THE IMPACT OF INTERNATIONAL ORGANIZATIONAL
# CORPORATE CULTURE ON STAFF SATISFACTION:
A CASE STUDY

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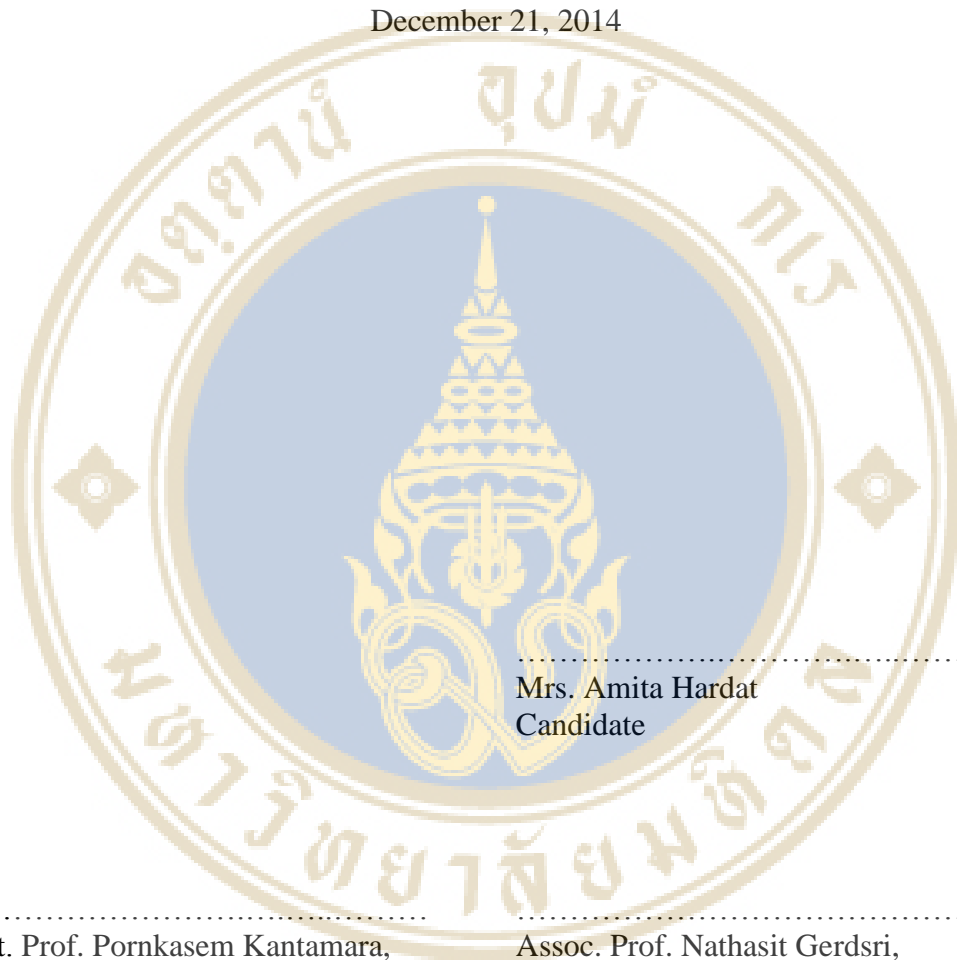
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ABSTRACT

Satisfaction of the staff in a workplace is considered to be the heart of a healthy business. Satisfied staffs lead to better performance and better outcome. In contrast, staff would not prefer to work in an unhealthy business where they do not enjoy their lives and where they have no motivation to work their best for the company, eventually hurting company performance.

The purpose of this research is to study the impact of international organization corporate culture of the British Embassy on job satisfaction of its staff.

