

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**EFFECT OF CHANGE MANAGEMENT AND
WORKPLACE DIVERSITY ON ORGANIZATIONAL
CULTURE AND ORGANIGATIONAL PERFORMANCE
OF OBAYASHI CORPORATION**

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EMBA II – 22

EMBA 20th BATCH (ONLINE)

JUNE, 2025

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ACADEMIC YEAR (2023 – 2025)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Change Management and Workplace Diversity on Organizational Culture and Organizational Performance of Obayashi Corporation**” has been accepted by the Examination Board for awarding Mater of Business Administration (MBA) degree.

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ABSTRACT

The objectives of the study are to examine the effect of change management on organizational culture, effect of workplace diversity on organizational culture, and effect of organizational culture on organizational performance of Obayashi Corporation. This study uses both primary and secondary data. For this study, there are 430 staffs under Obayashi Corporation umbrella within Asia Countries such as Thailand, Vietnam, Singapore, Cambodia, and Laos in 2025. Sample size is 204 staffs by using Raosoft sample size calculator. A simple random sampling method is engaged to select 204 respondents from the total pool of 430 staffs under Obayashi Corporation. Primary data is collected by using online survey method with structured questionnaire. In addition, secondary data is gathered from various sources, such as previous studies found from library, relevant information available in company intranet server and on the relevant web sites as well. Data analysis is employed with descriptive statistics and multiple regression analysis. The study found that leadership, employee engagement, and readiness for change have positive and significant effect on organizational culture. Communication is not significant with organizational culture. Gender diversity, age diversity, ethnic diversity, attitude, and diverse culture have positive and significant effect on organizational culture. Educational background has negative and significant effect on organizational culture. In addition, organizational culture has positive and significant effect on organizational performance. This study highlights that for better progress development of the organizational performance of Obayashi Corporation, company should reinforce on leadership, employee engagement, readiness for change, gender diversity, age diversity, ethnic diversity, attitude, and diverse culture.

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LIST OF ABBREVIATIONS

ESG	Environmental, Social, and Governance
PPP	Private Public Partnership
SDGs	Sustainable Development Goals

CHAPTER 1

INTRODUCTION

Global business trend is vividly shaping differ from the past by eruption of information technology, digital platforms are making narrow to all boundaries. Such enormous change in technology, challenging to every business entity for long sustainable and competitive. For that sense of situation, change management is become compulsory for modern business process for the organization. In an increasingly complex and dynamic business environment, organizations are continually striving to change and adapt their operations to circumstances as they evolved. (Errida & Lotfi, 2021)

Change management is defined as the process of continually reviewing an organization structure, directions, plans, objectives and also changing its mission and vision in order to capable of challenging and succeeding by defining the internal and external challenges (Abera, 2020). The technological development and customer cognition have driven the practice of organization to change. Abera (2020) studied the change management of leadership, communication, employee engagement, and readiness of change.

Leadership is one of the vital roles for the change process to achieve the objective of the modern organization. The leadership is defined motivating employees, creating a vision for change, communicating change, planning for change, creating a conducive environment for change, getting employees' buy-in and leading staff by example (Misheck, 2023). Communication is defined as a means to create awareness to the personnel what the change project is really about: why is it started, what parts of the organization are affected and what are its targets and schedules (Kotter, 1996). Through communication, employees are understood the back reason of change, potential vision with mission to consider well ahead. That event overcome their resist to involve of change process.

Employee engagement is defined as an emotional state where employees feel passionate, energetic, and committed to their work (Abera, 2020). This translates into employees who give their hearts, sprits, minds, and hands to deliver a high level of performance to the organization. Employee engagement involves creating opportunities for employees to connect with their colleagues, managers, and the wider organization. It aims to foster an environment where employees are motivated to connect with their work and genuinely care about performing well within the organization (Mansor, 2023). Employee

engagement forecasts profitability, financial gains, enhanced performance, and organizational success (Debbarma, 2020).

Readiness for change is defined as an employee's beliefs, thoughts, and behaviors to accept the needs and capability of an organization to change (Armenakis et al., 1993). Employee readiness is a possibility of their cognitive precursor to accept and support or resist to the change process. Employee perception is key for their positive involvement in coordination and cooperation on the change process else hinder to the organizational performance.

Workplace diversity management is broadly defined as the systematic and planned commitment by the organization to recruit, reward and promote a heterogeneous mix of employees (Bagshaw, 2004). Workplace diversity refers to the variation of people within a workforce, encompassing differences in race, ethnicity, gender, age, sexual orientation, physical abilities, educational background, and other attributes that contribute to individual uniqueness (Cox, 2001). Workplace diversity consist of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture (Rohan, 2022).

Diversity is defined as variations in observables such as age, gender, race, ethnicity, and non-observables including cultural and technical characteristics of employees (Jackson et al., 1995; Milliken & Martins, 1996). Gender can be understood as multidimensional and multifaceted (Perry et al., 2019; Ruble et al., 2007; Tate et al., 2014). Gender includes not only how one identifies or feels their gender to be internally, but also how one expresses or presents their gender externally (gender expression), what stereotypes one holds about gender, what gender roles and expectations one upholds and performs, and how others perceive one's gender. Gender relates to but is not synonymous with sex, which is defined as biologically determined reproductive system characteristics. Gender (and sex) expands beyond just male/female – increasing numbers of young people are identifying with descriptors like trans, genderqueer, non-binary, genderfluid, and hundreds of others (Garrett-Walker & Montagno, 2021; Thorne et al., 2019; Watson et al., 2020).

Gender diversity is defined overlaps of sex, gender, and sexual orientation. A person's sex is assigned based on physical characteristics such as chromosomes and reproductive organs (Ko, 2017). Gender refers to socially constructed behaviors and identities generally associated with masculinity, femininity, or androgyny. Sexual orientations refer to an individual's sexual and/or romantic attractions to different groups.

Gender diversity and inclusion are positively interrelated with employee empowerment, organizational performance, cordial relationships, decision-making, company image, innovation, talented workforce management (McKinsey, 2018). In modern organization, given chance of gender equality to all members in the organization could make persistence to the better performance. Age diversity in the workplace is defined as the potential to become a relevant category for classification and formation of subgroups (e.g., young employees, middle-aged employees, and older employees) (Avery et al., 2008; Ensher et al., 2001; Finkelstein et al., 1995; Kearney & Gebert, 2009). Each aged groups mixed up team have more exchange of experiences to success for the organization.

Since, the globe is becoming a global village for the business, many nationals are involving in the organization, and have different ethnicity as well. Ethnic diversity is defined as heterogeneity in (mother) languages, religions, races and cultures (Alesina & La Ferrara, 2005). It is commonly measured based on country of birth, of the individual or of his/her parents. Ethnic diversity also coincides with a variety of norms, information sets, knowledge, and ability levels (Lazear, 1999; Morgan & Vardy, 2009). Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and (mutual) learning. Due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation (Alesina & La Ferrara, 2005; Lee & Nathan, 2011; Ozgen et al., 2011b). Educational background is defined as one of the benchmarks that a person can be said to be professional or not, the higher a person's educational background, it is expected that the higher the level of professionalism in the quality of education, because educational background determines a person's personality, including the mindset. and insight (Siti, 2018). Depends on educational background, assignment and position for the individual is relevant not only for the organization performance, without impact to personal emotional too.

Attitude is defined as a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object (Ajzen & Fishbein, 2000). Louis Thurstone et al. (1920) said that the distinctive feature of attitude was an evaluative or affective predisposition towards an object, idea, or issue. It can be conceptualized an attitude towards a behavior as an evaluative response that predisposed one favorably or unfavorably towards performing that behavior defined (Fishman et al., 2021)

Diverse culture is defined as a debatable, open-ended term, which generally refers to a reality of coexistence of diverse knowledge, beliefs, arts, morals, laws, customs,

religions, languages, abilities and disabilities, genders, ethnicities, races, nationalities, sexual orientations, etc., of human beings (Lin, 2019). Regardless of cultural diversity of each member in the organization, become uniform organizational culture to keep pride and progress to the success of the organization become all's objective custom in workplace.

Alvesson (2012) defined organizational culture as the beliefs, values, assumptions, and ways of life that results in a unique psychological and social environment that shapes how people interact and generally behave. Organizational culture is the set of shared beliefs, values, and norms that influence the way members think, feel, and behave (Fred, 2011). Organizational culture consists of common norms, values, and beliefs of individuals within that group (Chalmers & Brannan 2025). Each member in the workplace has gender, age, ethnic, educational background, attitude and culture diversity but all in to converge to the main objective of organizational performance, organizational culture is become the most key character with no argument.

Organizational performance is defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria (Jenatabadi, 2015). Performance of an organization defined as the organizational effectiveness of activity results in terms of financial and non-financial measures like turnover, profit margin customer service delivery, etc. (Kennerley & Neely, 2003). Organization performance concept may differ slightly by each objective, for the modern organization assure of their objectives keep society, environment, and planet clean and safe.

Multinational organization, Obayashi Corporation established in 1892 in Osaka, Japan. The company operates construction both in domestic and abroad. Currently, the company operates in 16 countries and regions with consolidated employees of 16,986 as of March 31, 2024. In Myanmar, the company opened the branch office since 2014. The company participates in industry development, building the core local employees for future operation to participate with competence.

Obayashi Corporation operates in many countries, heterogenous employees are involved in workplace at every levels. Under the strict leadership with specific communication, some emotional active staffs are engaging in any assigned projects are always perform readiness to change their existing culture as diverse to others. Once they

are wearing the same uniform in the same workplace, become in one culture for all to drive for the organizational performance to success with pride.

1.1 Rationale of the Study

Since 2014, Myanmar commences the open economic policy and welcome all the foreign countries' investment. Subsequently, modern infrastructure becomes compulsory for the modern business activities. Construction industry is following to the major requirements for the country to build for the modern business. Organizational performance meaning vary on each organization depends on market situation, competitive advantage, and financial situation etc. For the global construction company, organizational performance inclusive of cost, quality and efficiency are non-avoidable. With regards to dignity of the organization which built and maintaining for long period by successive generations value and respect means to the organizational performance.

Organizational culture is essential for every organization. Depends on each organization's objectives, employees behave in same interest and believe to achieve, work together till subconsciously perform beyond their own habits, become happen the good organization culture. For long time achievement, old generation to young generation by passing the values, customs, habits, and beliefs with chance to have more betterment found in good organizational culture to cultivate.

Dynamically business eruption with information technological development, the customer perception to product become not the same with past. The stream of modern business situation utilizes less human with artificial intelligence to meet the quality and quantity in market perspective products with timely deliver. For these reasons, organization to process change management becomes inevitable matter to process for the organization for productivity as well as financial reason. This study includes leadership, communication, employee engagement, and readiness for change management.

The important person in the organization on change process is the leader, who drives properly to all members achieves meet each target become meet for the organizational performance goal. Leadership provides physical and mental assist to all team members for better understanding, communicating, involving, and performing to achieve the objectives of the organization.

Communication becomes important in modern business now. Update information share, exchanging experience, and in put on the ongoing process becomes more efficient in better communication system. Safe, competitive, and sustainability also require in communication, by that information change to outdated processes, retargets aim adjust if needs, and assign more resources on time to necessary workplace to reinforce. Understand to organizational change objectives and processes also aware by this communication as well. Employee well understand of objectives, overcome their emotional impact to involve in change process positively by communication too.

Employee engagement appears in organization instantly once they reach their understanding on the process properly. Again, support of training and education on needs support more employee interests, promote self-involvement, and guides to achieve the organizational change success. Happy working environment to create, where daily employees work together with meaningful working culture, overcome any resist to change.

Readiness for change reach in organization when employees all in same understanding of objective goals and process with no doubt to success. Regards of well leadership guide, clear communication, and better educational training in advance make emotional commits to organization, endeavors to success of organization till lifetime service.

Workplace diversity familiars with Obayashi Corporation, which operates globally. Multinationals present in the organization with several race, gender, religion, culture, age, educational background, ethnicity, attitude, and culture. All employees contribute their best effort with same objective to success of organization. In this study includes the workplace diversity of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture.

Gender diversity becomes as an act for Japan since 2021 to follow by promoting of women's participating and advancement in the workplace. Obayashi Corporation takes advantage of gender diversity with inclusion till target percentage in target period. Inclusion of gender diversity creates positive advantage to employee empowerment, interexchange of ideas, deep decision making, innovative with aesthetical view, and talent management as lead in the industry.

Age diversity challenges all corporations in Japan include Obayashi Corporation, by declining birth rate and longevities. Shrink of young working age people make big

impact on developing countries, remedial by combining young and old aged team members for exchange, transfer knowledge, and experiences. Also, experienced veterans dispatch to new develop regions, set up business and develop resources, build loyalty to organization, and meet organizational objectives in due period.

Ethnic diversity advantage experiences acknowledge by Obayashi Corporation for long period. Because of construction industry nature, long hours work under hot weather at work field with stress becoming less select by the young people. The labors shortage voids fill with migrate young people, who are diverse ethnicity in every levels. The same organizational success objective, advantages in both sides by learning in one side of migrant labors and other side of organization gets success. Diverse team members create more competitive advantages and innovation than homogenous teams.

Educational background is individual capacity to understand and judge process in correct. Construction industry development enlightens the necessities of educational background. Conventional construction practices with minimum educational background requirement enough in old time. Now, start from preparation till finished structure designs and constructs for human, society, environment, and global friendly structure product needs high education. Digital technology knowledge familiar and special educational background become necessary for current market trend and sustainable organization in the market. Construction fields have many risky jobs still operate by manual mixed with diverse educational background level people.

