1.452$, Sig=.147

Guidance: Beta=.230, $t=4.947$, Sig=.000*

Support: Beta=.105, $t=2.309$, Sig=.021*

Recommendation

This study contains significant limitations. The research survey covered a vast demographic with a substantial population size. The sample in this study may not accurately represent the entire population of employees in Bangkok, Thailand. Future study should investigate a particular sector, such as manufacturing, services, or agriculture.

Secondly, this study does not address the reward system and job satisfaction. According to Martono, Khoiruddin, & Wulansari (2018), organizations' reward management systems serve as a critical determinant of employee welfare and performance outcomes. The researcher posited that effective reward mechanisms significantly enhance an organization's capacity to attract and retain high-caliber talent, thereby facilitating optimal operational efficiency. Moreover, they emphasized that compensation management functions as an integral strategic component within human resource management, necessitating careful alignment with broader organizational directives and managerial objectives. Consequently, future research may focus on the correlation between reward systems, job satisfaction, and employee performance characteristics. Furthermore, certain respondents in this survey may have misunderstood or had an alternative perspective. This misunderstanding may result in distorted outcomes. Future study should explore names that may enhance similar content circumstances.

The study did not address the correlation between demographic data and employee performance. Consequently, subsequent research may concentrate on the correlation between demographic data and employee performance characteristics. Future study may concentrate on modeling to integrate other theoretical constructs by introducing new factors such as motivation and work-life conflicts.

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