This paper used a qualitative approach by interviewing the current employees of the British Embassy to study why the international organization like the British Embassy has some signs of becoming an unhealthy organization and the researcher, as one of the staff, also feels the same. The results revealed that the corporate culture of the British Embassy does have an impact on the low job satisfaction of the staff employed by the Embassy. Moreover, the basic extrinsic motivators are also missing which is right now a "demand" from the staff to the management team at the Embassy. As some of the staff could not adapt to the changes in the organization that happened over the past years, they moved on. However, some staff have a positive mindset and hope that the Embassy can return to its own position very soon.

KEY WORDS: International organization, Organizational culture, British Culture, Thai culture, Job satisfaction, British Embassy, Culture management

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CHAPTER I
INTRODUCTION

1.1 Problem

There are many Thais employed by the Embassy. However, it is obvious that only Thai staff adapt themselves and their behaviors to fit well with the British people, British culture and British environment that surrounded the Embassy. British people are very stacked to the British rule and culture. Thai people are very adaptive and are willing to help others, it is usually the case that Thai people adjust themselves in order to work well with the British people and British culture. As British people see that this is the case, they never are in problem. They just continue with their "British" style as they see that it works among Thai people.

However, in longer term, the behaviors of British people are becoming more and harsher not only in Thailand but also in British Embassy all around the world. Sometimes, there are also issues of bullying, harassment and discrimination in the work place. With problems like these, it is certain that staff will not be happy in the work place which can also have an impact on job satisfaction as a dominos effect. Moreover, the salary issue, that is being cut and froze, is considered to be a major concern for staff. This also have negatively impacts on the job satisfaction in the work place as well.

As a result of staff having low job satisfaction, they move on and change their jobs. However, it causes a big problem to the Embassy in terms of financial, time, training and knowledge as, with staff's turnover, they have to start the whole process of recruitment again and again. Therefore, it is the right time for the embassy to have a serious look into these matters and prevent them from expanding and becoming a bigger problem in the near future.

1.2 Introduction

This study of the corporate culture in the International Organization is written to study how the international organization like the British Embassy can very well established in Thailand with the help of Thai staff employed by the embassy, as there are more Thai staff than the British staff in the embassy. It is not easy for foreigners or for international organizations to establish themselves in Thailand and become successful without involvement of local resources. The difference between the ratios of these two nationalities employed by the Embassy is not very high but it is interesting to see how these two nationalities can work well together. However, the important questions are how people in these two different cultures can work well together? Should Thai staff adapt themselves in order to fit well in to the British environment? Or Should the British people adapt themselves in order to work well with Thai employees? There are around 80 Thai staff and 50 British staff employed by the Embassy. This paper can clear all the confusions and can very well give the accurate answers to these questions.

Moreover, the paper will also try to capture whether or not there are any other factors that are causing low job satisfaction at the workplace. The management team together with union committee can urgently rectify those problems at the very beginning, so these problems will not develop into bigger issues which take much longer time to solve. In addition, they may also lead to major conflicts between British and Thai staff which is a sign of an unhealthy workplace.

Therefore, all the answers to these questions mentioned earlier and other findings found in this paper would be beneficial to address to all new and existing British and Thai staff in order to have a good understanding of each other to avoid any possible conflicts. This will also lead to a positive working environment of Thai and British staff to work happily in the Embassy.

This paper can identify genuine problems happening in the British Embassy and ways to rectify those problems accurately and in timely manner. All the findings would be passed onto the union committee who will then raise the matter directly up to the senior management team who are British at the embassy and can take all those points into actions to solve the problems causing low job satisfaction among staff and increase the level of staff satisfaction at the British Embassy.

CHAPTER II
LITERATURE REVIEW

It is very important to know the factors that enhance job satisfaction at the work place because it plays the major role in the success of each business. Therefore, there are so many studies that discuss about the importance of job satisfaction at the workplace and how to enhance it, so other businesses could also develop the same method and apply to their own businesses to increase job satisfaction as well. However, until now the researcher have not come across any research that study about the job satisfaction in the international organization which is right now a potential gap that no one had studied about. It is very true that there are numbers of Thai staff employed by these organizations and it is essential to have good understanding between people of different countries and cultures.