The construction industry fundamental requirements for many human lives' safe to utilize depends on attitude. There are many blind spots in construction periods to care, which important in several ways to defect the structure or health effect to end users. Positive attitude culture makes people performing tasks and produce products in more durability and safe than others. Customers cognitive of organization's attitude strengthen the performance.

International organization, Obayashi Corporation, specialize in construction and operates in many countries, prepares to run business operation in Myanmar, registered and opened Obayashi Corporation Myanmar Branch Office in 2014. In past, Obayashi Corporation was left Myanmar on 1997, after completed Yangon Institute of Nursing project which was granted by the Japanese Government. As the leading general contractor in Japan, Obayashi Corporation aims to build sustainable organization in Myanmar for long,

as same goal for every operating area in the world. For that reason, as an objective, the organizational performance fulfill becomes key item. The company selects for core local Myanmar staffs, who are already served long in other country offices, to return and contribute their experiences as repatriate for organization success and build the competitive organization and industrial development to country.

1.2 Objectives of the Study

The main objectives of this study are as follows:

1. To analyze the effect of change management on organizational culture at Obayashi Corporation,
2. To analyze the effect of workplace diversity on organizational culture at Obayashi Corporation, and
3. To examine the effect of organizational culture on organizational performance at Obayashi Corporation.

1.3 Scope and Method of the Study

This study focuses on the change management, workplace diversity, organizational culture, and organizational performance of the Obayashi Corporation, specifically to the subsidiary and branch offices, which locate in ASEAN regions, out of Japan where Head Office and Head Quarter have. There are 430 employees in subsidiary and branch offices of Obayashi Corporation in 2025. Sample size is 204 at confidence level of 95% with 50% response by using Raosoft sample size calculator. Primary data is collected from 204 out of 430 by using sample random sampling method Five points Likert-scale questionnaire with online survey method are used to collect the primary data. Secondary data is gathered from related textbooks, articles, websites, international dissertations, and other local MBA research papers from the library. For the data analysis, descriptive statistics and regression methods are utilized to examine the influence of change management and workplace diversity on the organizational culture and the effect of organization culture on organizational performance at Obayashi Corporation. Data collection period was commenced from April and completed in May 2025.

1.4 Organization of the Study

This study is compiled in five main chapters. Introduction is at the beginning of the first chapter which includes rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents the theoretical background and previous study to configure the conceptual framework consideration with respect to change management, workplace diversity, organizational culture, and organizational performance. The chapter three presents the profile of Obayashi Corporation and its' organization change management, workplace diversity, organizational culture, and demographic of respondents. Chapter four analyzes the effect of the change management and workplace diversity on the organizational culture, and the effect of organizational culture on organizational performance by using descriptive and regression analysis. Lastly, chapter five presents the conclusion of the study findings and discussions, suggestions and recommendations follow by the needs of further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter discloses change management, workplace diversity, organizational culture, and organizational performance. Previous studies and conceptual framework of the study are also described in this chapter.

2.1 Concept of Change Management

Change management is defined as the way people, teams and organizations are changed by applying processes to manage resources and activities that restructure a company more effectively (Thompson, 2010). Internal and external cognitive effect is important for the organizational change requirements. Current process, leading style, and culture are some of internal requirements. Laws and regulations, customer perception, and technology changes are some of external requirement to change.

Change management is the process, tools, and techniques to manage the people side of change to achieve the required business outcome (Abera, 2020). Change management is also defined as the execution of business strategic plans and delivery of required change projects, through communication to stakeholders and partners, integration of multi discipline teams and management of people (Crawford, 2013). This study emphasizes change management including leadership, communication, employee engagement, and readiness of change (Abera, 2020).

2.1.1 Leadership

Leadership is defined as a means of encouraging persons to achieve organizational objectives, and good leading makes it possible for an organization to expect, envisage and sustain flexibility to enable others to bring about deliberate change (Draft, 1984). In the organization, leadership is the initiator to observe, monitor, enhance, create, and develop the require process to change for the further competitive advantage. That belongs to both the human resource and necessary tools preparedness to develop in due time.

Effective leadership therefore includes analytical skills, inspiration, management, reward, and motivation, all together to achieve the organizational goal in line (Hurduzeu,

2015). Leadership is not only guiding the right way to progress for the result, emotional reinforcing by giving time to listen their voices, gratitude in value, and build trust to devote the task for mutual benefits.

2.1.2 Communication

Communication is defined essential criteria of a successful vision which made easy the formation of talent and skillful team members that are competent to handle the change effectively is very important (Fatima et al., 2013). Additionally effective communication, employee's attitude and perception of manager's action and conducive working environment play a significant role in achieving better organizational performance through change (Chew et al., 2006).

To maximize the productivity of persons involved in change and implement effective change, organizations should consider communication as a key lever in change management process and use it properly (Yazdanifard, 2012). Effective communication has both sides in the same understanding for further actions to carry out with no little deviate.

2.1.3 Employee Engagement

Employee engagement is defined as motivational factors towards organization's objectives achievement by the good environment that is offered to the worker enables him/her to offer the best that the organization needs for its achievement of goals and objectives (Kazimoto, 2016). Employee engagement is dependent on six conditions such as job design, culture, recognition communication, career, development, employee involvement and motivation (ErajesvariePillay, 2018).

Participation of employees can be a useful approach that sheds light along the change process so that the sources of resistance to change can be overwhelmed and the performance of the organization enhanced (Pomares et al., 2012). Employee engagements grow large when organization have considered well for the employee in tools, resources, refreshment, and reward to the success.

2.1.4 Readiness for Change

Readiness for change is defined as organizational members' beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make those changes (Terefe, 2020). Continuous internal training and educating the employees, make inspire the employees' trust and happen readiness for change process with no hesitate.

Readiness of change to happen before the change process because readiness of change is important for the success of change process by the employee. Change can occur under conditions of low readiness, of course, but behavioral science research indicates that the probability of success is reduced when low readiness leads to low motivation to change or to active resistance (Anjani, 2013).

2.2 Concept of Workplace Diversity

Workforce diversity is defined to employees with different backgrounds like race, ethnicity, caste, age, gender, personality, cognitive style, work experience, academic background, tenure, organizational function, language, culture, religion, region, etc. together make up diversity, includes age, race, ethnicity, religion, culture, gender, abilities, and sexual orientation (Schwind et al., 2007). Darwin and Palanisamy (2015) stated that a diverse workgroup brings varied experiences, skill sets, and insights to the table, enhancing overall team performance and thereby the organization's performance.

The workforce diversity emerged mainly to further the availability equal opportunities in the workplace, aimed at ensuring that the organizations make the most out of the differences from a diverse workforce rather than losing talent which might assist the organization to be more efficient and effective (Bryan,1999). This study emphasizes workplace diversity of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture (Rohan, 2022).

2.2.1 Gender Diversity

Gender diversity in the workplace is defined as psychological distinctions and experiences that are socially or culturally connected with being a man or a woman (Ali et al., 2011). Mixed-gender groups perform better than same-gender groups (Darwin &

Palanisamy, 2015). Developed countries are now considered as an act to increasement of gender diversity by more females in management level for the betterment.

Nakagwa (2015) discovered that gender diversity, in addition to other types of diversity in the workforce, resulted in more innovative and higher- quality solutions, provides a range of perspectives on critical strategic leadership and managerial decisions, boosting the quality and possible effectiveness of such judgments for the firm.

2.2.2 Age Diversity

Age diversity is defined as the values and attitudes associated with each generation, as well as the generational differences between people or employees (Backes-Gellner & Veen, 2009). According to Zaidi et al. (2010), age diversity is defined as an essential asset in modern organizations, also say that elder employees bring a valuable set of experiences and intuition that aid in decision-making due to their intuition and experience.

Mutunga and Gachunga (2013) said that worker age variety supports the upward (reverse mentoring) and downward (mentoring) exchange of information across generational groups' ideas. Parrotta et al. (2011) investigated the influence of age diversity in the workplace and discovered that a varied workforce produces higher-quality products and services.

2.2.3 Ethnic Diversity

According to Hoogendoorn and Van, (2012), ethnic diversity is defined as one of the most relevant and salient aspects of labor heterogeneity, as variance in (mother) or primary languages, races, faiths, and cultures measured in terms of a person's country of birth, parents, or culture is defined as ethnic diversity.

Ethnic diversity included company have more advantages to grab variable customers' perception, wider consideration and conceiving of situation, sale, and harmony internal satisfaction by bring in the different ideas, recommend, and problems than ethical homogeneity to success the organization. Ethnic diversity improves organizational performance by forming more productive teams (Hoogendoorn & Van, 2012).

2.2.4 Educational Background

Educational background is defined as the experience of someone who has obtained from a learning program (Krech et al., 1983). The experience can be (a) knowledge, or relating to cognition, (b) attitude, and (c) behavior certain. Different cognitions put forward lead to ways of learning and think differently. Therefore, it can be stated that the background different education will cause the development of knowledge it's different where the development knowledge occurs according to learning experiences that have been obtained (Krech et al., 1983).

Attitude and behavior are shaping by the educational background to each employee, reflect to the team and the organization then. View and diagnose to the problem, resolve capacity to the satisfaction level is found not the same by each employee it depends on the educational background.

2.2.5 Attitude

Carrera and Lambooi (2015) is defined attitudes as the sum of (positive and negative) beliefs weighted by evaluations of those beliefs. Attitude own by each employee converge in organizational objective by all employee is important for the organization to success in change process.

Attitude is defined as the directives to assess workforce diversity which leads to employee satisfaction, productivity, and happier customers which are major signs of attitude toward workforce diversity and culture at the workplace (Dobbs, 1998; Kochan et al., 2003). Workplace culture is influence to diverse attitude to become the one for all employee as key matter for the organization success.

2.2.6 Diverse Culture

Cultural diversity is defined as the heterogeneity of national cultures, his or her country of residence of team members, include of racial, sexual, organizational, professional, and national heterogeneity (Berry & Sam 2013). Mutual respect, value, and understanding each diverse culture in the workplace to progress in uniform work culture be most powerful for the organizational performance.

Different cultures work differently, have different views and approaches to solutions and from that team members can learn to be better people (Kristinsson et al., 2011). Not only organizational team diverse culture, external clients, and operating location culture are needed to coincide to the one objective of the organization is important.

2.3 Organizational Culture

Organizational culture is defined as concerned with the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles (Daniel, 1999). Additionally, organizational culture is the set of shared beliefs, values, and norms that influence the way members think, feel, and behave (Fred, 2011). Organizational culture is the habit of all the employee on the workplace naturally perform with converge in same trust on the organization who they are worked, fulfill the mission what they are needed to.

Needle (2004) said that culture contains the companies' vision, norms, systems, symbols, language, assumptions, ideals, and habits. Employees all have the same understanding on the same standards and values each other's culture through own in the organization to strengthen the performance. Culture is particularly important because it can powerfully influence human behavior and its near invisibility makes it difficult to address correctly (Kotter, 1996). Employees are practices care of organization's name to keep in good, value the customer's perception, endeavor for timely deliver for the product, and seek the competitive advantage in the market in their daily workplace spirit become organizational culture to boost the organizational performance.

Organizational culture is something that develops with time and is ultimately defined by the organizational philosophy, experiences, expectations, and values. Therefore, organizational culture affects individual member behaviors and depicted employees' interactions, inner workings, and even self-image (Nzuva, 2022). Schein (2011) said that productive organizational culture is characterized by shared written and unwritten rules, customs, beliefs, and attitudes that are considered valid and contribute to all organizational stakeholders' mutual benefit. Individual person specifically the leader, who observed by all the employees should behave, perform, and follow the declared rules and regulations, such organization have strong and substantiate organizational culture with no argue.

Ostroff et al. (2012) indicated that organizational culture determines how business decisions are made, in addition to business survival techniques. View of organizational culture as practice of the organization as how to communicate internally; how to handle the external people including customers; observe, monitor, and record system; strong and poor system with promotion consideration; and bonus systems are the basic organizational culture what young or newcomers to suit with their own to get position. Beyond cognitive by observation, employee who has less capacity to do so or not suit their own habits, changed mind to either switch the job or resist to involve in the change process. Organizational performance effect if such employees are much in quantity.

Organizational culture is invisible matter, but it could see the characteristic of that organization's employee behaviors and practice. That is not provide much to each employee's productivity, supporting to the performance of the organization by harmony of all employees aim in same objective to achieve. Employee awareness for any changes in the organization on time is one of key factor for their belief and interest to perform in same task at workplace. Majority in workplace culture homogeneity regardless of their own diverse culture, ease to success of organizational success to reach.

2.4 Organizational Performance

Aguinis and Kraiger (2012) defined organization performance as the degree to which an organization attains its mission, vision and objectives that is measured in terms of quality service, customer satisfaction and increased profits. Borman and Schmit (2015) defined organization performance as a multidimensional paradigm on which measurement of several factors is based.

Organizational performance is the management's objective in specific time to set for certain reasons. That may include in financial or non-financial reason, regardless employee capacity and involvement is direct implied to organizational performance. Knowledge, attitude, and culture of employee are their psychological factor to stimulate to each individual effort to success with wide dispose of objective to achieve. Follow by the effective and efficient process to get the competitive price with better quality and customer satisfaction are needed to care.

