

AN ORGANIZATIONAL CULTURE MANAGEMENT: A CASE STUDY OF THAI AIRWAYS INTERNATIONAL (PUBLIC) COMPANY LIMITED ATTAINING A HIGHEST PERFORMANCE SERVICE SATISFACTION

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ABSTRACT

This research aims to study An Organizational Culture Management: A Case Study of Thai Airways International (Public) Company Limited Attaining a Highest Performance Service Satisfaction. The research employed qualitative research such as in-depth interviews to collect data from 30 key informants such as internal and external organization. The study were found that Culture Management of Thai Airways International (Public) Company Limited Attaining a Highest Performance Service Satisfaction are Organization Culture, Ideas Culture, Behavior Culture and Material Culture are effect to the Management of Thai Airways International (Public) Company Limited Attaining a Highest Performance Service Satisfaction and Sustainability the issue of Organization Culture can be further Development to improve the Quality of Service provide to the Airlines that have a Highest Performance Service Satisfaction. The Development features in term of Values beliefs of Flight Attendants of Thai Airways International (Public) Company Limited is a Characteristic of the Transition from the Older to the Young Generation both the Working Methods and Activities including Training which resulted in the Development of the Airline's Commitment to build a Highest Performance Service Satisfaction. There are in an Understanding in the Line of Duty to provide full Capacity to the Clients are satisfied the Impression of getting good Service. The key informants that a Culture that are all able to Express the Behavior of Service providers by the Service is fully and full capacity a Communication can talk at Understanding the Needs and Attentive Care of Passengers in order to get a Quality Service in a Global Level. The issues of Material Culture that are preparing them fully and a supply things according to the Requests of Passengers by Process and Procedures that are Universal based on the Charm of Thailand to Develop Service of Thai Airways International (Public) Company Limited Attaining a Highest Performance Service Satisfaction of Sustainable.

Keywords - Organization Culture, High Performance Organization, Thai Airways International Public Company Limited

INTRODUCTION

Thailand has national airlines to give an international class service for domestic and international passengers. Thai government has established Thai Airways International (Public) Company Limited to operate a business of air transportation service both in the country and abroad mainly at the head office in Bangkok with its operational base in Suvarnabhumi International Airport consisting of air transportation services by transporting passengers, product transfers, cargo operations and other related lines of businesses namely: warehouse service, ground customer service, landing service and ground equipment, aviation kitchen and aviation maintenance service. It is an international airline acting as the country's representative to preserve and strengthen the aviation in a right way to cooperate, to promote, to develop tourism industry, to seek and to increase income both in Thai Baht and foreign currency. In addition, it also realizes its responsibility to the country and the world in the environmental preservation including focusing on propagation of culture, tradition, custom and identity of Thailand to the world widely. All of these mark the

identity of Thai Airways International (Public) Company Limited that also reflexes Thai brand for more fashionable and international affairs since the beginning of establishment and created a good reputation to the country throughout more than fifty-six years of its commercial aviation business operations. Thai Airways International (Public) Company Limited contributed an importance on image creation since the beginning either an application of symbol “*Dancing Man*” before changing to “*White Jampaka*” which still keep Thai style feelings, but with more modernization together with applying various colors such as purple, pink and gold expressing natural beauty and Thai civilization, including bringing “*Thai silk*” made of Thai traditional suit as the receptionist’s uniform on the flight reflecting its status, dignity and identity. These are all things that Thai Airways International (Public) Company Limited convey about its standpoint in the customer service in premium class since the beginning as shown in all sections of the organization up to the present. Thai Airways International (Public) Company Limited remains competitive with the other airline companies and brings Thainess throughout the world under the vision focusing on “*First Choice Carrier*” together with Thai charms on a concept “*Medium Pricing with Higher Value*” with networking among alliances.

Leisure Destination Airline can be described as follows:

Higher value means a creation of things with worth. Full network means providing services to customers worldwide through “*Star Alliances*” or contracts with the other airlines around the world. Moreover, it means offering services in all dimensions because “Thai Airways International (Public) Company Limited is a leisure destination airline, a leisure hub and a center of products offering from Thailand to various destinations. It also opens opportunity to create convenience for transporting travelers around the world to Thailand and other countries. Therefore, this study is focused on the cultural management of Thai Airways International (Public) Company Limited which have caused many profits for developing efficiency and effectively in order to increase the organizational management’s high performance level.

PURPOSE

This study has a purpose to study the organizational culture management of Thai Airways International (Public) Company Limited to a highest performance organization in providing airline services.