2.1 Culture

Culture is "the characteristics of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and art" (Zimmermann K. A. 2012). However, a more complex interpretation of culture includes much more attributes that culture influences. It is described as behavioral norms, meanings, values or reference points, religious beliefs, moral thoughts and practices, art and literature, lifestyles, ways of living together, and language utilized by members of a particular society to form their unique view of the world and establish their identity (Alarcon R.D. 2009; Tangient 2014).

Culture is inherited from the community's previous generation with the impact of undergoing adaptation and extension by current member of the community (UNESCO 2014) which cultivates the way people live, think, and interaction (Goswami P.N. 2011; Scholl R. W. 2003; The Hofstede Centre 2014).

2.2 Organizational culture

"Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders" (Belias D. and Koustelios A. 2014).

Hofstede (1991) noted that the employees' behavior in the workplace is influenced by three different cultures: the national, the occupational and the organizational culture. Organizational culture is a product of occupational relations among and between employees; therefore, it is possible to develop and adapt to the organization's goals and strategies.

Organizational culture is 'the way we do things around here' (Schein EH, 1985). It has been suggested that "culture is to an organization what personality is to the individual" (Callahan C, 2003). The analogy of an iceberg has also been used by Doherty, R., Loughrey, C., and Higgins P. in 2013. This model is shown overleaf, in figure 2.1 below:

Above the waterline lie the observable workplace behaviors, practice and discourse. This is 'the way we do things around here.'

Below the waterline lie the underlying beliefs, attitudes values, philosophies, and taken for granted aspects of workplace life: 'why we do the things we do around here.'
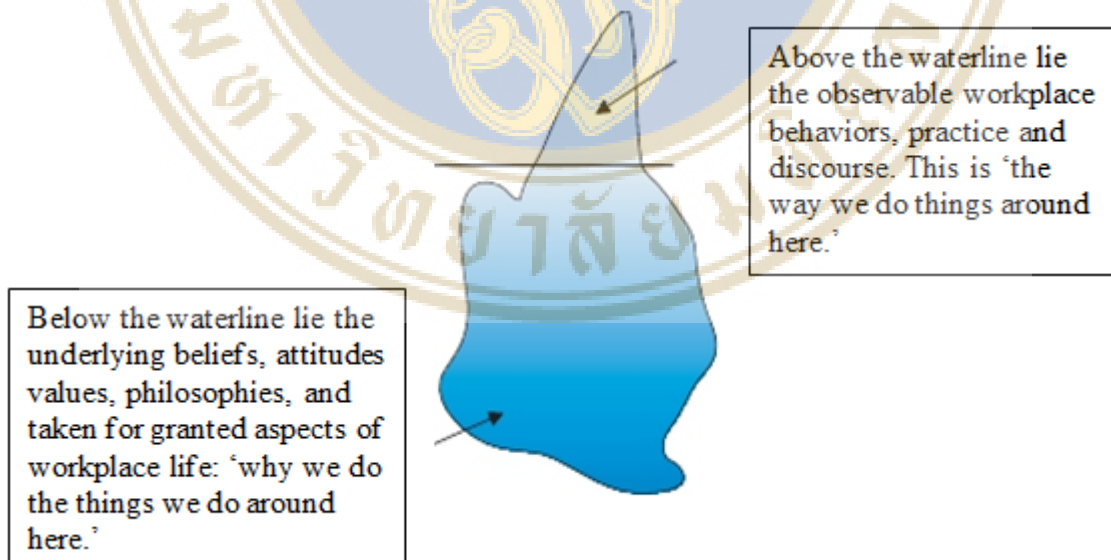
Figure 2.1 The Iceberg Model of Culture

(Doherty, R., Loughrey, C. & Higgins P., 2013)

2.3 Job satisfaction

Job satisfaction is the level of how employees like their work and can vary from positive influence to negative influence on job satisfaction. It is important to note, that there can be differences between the satisfactions of employees. Because what satisfies one employee can be different from what satisfies another employee (Bent and Freathy, 1997).