Organizational performance is defined quite simply the way in which the people who comprise your organization work together to encompass financial performance,

product market performance and shareholders return (Abera, 2020). In the first decade of the twenty-first century, the definition of organizational performance mostly focused on the capability and ability of an organization to efficiently utilize the available resources to achieve accomplishments consistent with the set objectives of the company, as well as considering their relevance to its users (Peterson et al., 2003)

In modern society, organizational performance is measured in several ways with relevant benchmarks. Financially sound organization with no happy workplace, on the other hand employees are enjoyed in workplace but no better profits are not meant to good performance. Environmental-friendly materials utilize with long serving product with corporate social responsibility well performing organization may get good word of mouth. That happen in great marketing impact to wide and great effect to organizational performance.

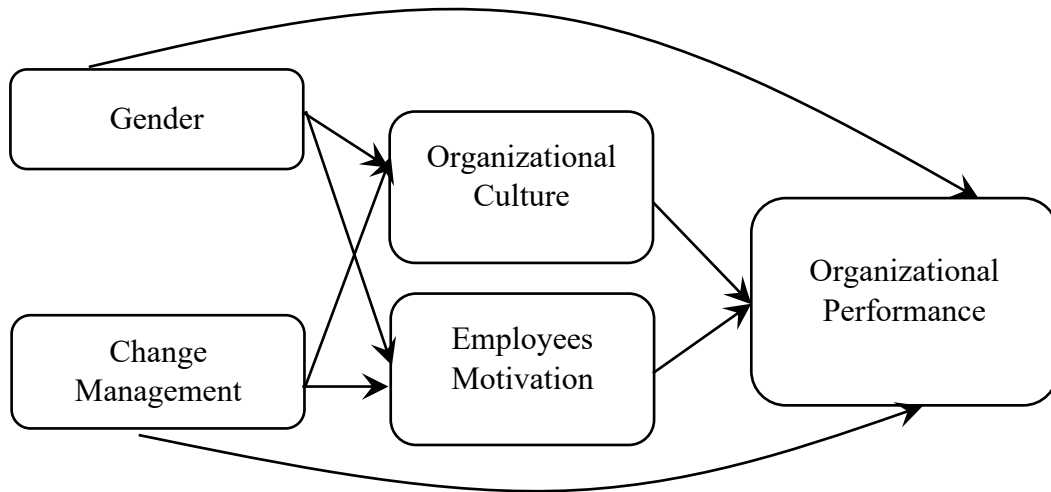
Develop employee capacity, communicate well in advance for the change process by reasons, and build all accepted organizational culture are intrinsic force to support organizational performance. Reliable product with reasonable price and timely deliver for the customer satisfaction is extrinsic pressure effect to the market sustainability. Organizational performance of both intrinsic and extrinsic are continuously develop and maintaining organization have competitive advantage in the market with pride. By that situation, financially also sound for better awarding culture to practice for outstanding, teamwork innovation, and department wise creation concessive are definitely happened with no doubt for continuous organizational performance.

2.5 Previous Studies

Birhanu (2015) studied on the effect of change management practices on performance of an organization as well as the relationship between gender, employees' motivation & organizational culture and their effect on the overall performance of an organization by focusing on Commercial Bank of Ethiopia (CBE), particularly in Addis Ababa city administration. The study was conducted on 12 randomly selected branches of Commercial Bank of Ethiopia. The study was conducted on 265 employees including top level managers. Commercial Bank of Ethiopia is one of the leading commercial banks in the country and pioneer in introducing modern banking in the country. Since change is inevitable to different pressures truly set it great performance of the organization differently

from its competitors and becoming a world class commercial class. The conceptual framework of Birhanu (2015) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Birhanu

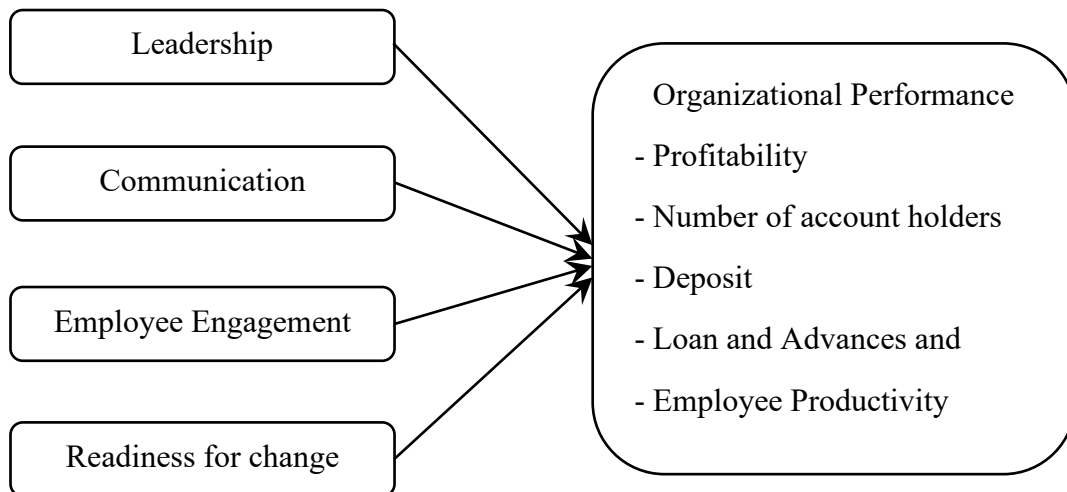


Source: Birhanu (2015)

The results from path analysis, there was no effect by the gender had no direct effect on employee's motivation. But organization culture had a stronger direct effect on organizational performance. Change management practice in turn had the strongest direct effect on both organizational culture and employees' motivation.

Abera (2020) studied on the effect of change management on organizational performance of private Commercial Banks in Ethiopia. A total of 246 questionnaires were distributed to the selected commercial banks employees total 246 and 242 responded. This study had pointed out the effect of change management on organizational performance, in the case of private commercial banks in Ethiopia. The study considered four change management components such as, leadership, communication, employee engagement and readiness for change to improve organizational performance and develop satisfied stake holders as the heart of successful financial service institution. The conceptual framework of Abera (2020) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Abera

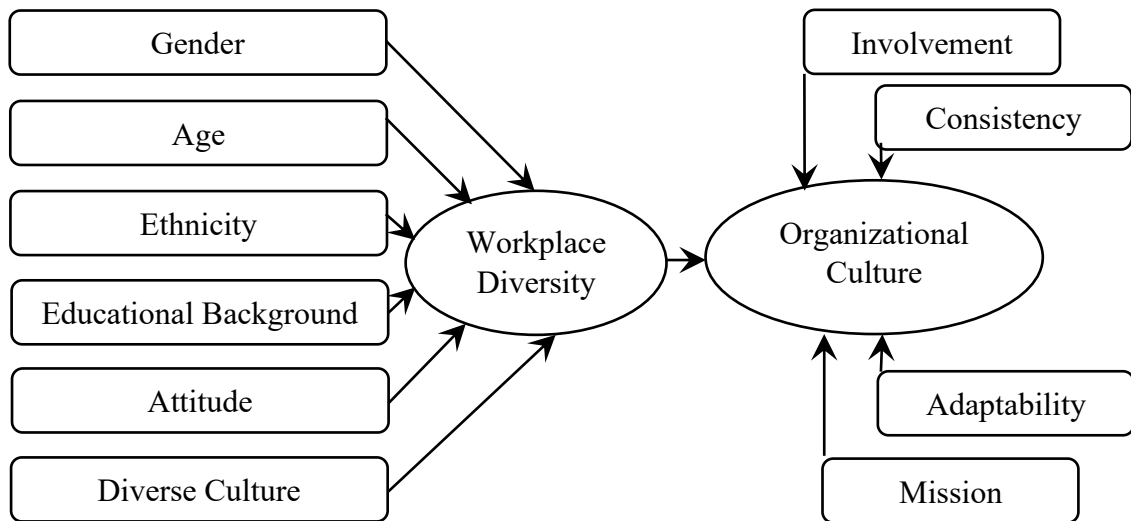


Source: Abera (2020)

Abera (2020) found that company like private commercial banks, by satisfying its stakeholders interest, much attention had paid on the dimensions of change management especially on employee engagement, communication, readiness for change and leadership plays a vital role in organizational performance as per their order of importance.

Rohan (2022) studied workforce diversity with constructs of age, gender, educational background, ethnicity, attitude in human resource management and organizational culture as part of human resource development and their relationship to building a competitive and sustainable business environment in service sector which is prudently selected from IT, banking, and financial industries from Pune region, Maharashtra, India. The research survey was carried out through Maharashtra Industrial Development Corporation area inside and outside to total 608 employees and total 220 responded including HR manager and management representatives. The conceptual framework of Rohan (2022) is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of Rohan



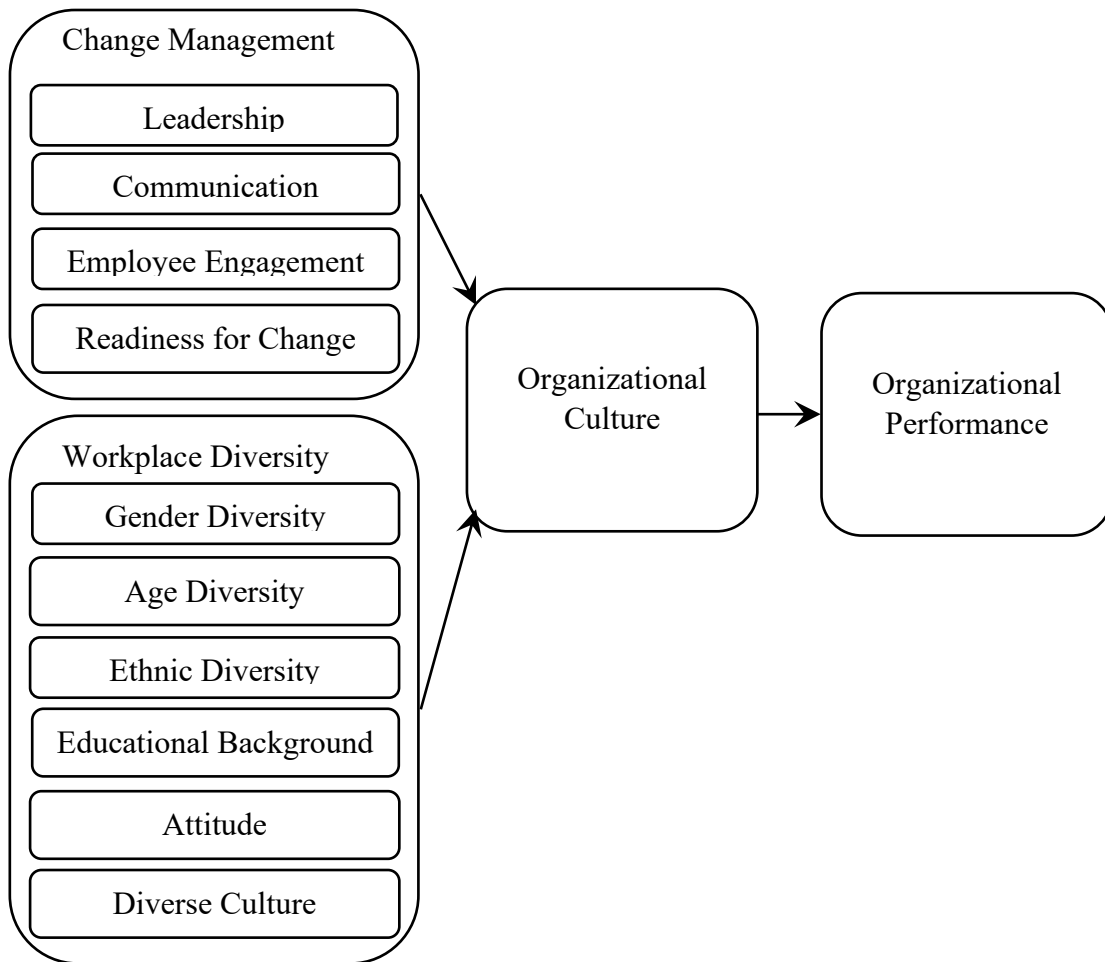
Source: Rohan (2022)

Rohan (2022) found from study that two-fold approach wherein the employees and HR managers of the organizations revealed that the factors of workforce diversity have a positive impact on organizational culture. Thus, In the Indian Context, the factors of workforce diversity play a crucial role in building organizational culture ultimately leading to the performance, productivity, profit maximization, and sustainability of organizations.

2.6 Conceptual Framework of the Study

The framework of the study is the effect of the change management, and the workplace diversity are the key study area for the organizational culture, proceeding effect to the organizational performance as the outcome resultant as shown in Figure (2.4)

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2025)

According to the conceptual framework, the change management (leadership, communication, employee engagement, and readiness for change) is independent variables developed by Abera (2020). Workplace diversity (gender diversity, age diversity, educational background, attitude, and diverse culture) is independent variables and organizational culture is dependent variable by Rohan (2022) and Abera (2020). Organizational culture is independent variable and organizational performance is dependent variable by Birhanu (2015).

CHAPTER 3

PROFILE, CHANGE MANAGEMENT, WORKPLACE DIVERSITY, AND ORGANIZATIONAL CULTURE OF OBAYASHI CORPORATION

This chapter presents a comprehensive profile of Obayashi Corporation, change management such as leadership, communication, employee engagement, and readiness for change, workplace diversity inclusive of gender diversity, age diversity, educational background, attitude, and diverse culture of Obayashi Corporation, demographic profile of respondents and reliability analysis.

3.1 Profile of Obayashi Corporation

Obayashi Corporation is established in 1892 at Osaka, Japan. Currently operating business in 16 countries and regions with consolidated employees of 16,986 as of March 31, 2024. The Obayashi Corporation is pursuing construction and construction-related businesses in North America, Southeast Asia, Oceania, and other regions. Since 1980, participated and built for Japan Government Grant Aid projects in Myanmar like Forest Training Center, Food & Vegetable Research Center, and Yangon Institute of Nursing as general contractor. Registered and opened the branch office in 2013. Currently, preparing local office establishment with development for business networking, human resources selecting and training, and market study for the investment.

