

Impact of Hybrid Organizational Culture Emphasizing on Workforce Development: the Conceptual Framework

Verathian Khianmeesuk¹
and Ronnakorn Vaiyavuth²

¹Faculty of Technology,
Siam Technology College, Thailand

²Institute for Knowledge and Innovation Management, Bangkok University, Thailand
Innovation Center, Chulalongkorn University, Thailand

¹verathiank@siamtechno.ac.th

²r.vaiyavuth@gmail.com

Abstract - The concept of hybrid organization has driven traditional organizations to focus more on the external environment for organizational performance. However, since every organizational performance factor bases on human, human factor became the important topic for researchers to investigate for the output of organizational performance. Since most organizations need high performance individuals to work for, and human has viewed as the worthiest factor to invest. In the view of human capital, training is one of workforce development methods from organization that has been count as the most effective methods from human resources development field to increase performance of employees to meet the target of organizational performance.

The objective of this research is to investigate the impact of organizational culture change (from traditional cultures of organizations to hybrid organizational cultures) to organizational performance by focusing on human factors of training activity. This research focused on Thai Robot Development project which is a part of governmental U-school mentoring project.

The results of this research will contribute and confirm to the understanding of how organizational culture change is the high effective method on the organizational development based on human resources

factors of training. Other benefits are: 1) to understand the impact of culture change to training performance, 2) to demonstrate the important triple helix output of workforce development, beside of the traditional famed output of innovation, and 3) to demonstrate the new alternative of the triple helix application on unlimited careers and levels for workforce development.

Keywords - Hybrid Organization, Culture Change, Human Resources Effectiveness, Organizational Performance, Training Performance, Robotic Education, STEM Education, The Triple Helix

I. INTRODUCTION

The scenario of machines or robots replacing jobs has been assumed as the inevitable future. From the current situation, according to the survey of Forbes in 2018, robots are already starting to take jobs from hourly human workers, and it's going to continue (Morgan, 2018). The trend of the replacement tends to be increasing since 45% of human jobs in nowadays can be automated (Chui et al, 2015). However, even the scenario may look horrific for human as it can be seen in various plots in scientific novels and movies, there will always be space for human workers. Human society has passed through four main industrial revolutions which machine replacing traditional human jobs

(Pfeiffer, 2017). Every revolution created new jobs which rapidly needed skilled workers with chances of opportunity and income. This match to Heuer (2017) president of German physics association and former director of CERN who claimed that high skilled workers cannot be replaced by machines. The solution that has been recognized from the problem are the strategies for workforce development. However, the challenge is how to develop current workers in this urgent situation of rapid technological change in high business competitive environment of the modern days (World Development Report, 2019; World Bank, 2018). This leads to the aim of this research in investigate and develop a framework to handle with the problem.

II. LITERATURE REVIEW

According to the problem, related literature has been reviewed. The main theory of this research focused on Organizational Behavior on Organizational Culture Change. Since the change has been found for century on its significantly outcome of organizational performance (Hofstede, 1980; Ouchi, 1981; Hofstede & Bond, 1988; Kotter and Heskett, 1992; Magee, 2002; Somerville, 2008; Uddin et al, 2013) based on human factors (Marlowe, 2009; CIPD, 2012). From the theory, the experts found that the effective of human resources management on training was the most significant factor for the performance since humans are relevant to every part of organization (Tahsildari et al, 2015; Engetou, 2017). From the concept of organizational performance development, culture is one of the most significant factors (Ogbonna and Harris, 2000, Leonard, 2018) because it can be intentionally change from leaders or managers

(Somerville, 2008), and its results of change can be seen instantly after the change (Leydesdorff and Etzkowitz, 1998; Somerville, 2008). Its remarkable efficacy on handling rapid change of outside environment by focusing on human factor (Haywood, 1992; Birdi, 2005; Engetou, 2017) matches to the character of training which mainly based on reducing the skills gap between workers and industries from the rapid change environment (Ida; 2008; NCLEG, 2018).

III. HYBRID ORGANIZATION

From the concept of the Triple Helix, hybrid organization is a form of the Triple Helix which Henry Etzkowitz (2013) described: Hybrid organization are neither academic nor business but incorporate some of the elements of both in a novel organizational framework. According to Etzkowitz (2013) there were two main reasons of hybrid organizational forming: 1) non-profit organizations adopted systems from private organization to survive in high business competitiveness and 2) governmental agencies formed new organizations to run specific project that requires special knowledge and skills.

IV. CONCEPTUAL FRAMEWORK

The conceptual framework had been developed from the concepts and theories mentioned in the previous chapters. The aim of the framework was to investigate how and why human factor from cultural change of hybrid organization effect to organizational performance on workforce development from training.

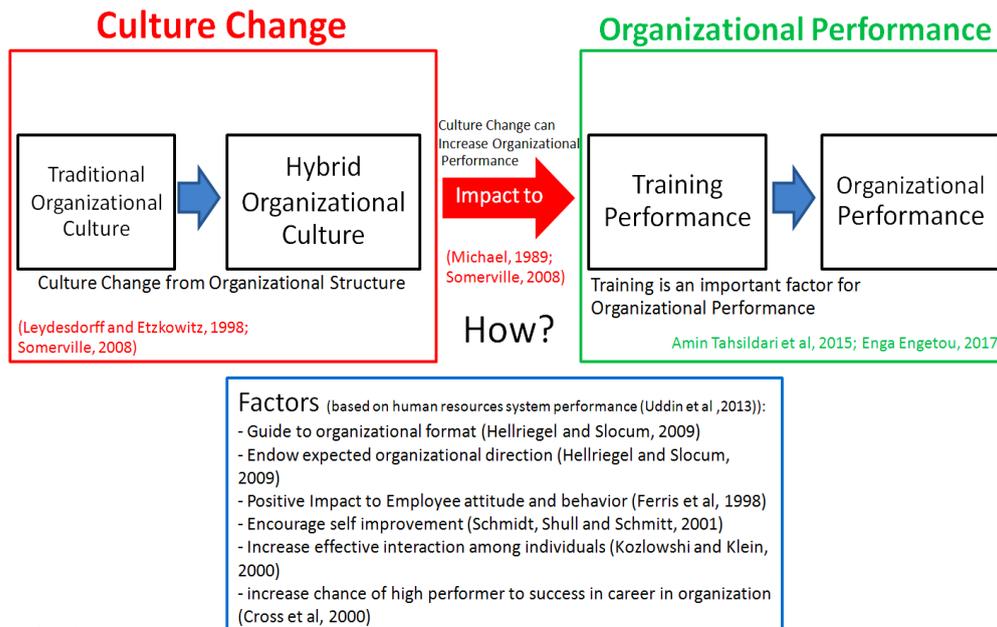


Fig. 1 Conceptual Framework of the Relationships between Culture Change from Hybrid Organization to Organizational Performance from Training Development

The variables had been selected from their relationships and the consonance of their causes and effects on rapid change of business environment and organizational performance outcome. From the framework, it was developed to investigate the factors that effect to organizational performance improvement from the culture change of hybrid organization to understand their relationships within the process of development.

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