2.3.1 Price-Mueller Job Satisfaction Model

The level of staff job satisfaction can be influenced by a combination of three aspects: (1) the job, (2) the environment, and (3) personal variables. A model to analyze the employees' job satisfaction is the Price-Mueller Job Satisfaction Model. This model consists of eleven concepts of job characteristics that can be used to explain about employees' job satisfaction. Price and Mueller have later formulated another model that specifies job satisfaction better. The new model includes the two other aspects, job, and personal variables, which influence job satisfaction. This is illustrated in appendix A (Priem, A., 2010). Table 2.1 illustrates the eleven job characteristics that are divided into positive and negative influences on job satisfaction:

Table 2.1 Job characteristics and influence of job satisfaction

Positive influence on job satisfaction	Negative influence on job satisfaction
Autonomy	Role ambiguity
Distribute justice	Role conflict
Supervisory support	Role overload
Internal labor market	Routinization
Task significance	
Integration	
Pay	

The period or years of service that an employee works in an organization also influences job satisfaction. It is believed that employees that are longer employed in an organization generally have a higher level of satisfaction. However, the study of

Bellou (2010) said that the demographic variable; gender, education, and age can also be used to study job satisfaction. For example, younger employees' will be more satisfied with their job when there are opportunities for them to grow and they are prevailing enthusiasm. (Priem, A., 2010).

2.3.2 Organizational Culture and Job Satisfaction

Employees have different attitudes or viewpoints about many aspects of their jobs, careers, and organizations. Organizational culture can influence the behavior of employees.

In 1994, Bretz and Judge stated that a way to conceptualize this influence can be found in the tenets of the similarity perspective. This perspective means that employees of an organization can better adjust and adapt to their work environment if the characteristics of the organization match with their personal orientations (Vandenberghe, 1999). If the values of an individual are corresponding with the values of the organizational culture, it is more likely that the individuals will be satisfied in the workplace and the problem of leaving the organization will be very low.

2.3.3 The Two-Factors Theory: Intrinsic and Extrinsic Motivators

Frederick Herzberg's two-factor theory, also known as the motivation-hygiene theory or intrinsic/extrinsic motivation, concludes that while there are certain factors in the workplace that cause job satisfaction, a separate set of factors can cause dissatisfaction. However, this is not a linear relationship, as the factors which cause satisfaction do not necessarily negate the factors which cause dissatisfaction. According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. The intrinsic motivators tend to create motivation when they are present, while extrinsic motivators tend to reduce motivation when they are absent.

- Extrinsic Motivators:

Extrinsic motivators tend to represent more tangible and basic needs, such as compensation status, job security, salary, and fringe benefits. Managers must realize that lacking the appropriate extrinsic motivators will create dissatisfaction and unmotivated behavior in employees while often not creating additional motivation when present.

- Intrinsic Motivators:

Intrinsic motivators tend to represent less tangible and more emotional need fulfillment. It is useful to identify the upper level needs as more intrinsically-based. This includes challenging work, recognition, relationships and growth potential. Managers must recognize that these needs, while above and beyond the traditional concept of salary, are absolutely critical to empowering strong individual and team performance.

Therefore, we can say that satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena.

2.4 Thai Corporate Culture - Collectivism

Thai culture is considered to have low level of individualism and tends to be one of the highest in being collectivistic society. For collectivist culture, loyalty is dominant, and over-rides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group (Hofstede, 1984).

Thailand is characterized as a collectivism culture which means that Thai organizations always emphasize on group orientation and teamwork. This collectivism is also supported by the patronage system, which enables the formation of strong strategic alliances and coalitions. The aspect of life in Thailand is from deciding which people to hire or which administrator should be promoted to a higher position. In the same time, the employee and leader must have good relationship because in collectivistic societies, the firms prefer to hire people who belong to their family. (Vathansri, M. 2011).