3.1.1 Vision and Mission of Obayashi Corporation

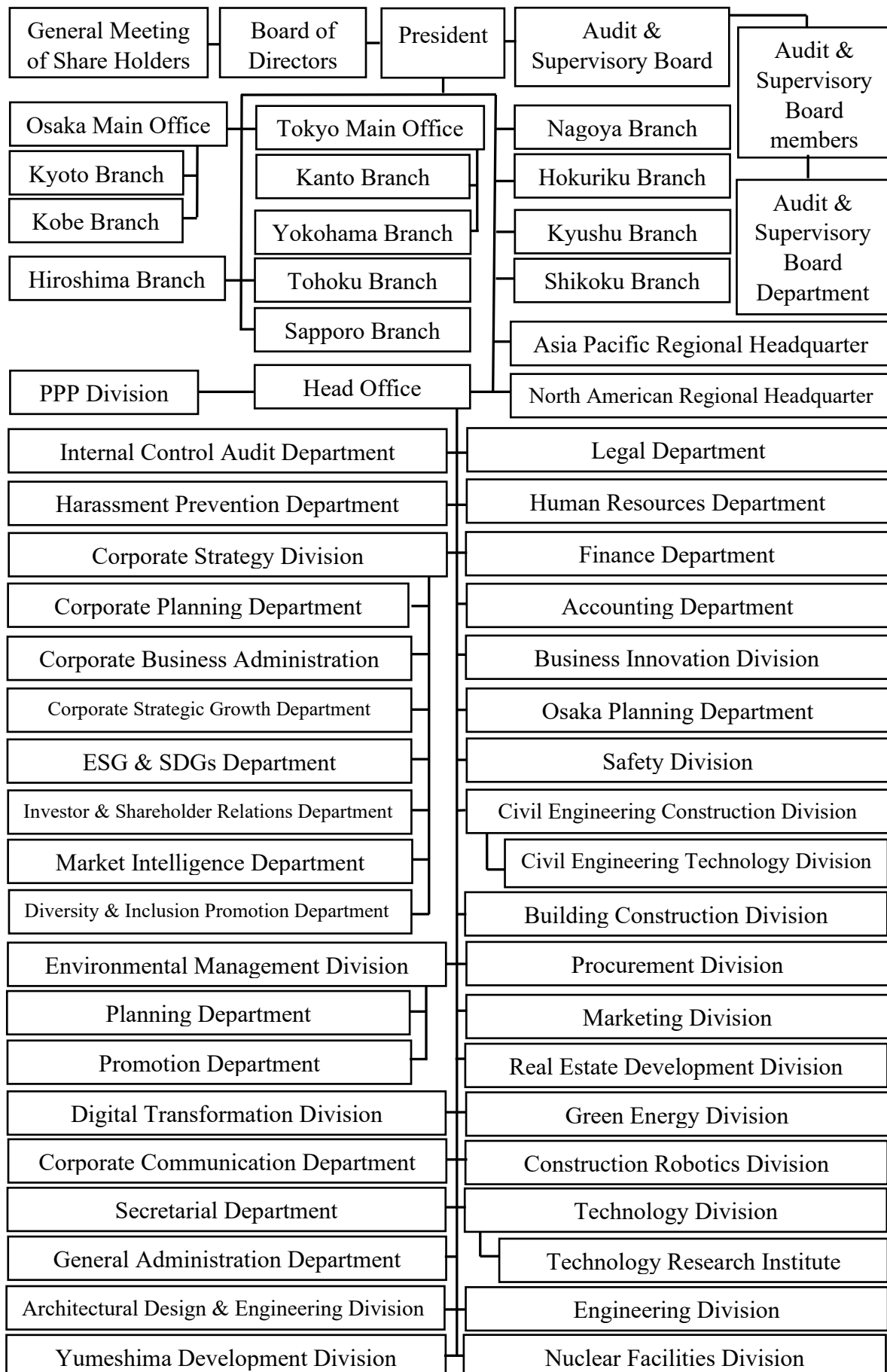
The Obayashi Group has formulated long-term Obayashi Sustainability Vision 2050 to steer the Group's united efforts to pursue sustainability of the planet, society, and people, and of the Obayashi Group. We seek to do this by embracing the various social trends and changes in our business environment and by incorporating our environment, social, and governance (ESG)-focused management foundation as well as our initiatives to address the challenge of achieving the sustainable development goals (SDGs). The vision targets a future sustainable society, defining the ideal Obayashi Group of 2050. Backcasting was employed to set targets for 2040 to 2050 for the Group to work toward and determine

the direction of its business development. To help achieve these targets, we have put concrete action plans in place and set key performance indicators key performance indicators to guide our efforts.

3.1.2 Organizational Structure of Obayashi Corporation

Obayashi Corporation operates 28 departments and divisions, under president control, select by board of directors annually, support of audit and supervisory board. Head office locates in Tokyo, and Osaka, Japan. Organization chart of Obayashi Corporation is shown in Figure (3.1)

Figure (3.1) Organization Chart of Obayashi Corporation



Each department and division have their main tasks and responsibilities are as follow.,

(1) Internal Control Audit Department

The internal control audit department is primarily responsible for monitoring and assessing the overall integrity and effectiveness of the company's internal systems. Internal control audit department evaluates and oversees tender budgets, project budgets, and actual expenditures to prevent budget overruns and ensure target profit margins are maintained. Additionally, all processes ensure compliance with laws and regulations and provides consultation to prevent misconduct while promoting ethical behavior in the workplace.

(2) Harassment Prevention Department

The harassment prevention department focuses on educating employees and protecting them against workplace harassment through consultation and preventive measures. Construction industry is nature of stressful work, including frequent overtime and overnight shifts, the department ensures a safe, harassment-free environment. It organizes timely training sessions and deploys control teams at each worksite to monitor and guide behavior.

(3) Corporate Strategy Division

The corporate strategy division comprises seven department. They are corporate planning department, corporate business administration department, corporate strategic growth department, environmental, social, and governance and sustainable development goals department, investor relations and shareholder relations department, market intelligence department, and diversity and inclusion promotion department.

(i) Corporate Planning Department

Corporate planning department is planning for the company development of business strategies. Corporate planning department coordinate with all departments and

divisions to ensure the realistic goal setting and share information to all for well understanding of objectives in align with rules and regulations stipulated by the authority.

(ii) Corporate Business Administration Department

Corporate business administration department is controlling and ensuring procedure and process of administration align with organizational objectives. Corporate business administration department managing resources support for the operation effectiveness and efficiency.

(iii) Corporate Strategic Growth Department

Corporate strategic growth department oversee implementation and adjustment of progress to meet long-term corporate goals. Corporate strategic growth department communicates, consults, and initiates strategic action to various departments and divisions.

(iv) Environmental, Social, and Governance (ESG) and Sustainable Development Goals (SDGs) department

Environmental, social, and governance (ESG) and sustainable development goals (SDGs) department develop and monitor the strategies and progress aligned with the United Nations sustainable development goals (SDGs). Environmental, social, and governance and sustainable development goals department coordinating, consulting and supporting all departments and divisions to their process in align with the organizational goals.

(v) Investor Relations and Shareholder Relations Department

Investor relations and shareholder relations department manages communication with stakeholders and investors, gathering feedback to support management for financial decision. Investor relations and shareholder relations department arranging annual meetings for investors and shareholders, include board member reselection process.

(vi) Market Intelligence Department

Market intelligence department conduct market research support to business strategic marketing decisions and improve marketing effort. Market intelligence department monitor market trend, customer satisfaction and competitors market influences. Department collaborates and share information to regenerate more efficient process for competitive.

(vii) Diversity and Inclusion Promotion Department

Diversity and inclusion promotion department promotes workplace inclusion through policy planning and educational initiatives focused on gender, nationality, and age diversity. Diversity and inclusion promotion department monitors and collaboration with other relevant departments, managing risks and development.

(4) Environmental Management Division

Environmental management division manages environment friendly strategies, system, educate and training, control of supply chain, and innovate and technology development. Environmental management division monitors project sites, supporting process, maintain policy, and practice to lead the market. Environmental management division have two departments (i) planning department design conscious process align with environmental-friendly, diverging from conventional. And (ii) promotion department develop campaigns to promote employee and public engagement in environmental initiatives.

(5) Corporate Communications Department

Corporate communications department responsible for internal communication, digital platform assessment, media relation, and crisis management. Corporate communications department manages brand awareness and support communication strategies targeting potential customers. Monthly press conference, printing and delivering reports, and media corresponding business are handled by corporate communication department.

(6) Secretarial Department

Secretarial department supports executive management thoroughly policy coordination, schedule and agenda management, and handling of secure confidential information. Secretarial department coordinate between management and several department heads to process efficient actions adherence with corporate governance and protocol. Authority communication with management is handled by secretarial department schedule adjustment and agenda managing.

(7) General Administration Department

General administration department oversee the project effective, efficient, and relevant resources. General administration department procures, prepares, manages, and record to daily operations. Both domestic and international employees training, and education programs arrangement are managed by general administration department.

(8) Legal Department

Legal department oversees corporate ethics and legal compliance. Legal department ensure contractual practice in legal format, risk management, litigation, regulatory affairs, and intellectual management to mitigate legal risks. Legal department supports management to review contractual correspondence and consult to eliminate any potential rise on project sites.

(9) Human Resources Department

Human resources department focuses on workforce planning, talent development, ethical development, inclusion, and employee consultation. Human resources department frequently visits to jobsites educate and monitor of human rights affairs and ethical compliance, workplace inclusion and safety, and well-being. Authority consultations for labor and report management further action are handled by human resource department.

(10) Finance Department

Finance department ensures capital efficiency for current and future projects, investments and returns. Finance department oversees financial regulation compliance, and support financial risk management, and reporting. Finance department communicate with authority, banks, and financial institute for regular coordination and information collection, reports management and public.

(11) Accounting Department

Accounting department prepares financial reports and records, check, and monitor projects' expenses and audit, compliance with accounting standards, risk management, and ethic assurance. Accounting department manages internal audit, monthly accounting report, and coordinate with external audit. Accounting department communicate with authority, taxation, and report for corporate annual accounting report.

(12) Business Innovation Division

Business innovation division innovates design, structure, and social utilities. Business innovation division mitigate social risks and create new investments attraction. Business innovation division manages digital platform assessment, strategic plan aligns project design, research and development, internal capability builds up, and bridging artificial intelligence technology to field personnel.

(13) Osaka Planning Department

Osaka Planning department is newly formed department specialized for Osaka region large-scale urban and event centered projects development. Osaka planning department manages specific to Osaka Expo project and integrated resort initiate. Regional business hub for strategic execution, technology promotion with investor engagement, and mega-event planning.

(14) Digital Transformation Division

Digital transformation division introduces digital innovation across the company to eliminate inefficiencies. Digital transformation division re-engineers with information technology, implement the building information modeling system with robotic construction. Digital transformation division builds up department capacity in information and communication technology in efficient and effective operation. Digital transformation division introduces digital reporting and record to save environment.

(15) Safety Division

Safety division takes responsibility for environmental and occupational health and safety management. Safety division educates, trains and implement the safe work procedure to site offices with routine inspections. Safety division communicate with authority for reporting, information collection, update practice for hazard and crisis prevention, incident prevention, precaution, investigation, and reporting. Safety division demonstrate, educate, and training to eliminate safety risk, and compliance to rules and regulation.

(16) Civil Engineering Construction Division

Civil engineering emphasizes on infrastructure projects such as tunnels, bridges, dams, river works, expressways, railroads, ports in Japan and abroad. Civil engineering construction division maintain, renovate, and remedial for existing structures and further design life span extension with regular visit for disaster resilience. Civil engineering construction division have civil engineering technology division specializes technological research and development innovation.

(17) Building Construction Division

Building construction division emphasizes on design and construct of offices, condominiums, commercial facilities, factories, hospitals, schools, and other facilities. Building construction division integrates design for carbon-neutral and eco-friendly with artificial intelligence and robotic construction. Building construction division develop epidemic resilient buildings and modular construction method development.

(18) Procurement Division

Procurement division manages procurement operations enhance cost advantages.

Procurement division centralizes procurement, distribute all project sites, and maintain expense. Procurement division educates suppliers for the objectives of company and comply to regulations. Procurement division promotes carbon-neutral process and chain brakes to corruption process.

(19) Marketing Division

Marketing division promotes marketing strategy and unified strategies across local branches. Marketing division assures brand names and customer satisfaction. Marketing division creates anti-covid protect design solutions attract customers with reasonable cost. Marketing division supports public information regards health, safe, and social harmonizes community building.

(20) Real Estate Development Division

Real estate development division performs property investment, the large-scale land property acquisition and brokerage management. Real estate development division creates smart city with low-carbon concrete, energy-saving system, seismic damping, and green building design. Real estate development division emphasize to increase asset value by energy-efficient renovation to existing property.

(21) Green Energy Division

Green energy division focuses on renewable power generate source construction and investment. Green energy division builds energy sources including solar, wind power, biomass power, geothermal and small hydropower. Green energy division has technology, research and development, integration of green hydrogen technology and infrastructure.

(22) Construction Robotics Division

Construction robotic division combats labor shortages through automation and artificial intelligence. Construction robotic division deploys robotic equipment on project sites, monitor and training to field staffs. Construction robotics division creates new business as rental robotic machinery rental. Construction robotic division has research and development team encouraging innovate robotics machinery in more construction processes.