BENEFITS

Results of the study of the organizational culture management of Thai Airways International (Public) Company Limited to a highest performance organization in providing services can be applied as a guideline for the development of an organizational culture management of Thai Airways International (Public) Company Limited.

RESEARCH METHODOLOGY

This research study is a qualitative research using in-depth interview, important data providers, observation from fieldwork and documentary research by studying, researching and compiling of information from medias, such as technical documents, texts, magazines, journal papers of state enterprise and annually report of Thai Airways International (Public) Company Limited and related research studies.

EXECUTIVE SUMMARY OF THE RESEARCH

The important data providers were customer groups and mostly considered that culture of flight attendants of Thai Airways International (Public) Company Limited effected the efficiency of a high performance in service due to the organizational culture pays key roles to cause sustainability and continuous service development of the organization as well as to create good relationships among the personnel of Thai Airway International (Public) Company Limited. It depicts a culture of teamwork; enable

to develop the organization's service in all sections. The results of the study in sub-issues of the organizational culture management of Thai Airways International (Public) Company Limited in three issues namely: cultural thoughts, cultural behavior and material culture and it was found that the important data provider considered that the cultural data was important to the outcomes of the highest performance services of the flight attendants of Thai Airways International (Public) Company Limited due to the following validated output:

A. Desirable occupational value in the viewpoint of Thai youth to the flight attendants especially the flight attendants of Thai Airways International (Public) Company limited which was a pay structure and deemed as an important role to promote and show acceptance, dedication, adjustment to professionalism in a flight attendant career. Another thing is that recruitment as a flight attendant and values nurtured from professional training in career services which evidently shown to customers reflecting ideal dedication to an operation

to create satisfaction and impression to passengers mainly.

B. Service culture with Thainess identity, which is the important data provider considered that is truly an application of the cost of Thai culture which is well known and accepted worldwide as regards to the capability of excellent services of Thai on such issues reflecting Thai values and norm that "the guest must always be welcomed", apparently a welcome with generosity which all these properties occurred from a mental nurture in Thai people since their birth and grow up in Thai family style until school age and brought for work operations which is an emphasis of professionalism for the flight attendants of Thai Airways International (Public) Company Limited. Prominence with service identity and mix with Thainess to the world class service. However, the important data provider considered that problems and obstacles in this point have occurred because some of the flight attendants have high self-confidence and less human relationship affecting their expression of services with less congeniality and care to customers. In order to improve the system, promotion and development should be used for the important data provider considered it as a necessary to improve forms and concept of ideal creation, a service responding requirements of customers with various race and values in order to perform duty with efficiency, quality, standardization and dedication for the development of highest performance organization services.

C. Cultural behavior. In the issue of cultural behavior, the important data provider considered it very important for creation of customer impression whereas operational norms are expressed and seen from various actions emphasizing smile, Thai style salutation, care, generosity, friendship and hospitality, expression with nice image of Thai gentlemen and gentlewomen with modesty as an expression that can make a clear understanding and able to answer doubts, questions and offer services quickly and act naturally of the flight attendants as per customer's expectation which able to promote and push forward for the service efficiency development to a higher performance service airline with Thai style world class service. For the ways of improvement, promotion and development to cause a creation of service efficiency with high performance, the important data provider considered necessary to keep standard, further development of service form an operational pattern that can offer a prompt service with friendly behavior, as well as a process to make a relaxing feeling while waiting for services by applying a services behavior expressing of readiness and enthusiastic for a service offer consistently throughout the flight.

D. Behavioral material. In the issue of material behavior the important data provider considered that the material culture had some points that customers place importance as follows:

I. Cultural material in the sense of an air plane.

Information system in the cabin of the flight, the important data provider considered that in such point Thai Airway International (Public) Company Limited may be disadvantaged to other airlines in the same class and in some routes because of both old age and the cabin rather old without maintenance as well as tools, equipment and accessories for entertainment such as monitor

in each seat of passengers and earphone etc. which are old and inconvenient and unfashionable as well as luxurious and fashionable airlines such as Airbus 380-600 a few available for service comparing with other airlines in the same class whereas Thai Airways has only 6 same airplanes etc. A lot of competitors such as Qatar Airways has total 50 Airbus 380-600 airplanes which the data providers considered it is interested to try its service because of its high regard of quality regarding its modern and comfort including the reputation of such airline received a world class award.

II. Material serviced in the point of special room service (lounge) to first class customer and business class in international routes before boarding.