Hofstede classified Thailand into a large power distance culture in which "superiors and subordinates consider each other as existentially unequal and subordinates are expected to be told what to do" (2001). Thai employees expect to accept 'command' from the boss and tend not to refuse the boss. This is because the boss is on the top of management hierarchy.

Thailand is a high-context and collectivism culture so Thais often avoid conflict with others due to the respect factor. Thais effectively are able to control their

emotions, be modest and polite and use the appropriate pronoun to greet other. (Vathansri, M. 2011).

Thai "employees are expected to be told what to do" (Hofstede, 1991). If the organization is using a high degree of employee participation, the Thai culture may create barriers to the success of the implementation. Not only might employees feel uncomfortable being asked to participate, they may not even know how.

The majority of Thais will not speak up or offer any opinions unless they are confident that their opinion is the same as their leaders'. Essentially, the western leaders' frustration regarding the lack of input from their Thai staff is often the result of an individual vs. collectivist view of the world. (Eduadmin, 2012).

2.5 British Culture - Individualism

The UK is amongst the highest of the individualistic scores, beaten only by some of the commonwealth countries it spawned i.e. Australia and the USA. The British are a highly individualistic and private people. Children are taught from an early age to think for themselves and to find out what their unique purpose in life is and how they uniquely can contribute to society. Personal fulfillment is the route to happiness. (The Hofstede Centre 2014)

British are strong in their equality sense but they also pay attention to power. British defer to seniority, perhaps more than to credentials that may create confusions to other nationals. Even though communication between supervisors and subordinates tends to be informal, this shouldn't lead anyone to believe that there's no hierarchical differentiation. The concept of "fairness" is implanted in British society, and the instructions are rather in the form of polite requests. The British are governed by many rules and regulations, some of these rules are understandable but some are not. Even British are reluctant to changes, they change all the time and it takes them too much time to implement those changes. In business, this results in what people from "faster" business cultures like the US will perceive as slow decision-making processes, an unwillingness to take risk, and a short-term rather than longer term outlook on business development. (Meer, M. 2014).

2.6 Gap in studies

In general, the understanding of differences between cultures is very interesting and also very important. Similarly for an organization, it is important for its employees to understand their organizational culture in order to work happily which will finally lead to the job satisfaction in their work place. As it is considered to be an important factor, many people have studied about "Organizational culture and job satisfaction". However, there is no research that the researcher has come across, about the international organization corporate culture and its influence on employees' job satisfaction.

It is very true that all the people would like to maintain their native cultures and no matter where they are they feel comfortable doing the things their ways. Therefore, the British Embassy as an international organization prefers to maintain the nature of its culture. However, on the other hand there are Thai employees who have grown up with the Thai culture but they are working in the organization where it has totally different culture.

Therefore, the researcher would like to use current employer; the British Embassy as a case study to study more about its corporate culture and its impact on employees. It would be very interesting and challenging to find out the facts of the two diverse and sometimes contradictory cultures of British and Thai and whether or not it has an impact on the employees' job satisfaction.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

This study is to find out whether or not the organizational culture at the British embassy has an impact on job satisfaction level of the staff employed by the Embassy. An exploratory research methodology is taken in this study, therefore the research can come up with the genuine problem happing at the embassy and ways to rectify those problems and how the embassy should move forward.

3.2 Data Collection Methodology

3.2.1 Population

According to the methodology, qualitative research is developed to study employees' job satisfaction at the British Embassy. The two major groups of employees at the British Embassy that are involved in this research are Thai and British employees. 9 employees were interviewed; 4 British employees and 5 Thai employees.

3.2.2 Sampling

Clustered sampling and convenience methods were used for data collection so that, respondents can answer the questions on a specific purpose. Small group of employees employed by the British Embassy were selected based on their various years of services at the British Embassy, their nationalities and their terms of employment; local staff with local employment contract, the British staff with local employment contract and British staff who are UK based (come from the UK for posting in Bangkok for 3 years) and are on UK terms of employment.