(23) Technology Division

Technology division takes responsibility to conducts large-scale testing on buildings and bridges with vibrate control technologies, fire protection, and seismic control. Technology division designs smart building, use zero energy with smart energy system. Technology division has technology institute, demonstrates, and coordinates with stakeholders. Technology division oversee intellectual property and client's solution for special design, future lab functions, and cross functional integration.

(24) Engineering Division

Engineering division oversees engineering, procurement, and construction work integration. Engineering division performs special facility design and construction such as nuclear plant engineering, waste disposal system, decommissioning, and contamination prevention system. Engineering division manages and implements the three-dimensional airflow, vibration simulation, micro-vibration control, and lifecycle logistic optimization.

(25) Nuclear Facilities Division

Nuclear facilities division performs design, engineer, and construct nuclear infrastructure, facilities, and dispose facilities. Nuclear facilities division develop and executes safe, efficient decommissioning, and manages radioactive waste disposal. Nuclear facilities division operates research and development integrating safe reactor system by prestress concrete containment vessel construction.

(26) Architectural Design and Engineering Division

Architectural design and engineering division designs and implements the transforming architectural concepts to realized, functional, and innovative structures. Architectural design and engineering division develops detailed engineering, coordination across engineering teams efficient to technology innovation.

(27) Private Public Partnership (PPP) Division

Private public partnership division processes investment in develop, operate, and manage infrastructures. Private public partnership takes responsibilities in planning, bidding, and concession of government entities. Private public partnership division collaborates across department teams and design, engineering, construction, facilities management, and communication with government entity to operate long term.

(28) Yumeshima Development Division

Yumeshima development division takes responsible for Osaka expo and integrated resort facilities development. Yumeshima development division promotes campaigns with authorities progress national bid, review and approve comprehensive projects, coordinates for high-level project planning by bridging Obayashi Corporation experience to success. Yumeshima development division organizes talented staffs to structure for the integrated resort development and relation with stake holders.

3.2 Change Management and Workplace Diversity of Obayashi Corporation

Obayashi Corporation is leading company in the industry location in Japan. Customer needs to harmonize with global trend and market situation synchronize change management become the requirement. The company is being emphasize on diversity inclusion in workplace lead in the industry by Obayashi Corporation since April 2021.

3.2.1 Change Management of Obayashi Corporation

Change management of Obayashi Corporation composes of leadership, communication, employee engagement, and readiness for change are as follow:

(1) Leadership

Japanese company, Obayashi Corporation well manage with strict leadership with plan, do, check, and action base on every step on report, and record. Strong leadership style as hierarchy on fundamental with trust on all commands. Recently, company changing to leadership style, conditionally assign the young leader to solve the specific problem as well as giving them chance for young proactive people, who have chance to build confidence and experiences. Detail progresses are under observed and monitoring by the management team with close guidance to minimize the chance to fail, as well as betterment for the organization. Also, inclusion of female staffs more deploys in management level including operation field jobs, more efficient operation with social relation affective. Native leaders who lead the teams rather than foreign leaders is more affective and understand of operation region's culture, practice, and competitive cost system is practicing by the company recently. Under experienced leadership, transparent communicates with all team members and work together as one endeavor to achieve for organizational success.

(2) Communication

The company practices well in transparent communication internally to perform the work well with time. There has no hassle and bias, for the company purpose is free to suggest with no restriction. Obayashi Corporation office sitting plan is always all team members are sitting each other along under view of team member seat. That sitting plan well considers for close communication and easy observe by the leader who interrupt on discussion upon reach on wrong time. All the team members understand well about who doing which task in the team with target dates. The company communicates each other with intranet and cloud base system about sharing own status and problems timely. The company uploads the information with information technology assists, important information immediately distributes to all over the offices in any regions on the same time. The company provides personal mobile communicate devices with close monitoring all the members movements with immediate support upon request. All the team members are working together with online communication makes same understanding in same time. The company utilizes face recognition, thumb scan, office cameras, worksite cameras, and helmet top cameras introduce in workplace makes more efficient, safe, record, and effective communication practices for organizational.

(3) Employee Engagement

Obayashi Corporation employ newly graduated employees annually. From that time, all employees become same family members for company along their lifelong service with pride. That habit practices and transfer through generation to generation for all employees involve on any occasions actively engages for company progress regardless of assignments or directions. The company motivate regularly for employee engagement happily by means of reward, promote, and opportunity for further study chances. The company consistent improvement to keep market influence indirectly get employee engage in workplace with pride to perform tasks. Employee believes their service to company assure their life safe and worth, makes engage in tasks happily without resist. Employee satisfies their accomplishment by engaging in workplace with sufficient tools, equipment, and resources better than competitors in the market. Employee's engagement in supporting leader for important decision-making aim of company success. Company crates entertainment conditionally to motivate and collaborative condition among team members for more engagement on process efficiently.

(4) Readiness of Change

“Kaizen” betterment is common in Obayashi Corporation, regardless of management order or not, all employees are finding the better process than the existing. Employee notifies the company when current practices feel insufficient efficiency with suggestion to change. Employee desire involves in change process with their knowledge to improve process without delay. The company leads properly to all employees with transparent information share happen employee trust on company and participate on any change process with no resist in ready. Continuous development programs upgrade employee knowledge and confidence to judge existing process whether needs in change or not. Employee coordinate internally to exchange opinions before change, with active suggestion and compliance to company objectives are made by all parties including stake holders in change process. Management well listens employee voices to overcome any their difficulties and makes readiness for change.

3.2.2 Workplace Diversity of the Obayashi Corporation

Workplace diversity of Obayashi Corporation composes of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture of Obayashi corporation are as follow:

(1) Gender Diversity

Obayashi Corporation recognizes the strengths of individual employee, promote the establishment of diverse personnel in workplace in active roles regardless of age or gender to develop inclusion in organization continuously. Recently, more female management positions are taken by eligible staffs to lead the organization. The company understands and practices gender diversity as important regardless of regulations issue or not. As well as fair treats regardless of gender in benefits and opportunities with appreciation to female people. Female staff interest and work capacity are becoming intrinsic power as compliments to organization performance. The birth rate becomes indirect impact in workplace, gender diversity is becoming necessary and committed to apply.

(2) Age Diversity

Obayashi Corporation understood the important of age diversity on fast development technology changes. The company gets assist of information technology platform and artificial intelligence with combination of experienced aged generation with information technology familiar young generation in the same workplace perform becomes most competitive advantage in the industry. Japan continuously decreasing birth rate, age diversity is becoming natural gift. All big Japanese organizations familiars and common to practice extend the retirement age and working culture change too. That culture practice spreads to other regions, where no birth rate has problem, age diversity considers as necessary matter in consideration for the performance.

(3) Ethnic Diversity

Global operating company, Obayashi Corporation has well organizational culture system operate several regions for more than 100 years. Employee works together in workplace with ethnic diversity all time. But ethnic diversity makes more fruitful benefits

and advantages to organization, noticed through several decades with good experiences. Ethnic diversity has different culture habits, work with other ethnic people but respect each other, adopt to fundamental organization culture becomes as own. Again, new employee who joins between 5 to 10 years to organization, dispatch to train in different region offices. Trainees participate in daily operation and familiar with ethnic diversity in workplace. These trainees observe and bring back experiences to office in origin as tools to cultivate.

(4) Educational Background

Construction Industry, anywhere in the globe starts with low education people. The industry gradually develops by strengthening the industry, through hand made to manmade situation with artificial intelligence assist. Obayashi Corporation recognizes the people participate has different educational background, listen each employee opinions on each process to progress. The company cooperates and amends the process become more success than expected. That success is happened by coordinating each other has different educational background. Now, employees have different educational background, efficiently operating with information technology, develop more progresses make more benefit to organization. That habit becomes culture of organization leads success the organization.

(5) Attitude

Obayashi Corporation cares attitude and monitors consciously for long. Attitude essential for good business operations, under open communication society situation, important to control is well understood by the company. As nature of construction Industry, projects are dealing and progressing away from supervision team. In-charge person manages the task with responsible for each process. On that occasion, attitude becomes compulsory to all employees, who dealing daily with subcontractors, chance to jeopardize quality and safety, totally rely on attitude. Organization regularly held the ethic training, develops and exams the attitude. Employee's immediate action needs for construction daily operation nature, with responsible not by taking risk to the organization. Attitude, part of the organization culture, aims for performance by means of faster by efficiency, better with reasonable cost, safe to utilize for long are goals. All employees move same objective through process with same attitude become organizational culture appears.

(6) Diverse Culture

Obayashi Corporation operates globally face several culture difficulties. But respect and harmony to regional and individual culture without affecting the organizational performance, manages and changes to betterment. That mutual benefits to the concern party interest and organizational performance are another key item practices exist in the organization for long period. Diverse culture brings different thoughts and ways to progress than conventional effect in cost, efficient and effective leads to success.

3.3 Demographic Profile of Respondents

The following Table (3.1) presents the demographic profile of all 204 respondents.

Table (3.1) Demographic Profile of Respondents

Sr. No.	Description	Number of Respondents	Percentage	
1.	Gender	Female	136	66.67
		Male	68	33.33
2.	Marital Status	Single	44	21.57
		Married	144	70.59
		Divorced	12	05.88
		Spouse Dead	4	01.96
3.	Age (Years)	20 to 30	4	01.96
		31 to 40	48	23.53
		41 to 50	52	25.49
		51 to 55	100	49.02

Sr. No.	Description	Number of Respondents	Percentage	
4.	Education Background	Bachelor's Degree	124	60.78
		Master's Degree	72	35.29
		Doctorate	8	03.93
5.	Employment Years in this Organization	Below 1 Year	12	05.89
		1 to 3 years	24	11.76
		3 to 6 years	12	05.89
		6 to 9 years	24	11.76
		09 to 12 years	12	05.89
		12 to 15 years	44	21.56
		More than 15 years	76	37.25
6.	Country of Born Origin	ASEAN	148	72.50
		Others	56	27.50
7.	Department	Human Resources	8	03.93
		Accounting	16	07.85
		Engineering	76	37.25
		Site / Operation	4	01.96
		Management	44	21.56
		Others	56	27.45
Total Respondents		204	100.00	

Source: Survey Data (2025)

There are 204 respondents are participated in this study research. As per the table (3.1), found that under the gender group, female staffs have more office work time to respond than male staffs, who working mostly in construction fields as nature of construction. The result found that 136 female respondents with only 68 male respondents.

Mostly respondents are married people as per Table (3.2), by 71 percentage, follows with single of 22 percentage. The remaining is either divorced or spouse dead, less than 10 percentage. Under the born of origin, almost staffs from ASEAN with 73 percentages respondents and others (not of Japan, European, Westerner, Chinese) is 27 percentage.

Obayashi Corporation, the general contractor for the construction work operates as main contractor for construction projects. The most staffs are well educated, confirmed by respondents of bachelor's degree holder by 61 percentages with 35 percentages of master's degree holders. And the remaining 4 percentage possess the doctorate degree holders.

Mostly working under engineering department respondents with 37 percentage, and the second most participation from management 22 percentage and other departments 27 percentage (not from human resource, engineering, management, site / operation, accounting departments). The busiest department, site / operating department is the least respondents of 2 percentage.

The respondents contrast in the age group, interest to study of change management and workplace diversity, senior staffs are more participated this study research by 49 percentage of aged 50 to 55 years old. The second most respondents are between 41 to 50 years old with 25 percentages and third of 24 percentage by between 31 to 40 years old.

The business culture and interest to the organization, long serviced staffs responded more with 37 percentage worked with organization for more than 15 years. Between 12 to 15 years worked with organization is 22 percentages. And 1 to 3 years and 6 to 9 years long worked staffs are the same with 24 percentages. Again, less than 1 years, 3 to 6 years and 9 to 12 years worked are the same with 12 percentages.

In summary, the demographic profile of respondents reveals that female staffs have more computer time to participate in the study research compared to male staffs. Most respondents are from branch offices rather than site or operation offices which could notice of age level 51 to 55 years old are the most with marital status of married. Organization culture bases monthly salary staff has minimum bachelor's degree holding. Inevitable,

engineering department staffs are more populated in construction office than other departments. Lastly, this study research interest level of freshly joined employees of less than 1 years, 3 to 6 years, and 9 to 12 years are in same minimum level.

3.4 Reliability Test

Reliability indicates how reliability or accurately a questionnaire or test measures a true value. Reliability therefore means how accurately a test can measure a variable. According to the Cronbach (1951), Cronbach's Alpha is a measure of the relationship between a group of questions. The group of questions is called a scale and each question in the group is an item. Therefore, Cronbach's alpha is a measure of the internal consistency of a scale and therefore the strength of its reliability. Interpreting Cronbach's Alpha follows set of guidelines are above 0.9 (excellent), between 0.8 and 0.9 (good), between 0.7 and 0.8 (acceptable), between 0.6 and 0.7 (questionable), between 0.5 and 0.6 (poor) and less than 0.5 (unacceptable). In general, a value of alpha greater than or equal to 0.7 is acceptable. The reliability analysis of the variables is presented in Table (3.1).