The important data provider considered that Thailand has a competitive advantage to other airlines in the same class due to lounge service to the passengers before boarding of Thai Airways International (Public) Company Limited. It is distinguished in the point of service quality from a luxurious, grand decoration and best quality of food and beverage services, including facilities during waiting in order to please the customers while waiting for flight. For examples are spa, massage machine, bathroom, theater, etc. In this point, the important data provider considered that Thai Airways International (Public) Company Limited still maintain and developed it better than other airlines in the same class and accepted internationally as evidence that Thai Airways International (Public) Company limited has received World's Best Airline Lounges Spa Facility which is deemed a success arising from dedication for development and standardization of premium class service.

III. Cultural material in the point of dresses of the flight attendants and the passenger room decoration which keeps Thai identity by applying uniforms and symbols expressing Thainess mixing with universality divisibly.

The important data provider considered it as an advantage to the other airlines in the same class by bringing "*Thai silk*" sewed as a Thai traditional costume for the uniform of the flight attendants which reflects its dignity and Thai identity that Thai Airways International (Public) Company Limited likely to inform its standpoint to the world society on its premium class service since the beginning as shown in all parts of the organization as shown on website of advertisement for ticket distribution, check-in counter, lounge of service on the plane until uniform of the flight attendants, etc.

IV. Cultural material in the point of foods and beverages served on the plane.

The important data provider considered that charms of Thai foods and Thai cooking of any kind of foods Thai people always give importance and tidiness of raw materials, taste, and preservation of the foods offered to customers that Thai Airways International (Public) Company Limited has paid dedication to pay most importantly in such point and created impression to customers.

However, the important data provider considered that at the present such importance to the point is less paid obviously and it is necessary for improvement regarding service of foods and beverages in the flight especially attractiveness of taste of Thai foods was inferior in the past and the important data provider considered that change quality of taste is a loss of strong points of service quality while other airlines especially the large carriers in Asia which have paid more importance and continuous improvement to the food quality.

In addition, the important data provider had an opinion and consideration that in the present considering in overall image of the material culture the important data provider considered that Thai Airways

International (Public) Company Limited has property of Material culture not enough to meet requirement and expectation of the passengers because of some obstacle in the point of equipment, tools of facilitation in the cabin including the issue of old planes in some routes and the important data provider considered such limits may derive from the reason of government airline that must wait for financial budget from the government. Therefore, this caused some influence on investment about the material sued for services so because of this reason the important data provider considered the guideline of improvement, promotion and development to a High Performance Organization in Service should be a raise of capital from Stock Market to be used as budget for investment of the material development in order for compatibility with other airlines in the same class.

At the same time, executive officers should give importance to the development both for cultural thought, values and behavior of personnel in paying importance to passengers to respond their requirements and meet expectations and to create an impression with Thai identity service together with Material culture development necessary for compatibility with other airlines in the same class in order to create a motivation and to attract tourists or customers to choose Thai Airways International (Public) Company Limited as first alternative airline of leisure and travelling consistently.

To summarize, the organization culture can promote a service quality development to the highest performance organization services. Such development of properties on thought, value and belief of the flight attendants of Thai Airways International (Public) Company Limited is a transfer from Senior to Junior and from the operation method and activities including training, causing better development to a highest performance organization in services by making understanding their operational duties in order to provide an excellent service for customers' needs and satisfaction.

The important data provider considered that all cultures can be expressed through service minded. All of these the points of cultural material are completely prepared and procurement as per requirements of passengers with a universal process and method on base of Thai style fascination for the service development of Thai Airways International (Public) Company Limited to a highest performance organization in service.

SUGGESTION

From the research study information the researcher has suggestions as follows:-

Suggestion on Organizational Culture: From the research study information the researcher has some points of suggestion for Organization Culture Development to the actual operation as follows:-

1. Thai Airways International (Public) Company Limited should promote a participation process of personnel in all portions of the organization under concept of cooperation between a government sector and private sector (Public Private Partnership). It means a full support for all the personnel in all parts the organization to take participation in the management and development of Thai Airways International (Public) Company Limited to solve its internal problem such as a two way communication utmost understanding, and establishment of good relationship with the departments of the organization and also support a recruitment from the outside society.

2. Thai Airways International (Public) Company Limited should have a modern culture for the airline management with advance technology which must have dynamic, prompt adjustment, application of strategies and facilities in modern administration with information technology that ready to respond requirements and competition in time.

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