According to sampling method, qualitative research with the structured interview was applied to explore key aspects of the organizational culture and effect on the job satisfaction of Thai and British employees.

3.2.3 Data Collection

Face-to-face interview was conducted to collect the data of the Organizational culture and its impact on staff job satisfaction at the British Embassy. Prior to conduct the interview, the respondents were informed about the purpose of this interview that the interview would be used for the educational purpose. All the respondents were agreed and happy for the researcher to conduct and record their interviews. Broad questions or the open-ended questions were asked during the interview in order for the researcher to gain as much information as possible from the respondents.

3.3 Instruments

The interview began with generic demographic questions followed by asking about their understanding about the culture at the British Embassy. Then there were questions about respondents' involvement in the decision making process at the British Embassy. Later on, the interview was used to explore on the positive sides of working for the embassy how much they think they are satisfied working for the British Embassy. Opened-ended questions and interview were encouraged to allow respondents to reveal their feelings, perceptions and genuine answers about the organizational culture and their job satisfaction. This study then developed to conclude the analysis as the following questions:

3.3.1 Demographic:

- What is your name?
- What is your job title?

3.3.2 Respondents' profiles and terms of employment:

- What is your grade?

- What is your employment level (employee level, middle manager, senior manager)?

- How long have you been working for the British Embassy?

- Are you LE staff1 (locally employed) or you are UK based2 staff?

3.3.3 Understanding of British Embassy's corporate culture:

- What you foresee before you join the embassy, how the culture will be?

- What exactly is the British Embassy's corporate culture?

- Do you think the current British Embassy's corporate culture best suit Thai employees and British employees? Why?

3.3.4 Satisfaction with amount of work, salary and time for personal life:

- How important is the work-life balance at the British Embassy?

- Are you satisfied with the salary given to you by the Embassy? Why? If not what is the cause of this problem?

3.3.5 The decision making process and the staff's involvement:

- In most of the time, how organizational decisions are made? / Can you explain about the decision making process at the British Embassy?

- How often you attend the Embassy's meetings?

- Normally, do you have any inputs in the Embassy's meeting?

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[1] *LE staff are staff who are employed locally by the embassy on local terms and conditions, staff can be of any nationalities*

[2] *The UK based staff are British staff who come to work in Bangkok from the UK and they are on different terms and conditions from LE staff. They are government permanent employees in the UK for various ministries. When they have performed job for certain years, they are allowed to do their posting abroad in other countries for maximum of 3 years for a country. When they are abroad for their posting, they are called diplomats.*

- Are your comments listened by the Embassy? / How the senior management react with your comments when they agree or when they disagree?

CHAPTER IV
FINDINGS AND DISCUSSION

The data were collected in a semi-structured manner, which included interview to look for real problems from respondents. The researcher interviewed 9 respondents who are currently employed by the British Embassy; 5 of the respondents are Thai employees on local terms of employment (contract), 2 of them are British staff who are on local terms of employment and 2 of them are British who are UK based (come from the UK for posting in Bangkok for 3 years) and are on UK terms of employment.

The interviews were mainly focused on respondents' years of service, nationalities and their terms of employment. British who are UK based (come from the UK for posting in Thailand for 3 years) and are on UK terms of employment. This chapter will explain and analyze each factor that affects job satisfaction of the staff employed by the British Embassy.

It is observable that whenever employees meet, whether in the toilet or crossing on the corridor or during lunch time, many staff do not have a very happy faces. Some say "I have too much work to do", some say, "My boss is in the office these days" and some say, "When will the Embassy increase our salary?". The researcher has been working at the embassy for five years now and has noticed that staff were not like this in previous years. Moreover, the staff join and quit the Embassy quite often. When the researcher first joined the embassy, there were many staff that spend their whole life in the embassy until their retirement, but it is very rare at the moment.