Table (3.1) Reliability Analysis

Sr. No.	Variables	Cronbach's Alpha	No. of Items	Index
1.	Leadership	0.882	5	Good
2.	Communication	0.770	5	Acceptable
3.	Employee Engagement	0.762	5	Acceptable
4.	Readiness for Change	0.826	5	Good
5.	Gender Diversity	0.739	5	Acceptable
6.	Age Diversity	0.713	5	Acceptable
7.	Ethnic Diversity	0.719	5	Acceptable
8.	Educational Background	0.722	5	Acceptable
9.	Attitude	0.797	5	Acceptable
10.	Diverse Culture	0.754	5	Acceptable
11.	Organizational Culture	0.727	5	Acceptable
12.	Organizational Performance	0.858	8	Good

Source: Survey Data (2025)

Table (3.1) shows that the reliability analysis result of Cronbach's alpha for each variable are more than 0.7. Therefore, all of variables of leadership, communication, employee engagement, readiness for change, gender diversity, age diversity, ethnic diversity, educational background, attitude, diverse culture, organizational culture, and organizational performance have supported to consistency and stability.

CHAPTER 4

**ANALYSIS ON THE EFFECT OF CHANGE MANAGEMENT
AND WORKPLACE DIVERSITY ON ORGANIZATIONAL
CULTURE AND ORGANIZATIONAL PERFORMANCE OF
OBAYASHI CORPORATION.**

This chapter focuses on the analysis of the effect of change management and workplace diversity on organization culture and organizational performance of Obayashi Corporation in five sections. The first section is examined employee perception on the change management and workplace diversity, organizational culture, and organizational performance of the Obayashi Corporation. The second section is to analyze the effect of change management on organizational culture. The third section is to analyze the effect of workplace diversity on organizational culture. The fourth section is to examine the effect of organizational culture to organizational performance of Obayashi Corporation.

**4.1 Employee Perception on Change Management, Workplace Diversity,
Organizational Culture, and Organizational Performance**

Structured questionnaire with five-point Likert scale is used to examine the objectives in Obayashi Corporation, change management consists of leadership, communication, employee engagement and readiness for change. Workplace diversity includes gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture for the examination. The conclusion derived from the average values and the elucidation of the mean values, as articulated by Best (1977), is shown as follows:

A score of 1.00 to 1.80 indicates strongly disagree.

A score of 1.81 to 2.60 indicates disagree.

A score of 2.61 to 3.40 indicates neutral.

A score of 3.41 to 4.20 indicates agree.

A score of 4.21 to 5.00 indicates strongly agree.

4.1.1 Employee Perception on Change Management

This section presents a thorough analysis of employee perception on change management of Obayashi Corporation specific to leadership, communication, employee engagement, and readiness for change.

(1) Leadership

This section presents perception on leadership within the Obayashi Corporation, focusing on five statements. The following Table (4.1) shows the survey result finding of leadership.

Table (4.1) Leadership

Sr. No.	Description	Mean	Standard Deviation
1	Being explained well about change	3.80	0.952
2	Being committed to implement the change effectively	3.94	0.779
3	Being communicated well on each phase of the change	3.88	0.857
4	Being actively involved in change process	3.86	0.795
5	Being taken responsible for implementation of change management and its effectiveness	4.04	0.742
	Overall Mean Value	3.90	

Source: Survey Data (2025)

As per Table (4.1), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree leadership effort for the change management to foster the organizational culture. Employees well understand of change management plan and agree with leadership involvement and responsibility to change process. It enlightens that more explain, involvement, and coordination for more beneficial to organization success found. Most of the employees agree the leadership of organizational culture.

(2) Communication

This section presents perception on communication within the Obayashi Corporation, focusing on five statements. The following Table (4.2) shows the survey result finding of communication.

Table (4.2) Communication

Sr. No.	Description	Mean	Standard Deviation
1	Being given opinion about the change	3.69	0.830
2	Being adequate information given about the change	2.88	1.19
3	Being discussed about the change issues and understood clearly	3.77	0.856
4	Being accepted for change by proper education and training	4.02	0.781
5	Being free from bias with respect each other	3.67	0.924
Overall Mean Value		3.61	

Source: Survey Data (2025)

As per Table (4.2), all the mean values (including overall mean) fall between 3.41 and 4.20 except one mean value fall between 2.61 and 3.40. Employees agree communication effect for the change management to foster the organizational culture. Employees agree on opinion share, discussion, education and training, and respect each other in the organization for the change management. Employee agrees the communication with acquires more information on organizational culture.

Being adequate information given about the change lies between 2.61 and 3.40 at neutral level. Employees neither disagree nor agree with adequate information for change management, acquire more information.

(3) Employee Engagement

This section presents perception on employee engagement within the Obayashi Corporation, focusing on five statements. The following Table (4.3) shows the survey result finding of employee engagement.

Table (4.3) Employee Engagement

Sr. No.	Description	Mean	Standard Deviation
1	Being cared to change by the organization in good ways	3.80	0.743
2	Being helped and explained the work about how important for the organization	3.90	0.723
3	Being assigned workload as expected	3.84	0.669
4	Being available tools and resources to perform work	3.96	0.768
5	Having opportunities for future in this organization	3.71	0.776
Overall Mean Value		3.84	

Source: Survey Data (2025)

As per Table (4.3), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree employee engagement effect for the change management to foster the organizational culture. Employees agree of tools and resources available to perform work with reasonable workload. Employee trusts organization has opportunities for their future. Employees agree change process in reasons, important and assist to perform. Most of the employees agree employee engagement of organizational culture.

(4) Readiness for Change

This section presents perception on readiness for change within the Obayashi Corporation, focusing on five statements. The following Table (4.4) shows the survey result finding of readiness for change.

Table (4.4) Readiness for Change

Sr. No.	Description	Mean	Standard Deviation
1	Being understood the reasons of change	3.98	0.612
2	Being believed to achieve the change process	3.82	0.761
3	Being trusted the change benefits for the organization	3.92	0.739
4	Being confident skills and knowledge to change process	4.00	0.628
5	Being assured that change is well-planned	3.53	0.803
	Overall Mean Value	3.85	

Source: Survey Data (2025)

As per Table (4.4), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree readiness for change effect for the change management to foster the organizational culture. Employees agree the change in reasons, trust, confidence, and planning motivate their spirit behave readiness to involve in change process as plan. Employees agree the benefits of change process for the organization. Most of the employees agree readiness for change of organizational culture.

4.1.2 Employee Perception on Workplace Diversity

Employee perception on workplace diversity of Obayashi Corporation specific of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture of Obayashi corporation are as follow:

(1) Gender Diversity

This section presents perception on gender diversity within the Obayashi Corporation, focusing on five statements. The following Table (4.5) shows the survey result finding of gender diversity.

Table (4.5) Gender Diversity

Sr. No.	Description	Mean	Standard Deviation
1	Being employed on gender basic	3.19	0.596
2	Being had equal opportunity not based on gender	3.96	0.687
3	Being made decision power not based on gender	3.92	0.765
4	Being managed stressful situation by female staff	3.80	0.716
5	Being welcomed female staff with no restriction	3.94	0.699
	Overall Mean Value	3.76	

Source: Survey Data (2025)

As per Table (4.5), all the mean values (including overall mean) fall between 3.41 and 4.20 except one mean value fall between 2.61 and 3.40. Employees agree gender diversity effect for workplace diversity to foster the organizational culture. Employees agree opportunity, decision power, managing situation and equal ability with no gender base. Employee agrees the organization no restriction to female staffs. Most of the employees agree gender diversity of organizational culture.

Being employed on gender basic falls between 2.61 and 3.40 at neutral level. Employees neither disagree nor agree in employment on gender basic. Employees need more employment policy and inclusion information.

(2) Age Diversity

This section presents perception on age diversity within the Obayashi Corporation, focusing on five statements. The following Table (4.6) shows the survey result finding of age diversity.

Table (4.6) Age Diversity

Sr. No.	Description	Mean	Standard Deviation
1	Being experienced is vital role for organization	4.18	0.619
2	Being had same opportunity for aged people for career development	4.09	0.497
3	Being performed better by different age members team than the team with same age members	3.98	0.578
4	Being brought success by both young and old generation	4.26	0.479
5	Being made decision and problem solved is much on age	3.96	0.687
	Overall Mean Value	4.04	

Source: Survey Data (2025)

As per Table (4.6), all the mean values (including overall mean) fall between 3.41 and 4.20 except one mean value fall between 4.21 and 5.00. Employee agrees age diversity effect for workplace diversity to foster the organizational culture. Employees agree work with different aged people and trust organization for long safe serving with same opportunity. Employees agree age diversity effort for efficient on decision making and problem solving. Employees agree same opportunity and make same success by both young and old generation. Most of the employees agree age diversity of organizational culture.

Being brought success by both young and old generation falls between 4.21 and 5.00 at strongly agree level. Employee strongly agree with young and old generations both bring the success for the company.

(3) Ethnic Diversity

This section presents perception on ethnic diversity within the Obayashi Corporation, focusing on five statements. The following Table (4.7) shows the survey result finding of ethnic diversity.

Table (4.7) Ethnic Diversity

Sr. No.	Description	Mean	Standard Deviation
1	Being made more progress by different background people	3.98	0.465
2	Being utilized different languages create no problems	3.84	0.501
3	Being no discrimination on citizenship	3.96	0.560
4	Being favored less of ethnicity	3.88	0.648
5	Being improved team effectiveness by ethnic diversity	3.77	0.615
	Overall Mean Value	3.89	

Source: Survey Data (2025)

As per Table (4.7), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree ethnic diversity effect for workplace diversity to foster the organizational culture. Employees agree is no discrepancy by different language and culture work together in same organization. Employees agree different background makes more progress and effective. Employee agrees no discrimination and favor concern in organization. Most of the employees agree ethnic diversity of organizational culture.

(4) Educational Background

This section presents perception on educational background within the Obayashi Corporation, focusing on five statements. The following Table (4.8) shows the survey result finding of educational background.

Table (4.8) Educational Background

Sr. No.	Description	Mean	Standard Deviation
1	Being used educational requirements for recruitment process	4.08	0.479
2	Being a career background as vital role for assignment	4.28	0.489
3	Being no differences in favor to educational background and experience	4.19	0.596
4	Being efficient worked with different level education	4.04	0.524
5	Being important of educational background	4.18	0.474
	Overall Mean Value		4.16

Source: Survey Data (2025)

As per Table (4.8), all the mean values (including overall mean) fall between 3.41 and 4.20 except one mean value fall between 4.21 and 5.00. Employee agrees educational background effect for workplace diversity to foster the organizational culture. Employees agree educational background effect employment, assignment, and efficient. Employee agrees same favor on diverse educational background and more progress by that different educational background combined team. Most of the employees agree educational background of organizational culture.

Being a career background as vital role for assignment falls between 4.21 and 5.00 at strongly agree level. Employee strongly agree with career background as vital role for assignment.

(5) Attitude

This section presents perception on attitude within the Obayashi Corporation, focusing on five statements. The following Table (4.9) shows the survey result finding of attitude.

Table (4.9) Attitude

Sr. No.	Description	Mean	Standard Deviation
1	Being encouraged diversity in workplace	3.59	0.773
2	Being respected and valued of workplace diversity	3.92	0.839
3	Being a vital role of attitude for the workplace diversity	4.08	0.790
4	Being emphasized to workforce diversity	3.41	0.773
5	Being respected and valued the differences	4.12	0.678
	Overall Mean Value	3.82	

Source: Survey Data (2025)

As per Table (4.9), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree attitude effect for workplace diversity to foster the organizational culture. Employee agrees respect each other in the organization and valued. Employees agree attitude as important and basic to control and keep behavior in workplace. Most of the employees agree attitude of organizational culture.

(6) Diverse Culture

This section presents perception on diverse culture within the Obayashi Corporation, focusing on five statements. The following Table (4.10) shows the survey result finding of diverse culture.

Table (4.10) Diverse Culture

Sr. No.	Description	Mean	Standard Deviation
1	Being efficient by cultural differences	3.29	0.696
2	Being respected and valued the difference of culture	3.94	0.754
3	Being interacted freely from different background	3.73	0.745
4	Being devoted the traditional values and beliefs	3.69	0.643
5	Being adapted the rituals and celebrates the festivals	3.69	0.643
	Overall Mean Value	3.67	

Source: Survey Data (2025)

As per Table (4.10), all the mean values (including overall mean) fall between 3.41 and 4.20 except one mean value fall between 2.61 and 3.40. Employees agree diverse culture effect for workplace diversity to foster the organizational culture. Culture differences face good and bad situations in the workplace and effect progress. Employees agree respect and value others' culture to emerge common culture and find benefits. Most of the employees agree diverse culture of organizational culture.

Being efficient by cultural differences fall between 2.61 and 3.40 at neutral level. Employees neither agree nor disagree of work efficient by culture differences.

4.1.3 Employee Perception on Organizational Culture

This section presents perception on organizational culture within the Obayashi Corporation, focusing on five statements. The following Table (4.11) shows the survey result finding of organizational culture.

Table (4.11) Organizational Culture

Sr. No.	Description	Mean	Standard Deviation
1	Being kept and valued the pride and dignity built by seniors	3.71	0.696
2	Being loyalty and trusted for the lifelong serve	3.94	0.754
3	Being workplace as second home and colleagues are second family members	4.02	0.854
4	Being self-observed and confirmed are right work	3.96	0.594
5	Being made plan, team coordinated, right checked, and recommended	3.82	0.735
Overall Mean Value		3.89	

Source: Survey Data (2025)

As per Table (4.11), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree organizational culture effect to foster the organizational performance. Employees agree second home and family members to colleagues of trust and loyalty for long service in organization. Employee agrees observation and confirmation with plan, coordination, checking, and suggestion. Most of the employee agree organizational culture.

4.1.4 Employee Perception on Organizational Performance

This section presents perception on organizational performance within the Obayashi Corporation, focusing on eight statements. The following Table (4.12) shows the survey result finding of organizational performance.

Table (4.12) Organizational Performance

Sr. No.	Description	Mean	Standard Deviation
1	Being designated financial targets and saved expenses	3.67	0.707
2	Being no fatality and fewer incident and accident rate	3.55	0.849
3	Being led in term of quality, value, and efficiency	4.00	0.688
4	Being valued and maintained for long term serve	4.19	0.596
5	Being pursued sustainability of planet, society, and people	3.86	0.688
6	Being improved the profitability	3.65	0.814
7	Being improved operational performance	3.88	0.733
8	Being satisfied by customer for the performance	3.86	0.769
	Overall Mean Value	3.83	

Source: Survey Data (2025)

As per Table (4.12), all the mean values (including overall mean) fall between 3.41 and 4.20. Employees agree customer satisfaction, profitability, sustainability, safety, and quality boost organizational performance. Employees agree sustainable process of planet, society, and people align with quality, value, and efficient with save expenses to meet financial target. Employees agree safety with less incidents and no fatality. Most of the employee agree organizational performance.

4.2 Analysis on Effect of Change Management on Organizational Culture of Obayashi Corporation

This section is analyzed the effect of change management on organizational culture. The linear regression method is used to clarify the effect of independent variables for

change management of leadership, communication, employee engagement, readiness for change on organizational culture.

Table (4.13) Effect of Change Management on Organizational Culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	(Beta)			
(Constant)	1.305	0.211		6.199	0.000	
Leadership	0.189***	0.064	0.255	2.951	0.004	2.795
Communication	0.000	0.054	0.000	-0.006	0.995	1.930
Employee Engagement	0.179**	0.075	0.186	2.376	0.018	2.299
Readiness for Change	0.301***	0.072	0.326	4.191	0.000	2.250
R	0.683					
R Square	0.467					
Adjusted R Square	0.456					
Durbin-Watson	2.280					
F value	43.515***					

Source: Survey Data (2025)

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

By using linear regression analysis, to evaluate the change management how influence on the organizational culture. Simultaneously explored the several independent

variables such as leadership, communication, employee engagement, readiness for change management. Organizational culture was considered as the dependent variable alongside with the independent variable identifying potential linear relationships.

According to the analysis result show in Table (4.13), measures of linear relationship between independent variables and dependent variable by R. The value of R is 0.683, between 0 and 1 indicates the strength of the linear relationship between independent variables of change management and dependent variable organization culture. The value of R square is 46.7 percent and adjusted R square is 45.6 percent, means that this model explained 46.7 percent of relation between independent variables and dependent variable. Durbin-Watson value is 2.2, there is no auto correlation because value is close to 2. All (variance inflation factor) VIF of independent variables are less than 10, there is no multicollinearity in this study.

As per analysis Table (4.13) leadership, employee engagement and readiness for change have positive significant influence on the organizational culture. Communication is not significant with the organizational culture.

Leadership shows significant effect on Obayashi Corporation's culture. This study explores promote leadership skills to communicate, motivate employees by educating and training for their engagement, listen and explain the reason of process, monitor, and amend process if needs, and appreciation on outstanding.

Employee engagement shows significant effect on Obayashi Corporation's culture. This study explores important of tools and resources with supervisor assist in work process brief, assign workload sharing, perception of employee to change process and awarding system to assure their future.

Readiness for change shows significant effect on Obayashi's Corporation's culture. This study explores make employees emotional ready to involve first in change process with confidence. Readiness for change avoid employee resist in change process, accept to participate culture leads to performance. It explains employee thoughts to understand and support for mutual benefits both employees and organization.

4.3 Analysis on Effect of Workplace Diversity on Organizational Culture of Obayashi Corporation

This section is analyzed the effect of workplace diversity on organizational culture. The linear regression method is used to clarify the effect of independent variables for workplace diversity of gender diversity, age diversity, ethnic diversity, educational background, attitude, diversity culture on organizational culture.

Table (4.14) Effect of Workplace Diversity on Organizational Culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	(Beta)			
(Constant)	-0.003	0.355		-0.010	0.992	
Gender Diversity	0.138***	0.053	0.133	2.628	0.009	1.297
Age Diversity	0.257***	0.067	0.200	3.860	0.000	1.360
Ethnic Diversity	0.253***	0.072	0.193	3.489	0.001	1.546
Educational Background	-0.160**	0.070	-0.112	-2.274	0.024	1.233
Attitude	0.236***	0.051	0.267	4.667	0.000	1.667
Diverse Culture	0.301***	0.066	0.295	4.589	0.000	2.091
R	0.782					
R Square	0.612					
Adjusted R Square	0.600					
Durbin-Watson	2.031					
F value	51.759***					

Source: Survey Data (2025)

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

By using linear regression analysis, to evaluate the workplace diversity how influence on the organizational culture. Simultaneously explored the several independent variables such as gender diversity, age diversity, ethnic diversity, educational background, attitude, diversity culture. Organizational culture was considered as the dependent variable alongside with the independent variable identifying potential linear relationships.

According to the analysis result show in Table (4.14), measures of linear relationship between independent variables and dependent variable by R. The value of R is 0.782, between 0 and 1 indicates the strength of the linear relationship between independent variables of workplace diversity and dependent variable organization culture. The value of R square is 61.2 percent and adjusted R square is 60.0 percent, means that this model explained 60.0 percent of relation between independent variables and dependent variable. Durbin-Watson value is 2.031, there is no auto correlation because value is close to 2. All (variance inflation factor) VIF of independent variables are less than 10, there is no multicollinearity in this study.

Gender diversity, age diversity, ethnic diversity, attitude, and diverse culture have significant and positive effect on organizational culture with high confidence interval. Educational background has significant and negative influence on the organizational culture.

Gender diversity shows significant effect on Obayashi's Corporation's culture. Gender diversity inclusion of more female staffs in workplace and management team for organizational betterment in public relation and better understand on source of problems. The organization sets targets to reach percentage in time for female staffs. That movement makes first initiator in the industry.

Age diversity shows significant effect on Obayashi's Corporation's culture. Age diversities mix of aged staffs who have good experience and young staffs who have modern information technology knowledge, mutually important in workplace to efficient and effective.

Ethnic diversity has positive and significant effect on Obayashi's Corporation's culture. Ethnic diversity brings different habits, thoughts, and practices become creative movement action for the success of organization. Ethnic diversity restrict makes bad consequences being accepted and stipulate less restriction to involve foreigners in workplace for betterment.

Attitude shows significant effect on Obayashi's Corporation's culture. Employee attitude makes good work effort for efficient and effective compare. Organization control attitude makes easy to overcome competitors in the market with pride and dignity. Attitude could make serious impact to organizational culture and organization performance, care needs by all with no fail.

Diverse culture shows significant effect on Obayashi's Corporation's culture. Diverse culture employees in the workplace practice respect, and value to each one can emerge the force of collaborative power to success. That practice cultivates in organization for common organizational culture and proceeds to performance.

Educational background shows significant and negative effect on Obayashi Corporation' culture. Educational background level difference has different ways of thinks. Employees who are overqualified on assigned tasks behave individualism and not collaborate on teamwork make negative organizational culture.

4.4 Analysis on Effect of Organizational Culture on Organizational Performance of Obayashi Corporation

This section is analyzed the effect of organizational culture on organizational performance. The linear regression method is used to clarify the effect of independent variable of organizational culture on dependent variable (organizational performance).

Table (4.15) Effect of Organizational Culture on Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	(Beta)			
(Constant)	0.997	0.200		4.979	0.000	
Organizational Culture	0.729***	0.051	0.709	14.276	0.000	1.000
R	0.709					
R Square	0.502					
Adjusted R Square	0.500					
Durbin-Watson	2.000					
F value	203.878***					

Source: Survey Data (2025)

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level.

By using linear regression analysis, to evaluate how influence of organizational culture on the organizational performance. Organizational performance is considered as the dependent variable alongside with the independent variable is identifying potential linear relationships.

According to the analysis result show in Table (4.14), measures of linear relationship between independent variables and dependent variable by R. The value of R is 0.709, between 0 and 1 indicates the strength of the linear relationship between independent variables of organizational culture and dependent variable organization performance. The value of R square is 50.2 percent and adjusted R square is 50.0 percent, means that this model explained 50.0 percent of relation between independent variables and dependent

variable. Durbin-Watson value is 2.0, there is no auto correlation because value is 2. All (variance inflation factor) VIF of independent variables are less than 10, there is no multicollinearity in this model.

Organizational culture shows significant effect on Obayashi's Corporation's performance. Organizational culture enlightens Obayashi Corporation about keep own culture, adjusts with customer trend and satisfaction strengthen the performance. Organizational culture of Obayashi Corporation practices strong close collaboration, report, share and record for reference makes strengthening to organization performance. Obayashi Corporation commits and declares objectives are always achieves and successes culture make customer reliability enhance organizational performance.

CHAPTER 5

CONCLUSION

This chapter has composed of three sections. Firstly, based on liner regression finding and discussion. Second section presents the suggestions and recommendation. The last section presents needs for further research for Obayashi Corporation.

5.1 Findings and Discussions

This study examines the effect of change management and workplace diversity on organizational performance of Obayashi Corporation. Descriptive research, quantitative method and linear regression analysis are conducted to this study. Total 204 respondents are taken part on the study through on-line questionnaire (5 Likert scale) survey to Asia-Pacific region branch and subsidiary office with relate offices' employees of Obayashi Corporation.

Construction business nature female staffs have more paperwork practice than male staffs who perform more physical on site per demographic factor. Engineering department has more employees than other departments because of engineering industry's work. Young employees emphasize more on field busy enough perform rather than prescribed job descriptions. Senior staffs with experience more than 10 years manage working time effectively. Business operates in Asian countries, where Japanese are less only in management position and have limited spare time. Long serviced employees' perception to organization aims for success only. Most employees holding bachelor's degree minimum with some holding either master's degree or doctorate's degree.

This study analyzes the employee perception on change management and workplace diversity of Obayashi Corporation. Change management consists of leadership, communication, employee engagement and readiness for change of change management. And workplace diversity includes of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture.

According to the survey results of leadership, employees agree to leadership in the change management process. Employees agrees that leaders take responsible to implement the change process. The leaders perform well explained, communicate among all team members, and actively involved with responsible in change process on each phase.

According to the survey results of communication, employees agree on opinion given about the change. Employees agree support to change process by educating and training. Employees agrees on discussion, suggestion, and opinion exchange with supervisor. Employee responds as neutral as neither disagree nor agree on adequate information about change.

According to the survey results of employee engagement, employees agree to the necessary tools and resources availability. Employee agrees high perception on supervisor assists to employee difficulties and explain well their work. Employee agrees the change process carefully take cares by organization. Employee agrees their workload as expected and manageable. Employees trust the organization to serve for the long period.

According to the survey result of readiness for change, employees agree their knowledge and skill to perform the change to achieve, trust to organization for the reasons to change and benefit organization. Employee agrees involvement in planning, understand of reasons, confidence their capacity.

According to the survey result of gender diversity, employees agreed to the equal opportunity with no gender differences. Employees respond as neutral as neither disagree nor agree on employment information about gender diversity. Employees agree with welcoming female staffs with not restriction. Employees agree on same opportunity and efficiency level in same.

According to the survey result of age diversity, employee agrees generation differences bring different solutions for organization success. Employees agree aged people in team make more success. Employees agree with aged people have experience important for organizational performance with good decision. Employees strongly agree on both young and old generation bring success for company.

According to the survey result of ethnic diversity, employees agree the different ethnic have different views to process make more progress. Employees agree different ethnicity with equal opportunity, no discrimination, and no language barrier in workplace. Employees agree different ethnicity team makes organizational performance effectively.

According to the survey result of educational background, employees agree on important of educational knowledge in recruitment and assignment. Employees agree team with different level educational background makes efficient. Employees agree having same

favor to perform the work. Employees strongly agree with educational background vital role for assignment to workplace diversity.

According to the survey result of attitude, employees agree organization encourage workplace diversity with respect and value. Employee agrees workplace diversity development as vital role of organization objectives to success with differences. Employees agree management encouragement to workplace diversity. Employees agree adaption of rituals and celebrate cultural events.

According to the survey result of diverse culture, employees agree respect and value the difference culture. Employees agree free interaction with different background. Employees agree devoted and values and beliefs. Employees agree adapted the rituals and celebrates the festivals. Employees respond as neutral as neither disagree nor agree of cultural differences make efficient on workplace.

According to the survey result of organizational culture, employee agrees long hours in workplace as second home and colleagues as second family member. Employee agrees strong culture practice of self-observation and confirmation with loyalty to long service for organization with trust. Employee agrees organization with well coordination, plan, check and recommend for organization sustainability. Employee agrees keep and hold organization pride and dignity through generation-to-generation culture.

According to the survey result of organizational performance, employees agree value and maintains long period serve the customers with lead the industry by quality, value, and efficiency. Employee agrees the movement to pursue the planet, society, and people sustainability. Employees agree financial and profit matters for the sustainable organization status on each fiscal year. Employees agree safety of lesser fatality accident, and incident.

For the first objective, the study explores the effect of change management on organizational culture. Leadership, employee engagement, and readiness for change management have positive effect on organizational culture. Communication is not influence to organizational culture. It means organizational culture becoming substantiate with supports of leadership guidance with motivational effect to employee engagement and readiness for changes.

For the second objective, gender diversity, age diversity, ethnic diversity, attitude, and diverse culture have positive effect on organizational culture. Educational background has negative and significant on organizational culture. It means organizational culture

becoming substantiate with supports of diversity in gender, age, ethnic, and culture with mutual respect attitude. Educational background has significant and negative effect on organizational culture. It enlightens that overqualified employee practices more on theoretical with elitism behavior, less collaborative in team work make cultural clash to the organization.

For the third objective, the study explores the effect of organizational culture on organizational performance. The organizational culture has significantly positive effect on organizational performance. It highlights that organization has strong common culture to all employees work in common understanding is the key success of organization.

5.2 Suggestions and Recommendations

Obayashi Corporation should focus on leadership capacity to build up for right direction on right place with clear direction and understand source of problems. The company should support leadership to cultivate the common acceptable attitude behavior in organization. Obayashi Corporation should educate ethical behavior of leadership to communicate field employees, who works daily under stressful tasks in the sunlight, to raise emotional motivation and create happy work environment.

Construction industry operates mainly with human employee who plan, engineering, and build on ground. Employee engagement on the operation is the foundation of organization success. Obayashi Corporation should collect information and feedback to operation employees' voice to solve their difficulties and requirements. The company should prepare operation staffs entertainment programs with limitation to promote their engagement in work field.

For employee readiness for change in construction company, Obayashi Corporation should monitor the capacity of employees to involve in change process. Their capacity builds up in advance in align with objectives, understand employees' resist reasons, and transparent communication. Employee overcome resist level till involve to success is necessary by organization to perform.

Obayashi Corporation should promote more inclusion with gender diversity and deploy more female staffs in project sites to manage daily problem sources and human resource issues. Gender diversity brings non similar practice approach to market, better

communicate with authority and customers areas to get effective results with eliminating chance of corruption.

Obayashi Corporation should introduce more combination of aged and young employees in workplace. It means not perform as old leader and young team members as conventional teamwork. Same power share to free discuss, suggest, recommend, and decision together by both young and aged employee regardless of the position. Open discussion and transparency management should build for modern workplace culture.

Obayashi Corporation should assign more ethnic diversity employees in workplace. It eliminates power harassment occurrence in workplace. The company should care and respect different habits, allowing under boundary to progress with their ways to oversee with align organizational objectives. The company should organize events to exchange thoughts from different origin, understand sensitive habits to care and make precautions.

Obayashi Corporation should organize more attitude education and training session to practice and test. The company monitors and records system to report and evaluate each personal attitude performance to control. The company should publish easy refer hand notes for attitude to distribute and explain well including management. Additionally, create award system to outstanding employee for recognizing his or her achievement for attitude.

Obayashi Corporation should create culture exchange session in workplace. The company understand important and sensitive cultural matters to observe and manage diverse culture. Understand each culture important matters to draw the line of allowable cultural involvement and acceptance. The company should find benefits of diverse culture more for organizational performance in either financial or brand name concern. Important care to operating area's culture, which should suit with diverse culture practice.

Obayashi Corporation should care to overqualified employee, assignment and job description suit to their capacity and interest. These employees better assign on research and development place than job site where all are in handy. The company should ask the elitism behaves employee to more involve in team collaboration instead of individualism.

Obayashi Corporation should reinforce more organizational culture in terms of practice beyond works. The company should understand employee to perform work with happy emotion with work culture. The company should officially exchange employees' experiences internally among teams, departments, and offices to set common accept

organizational culture. Beyond that different region have different culture dominant should readjust the culture is needed without impacting to the main objective of the company.

In the globe, any organizations in every industry under dynamic development situation. All time study the market trend with technology development, the customer satisfaction converges make sustainable development of the organization. Subsequently, organization should monitor the current process, change requirement for development and rebuild culture is inevitable matter to carry out. Then, leadership, communication, employee engagement, and readiness for change of change management for multicultural organization which have gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture of workplace diversity are integral parts of the organizational culture to performance.

5.3 Needs for Further Research

This study only examined the effect of change management and workplace diversity on organizational culture and performance. Only 204 respondents participated in this study through on-line structured questionnaires. Survey result findings could vary depends on comprehensive understanding of the questionnaires by individual's interest. This study is only emphasized on the organizational performance through organizational culture by change management specifically leadership, communication, employee engagement, and readiness for change. And workplace diversity specific of gender diversity, age diversity, ethnic diversity, educational background, attitude, and diverse culture of Obayashi Corporation.

Exclude of other factors could affect for the organizational culture and performance like involvement, consistency, adaptability, commitment, and mission etc. Other than these factors, effect on organizational culture and performance of Obayashi Corporation. Further comprehensive study research on each office individually to carry out and combine the whole as in one result for the Obayashi Corporation is needed. Further compare the findings to other industries who operate in other regions can support to identify the industrial wise and regional wise factors influence to the multi-national organization culture and performance.

Future research recommends carrying out the research for the customer satisfaction, employee motivation, job satisfaction, masculinity & femineity, individualism and loyalty

relationship with organizational culture and performance. Any mediating factor necessary to boost the development of the organization could success for Obayashi Corporation.

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APPENDIX I
QUESTIONNAIRE

The following questionnaire is for a survey to study the organizational culture and organizational performance in writing a thesis for the degree of Master of Business Administration (MBA). The information provided to the questionnaire be guaranteed to keep strictly confidential and anonymous. Again, this is definitely not related to any other business purpose. Kindly answer the following questions, highly appreciate your assist on this matter.

Section - I

Demographic Factors

1. Gender

Male

Female

Others

1. Marital Status

Single

Married

Separated

Divorced

Spouse Dead

2. Age (in Years)

20 to 30

31 to 40

41 to 50

51 to 55

Above 55

3. Education Background

High school level and below

Bachelor degree

Master degree

Doctorate

Others

4. Employment year in this Organization

Below 1 year

1 to 3 years

4 to 6 years

7 to 9 Years

10 to 12 Years

13 to 15 Years

More than 15 Years

5. Country of born Origin:

Japan

ASEAN

Westerner

European

Chinese

Others

6. Department of work belong to:

Human Resources

Accounting

Engineering

Site /Operation

Management

Others

Section – II

Change Management

The followings are some indications of change management. Kindly indicate your concern extent about change management in your organization.

Questionnaire (1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree)

Sr. No	Description	1	2	3	4	5
Change Management						
	Leadership					
1	Management explains well about change.					
2	Management committed to implement the change effectively.					
3	Management communicates well on each phase of the change.					
4	Management is actively involved in change process.					
5	Management is taken responsible for implementation of change management and its effectiveness.					

	Communication					
1	Everyone can give their opinion about the change.					
2	The given information about the change is adequate.					
3	Everyone can discuss with immediate supervisors about the change issues to understand clearly.					
4	Proper education and training to accept the change.					
5	The superior and junior interaction is free from bias with respect each other.					
	Employee Engagement					
1	Employee perception to change is cared by the organization in good ways.					
2	My supervisor helps my work and explain about how important for the organization.					
3	Assign workload is reasonable to perform as expected.					
4	Necessary tools and resources are available to perform work.					
5	There are opportunities for my future in this organization.					
	Readiness for Change					
1	I'm understand the reasons of changes is needed.					
2	I'm believed the change process is appropriate and achievable.					
3	I'm trust the change would benefit for the organization.					
4	I have confident my skills and knowledge to change process.					
5	I'm assured that change is well-planned in my organization.					

Section – III

Workplace Diversity

The followings are some indications of workplace diversity. Kindly indicate your concern extent about change management in your organization.

Questionnaire (1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree)

Sr. No	Description	1	2	3	4	5
Workplace Diversity						
Gender Diversity						
1	This organization employment is based on gender basic.					
2	Everyone in the organization have equal opportunity not based on gender.					
3	Everyone in the organization could make decision power not based on gender.					
4	Female staffs could manage stressful situation effectively as male staffs.					
5	The organization welcoming the female staff with no restriction.					
Age Diversity						
1	Experience is important vital role for organization performance.					
2	Aged people have same opportunity for career development.					
3	Different age members team are performed better than the team with same age members.					

4	Both young and old generation brings success to the organization.					
5	Decision making and problem solving is much on age in the organization.					
	Ethnic Diversity					
1	Different background people are made more progress.					
2	Different languages utilize in the organization does not create problems among colleagues.					
3	There is no discrimination on any citizenship.					
4	There is less favor event because of ethnicity.					
5	Ethnic diversity improves team effectiveness in the organization.					
	Educational Background					
1	Educational requirements are only used for recruitment process norms only.					
2	Career background is vital role for the organizational assignment.					
3	There are no differences in favor by educational background and experience.					
4	Work together with different level education could make more efficient.					
5	Educational background is an important for the workplace diversity.					
	Attitude					
1	The management is encouraged diversity workplace in the organization.					
2	Respect and value of workplace diversity as key objective in the organization.					

3	Attitude is vital role for the workplace diversity.					
4	This organization emphasizes to workforce diversity.					
5	The respect to anyone and values the differences is one of the objectives of the organization.					
	Diverse Culture					
1	Cultural differences in the organization make more efficient.					
2	Respect and value the difference of culture by all people in the organization.					
3	Employees from different backgrounds interact freely with each other.					
4	The organization respect devotion to the traditional values and beliefs.					
5	This organization adapts the rituals and celebrates the festivals of the different religious groups/host country.					

Section – IV

Organizational Culture

The followings are some indications of organizational culture. Kindly indicate your concern extent about change management in your organization.

Questionnaire (1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree)

Sr. No	Description	1	2	3	4	5
	Organizational Culture					
1	It keeps and values the pride and dignity of the organization built by seniors in many decades.					

2	Loyalty and trust to the organization are for the lifelong serve.					
3	Workplace is as second home and colleagues are as second family members.					
4	Self-observation and confirmation are the right work habit.					
5	Company makes plan well, team coordination, right checking and recommend for the future.					

Section –V

Organizational Performance

The followings are some indications of organizational performance. Kindly indicate your concern extent about change management in your organization.

Questionnaire (1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree)

Sr. No	Description	1	2	3	4	5
Organizational Performance						
1	Designated financial targets meet quarterly and save expenses.					
2	There is no fatality and fewer incident and accident rate than before.					
3	Company leads to the industry in term of quality, value, and efficiency.					
4	Company values and maintains for long term serve to the customers.					
5	Company can pursue sustainability of the planet, society and people.					

6	Company improves the profitability in recent years.					
7	Company improves its operational performance.					
8	Customers are satisfied by the performance of the company.					

APPENDIX: II

STATISTICAL OUTPUT

1. Analysis on Effect of Change Management on Organizational Culture

Model Summary (*b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	0.683 *a	0.467	0.456	0.3731 3	0.467	43.515	4	199	0.000	2.380

a*. Predictors: (Constant), readinessFChange, Communication, EmployeeEngagement, Leadership

b*. Dependent Variable: OrganCult

ANOVA (a*)

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	24.234	4	6.059	43.515	0.000(b*)
Residual	27.706	199	0.139		
Total	51.940	203			

a*. Dependent Variable: OrganCult

b*. Predictors: (Constant), ReadinessFChange, Communication, EmployeeEngagement, Leadership

Coefficient (a*)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.305	0.211		6.199	0.000		
	Leadership	0.189	0.064	0.255	2.951	0.004	0.358	2.795
	Communication	0.000	0.054	0.000	-0.006	0.995	0.518	1.930
	EmployeeEngagement	0.179	0.075	0.186	2.376	0.018	0.435	2.299
	ReadinessFChange	0.301	0.072	0.326	4.191	0.000	0.444	2.250

a*. Dependent Variable: OranCult

2. Analysis on Effect of Workplace Diversity on Organizational Culture

Model Summary (*b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	0.782 *a	0.612	0.600	0.3199 0	0.612	51.759	6	197 9	0.000	2.031

a*. Predictors: (Constant), DiverCul, EducBackgrd, GenderDiv, AgeDiv, EthnicDiv, Attitude

b*. Dependent Variable: OrganCult

ANOVA (a*)

Model	Sum of Squares	df	Mean Square	F	Sig.
2. Regression	3.780	6	5.2976.059	51.759	0.000(b*)
Residual	20.160	197	0.102		
Total	51.940	203			

a*. Dependent Variable: OrganCult

b*. Predictors: (Constant), DiverCul, EducBackgrd, GenderDiv, AgeDiv, EthnicDiv, Attitude

Coefficient (a*)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.003	0.355		-0.010	0.992		
	GenderDiv	0.138	0.053	0.133	2.628	0.009	0.771	1.297
	AgeDiv	0.257	0.067	0.200	3.860	0.000	0.735	1.360
	EthnicDiv	0.253	0.072	0.193	3.489	0.001	0.647	1.546
	EducBackground	-0.160	0.070	-0.112	-2.274	0.024	0.811	1.233
	Attitude	0.236	0.051	0.267	4.667	0.000	0.600	1.667
	DiverCul	0.301	0.066	0.295	4.589	0.000	0.478	2.091

a*. Dependent Variable: OranCult

3. Analysis on Effect of Organizational Culture on Organizational Performance

Model Summary (*b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	0.709 *a	0.502	0.500	0.3679 8	0.502	203.87 8	1	202	0.000	2.000

a*. Predictors: (Constant), OrganCult

b*. Dependent Variable: OrganPerfm

ANOVA (a*)

Model	Sum of Squares	df	Mean Square	F	Sig.
4. Regression	27.606	1	27.606	203.878	0.000(b*)
Residual	27.352	202	0.135		
Total	54.958	203			

a*. Dependent Variable: OrganCult

b*. Predictors: (Constant), OrganCult

Coefficient (a*)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.997	0.200		4.979	0.000		
	Leadership	0.729	0.051	0.709	14.279	0.000	1.000	1.000

a*. Dependent Variable: OranCult