4.1 Demographic

A face-to-face, one-on-one interview was conducted. These respondents were selected randomly based on their years of service and their nationality. Since these respondents are the insider who understand British Embassy's corporate culture very

well, it would be interesting to see whether or not the international organizational corporate culture have a major impact on the staff's job satisfaction. According to the participants' requests, their names have not been mentioned in this paper and job titles, grades, years of service, terms of contract and position of the respondents are shown in table 2 below:

4.2 Respondents' profiles and years of service

Table 4.1 Respondents' profiles and years of service

Respondents	Job Title	Grade	Years of service	Gender	Terms of Employment	Employment level
Respondent 1	Accountant	A2	5	F	Locally Employed (Thai)	Upper entry level
Respondent 2	Correspondence Officer	A2	11	F	Locally Employed (Thai)	Upper entry level
Respondent 3	Trade & Investment Officer	A2	24	F	Locally Employed (Thai)	Upper entry level
Respondent 4	Immigration Officer	B3	5	F	Locally Employed (Thai)	Middle manager
Respondent 5	Workflow Manager	B3	8	F	Locally Employed (Thai)	Middle manager
Respondent 6	Researcher	B3	1	M	Locally Employed (UK)	Middle manager
Respondent 7	Consular Officer	B3	4	F	Locally Employed (UK)	Middle manager
Respondent 8	Immigration Officer	B3	2	M	UK Based	Middle manager
Respondent 9	Deputy Head of Mission	C4	1	M	UK Based	Senior manager

4.3 Understanding of the British Embassy's corporate culture

4.3.1 The corporate culture staff anticipated before they join the embassy

- Thai staff on local term of employment:

Around 80% of the respondents have very positive view points before they join the Embassy that the Embassy's corporate culture would be very nice like what they have heard before that British people are polite and nice. They also think that the culture inside the Embassy would be a mixture of Thai and British culture where Thai

culture is stronger than British culture. Some respondents said that the culture would be interesting as it is international and wanted to be part of the Embassy and study closely.

Only 20% of the respondents had an impression before they join the Embassy that the corporate culture would be negative both in terms of work itself and in terms of personal relation. They foresee before they join the Embassy that the corporate culture would be very strict, people would not be very friendly, everything would be very porsche, systematic, high level and people should always behave.

- British staff on local terms of employment:

50% of respondents have thought that the culture would be a sort of old style or "Boys club" and very bureaucratic.

Other 50% thought the culture would be very British, uptight, rigid and very formal but still have environment of British sense of humor. However, British culture would play more important role than Thai culture.

- British staff on UK-Based terms of employment:

Here, 50% of respondents said "I did not foresee anything before I join the British Embassy in Bangkok and I have no pre-conception."

Another 50% said "I came here with a very positive view that British Embassy Bangkok would be a very great place to work." Respondent added that he did not think that it is different as it is still called "British Embassy"; therefore, "I do not have to prepare myself much."

4.3.2 The corporate culture staff encountered when they started working for the British Embassy

- Thai staff on local term of employment:

Respondents have the same opinions amongst them which could be described as per the following: The British Embassy's environment and culture is not as strict as they have thought. The office environment is actually very open. Staff can also report to a higher level if they are not satisfied with the way they have been treated by their managers. However, 100% of the respondents said that staff have freedom to speak up and comments but the Embassy will respond to it or not, it is another matter. Only people in senior positions (The ambassador or his deputy) can make decisions even though staff are being impacted, it is alright among Thai staff to say that British staff

are "thinker" and Thai staff are "doer" In addition, the culture inside the Embassy is very "British" where everyone has to adapt themselves to fit into the British environment and Thai culture plays little role as it only exists among Thai staff. In terms of work, it is very systematic as expected. However, always following the system limits staff creativity and actually staff are not allowed to do jobs their ways, they have to follow British ways most of the time.

- British staff on local terms of employment:

50% of respondents said that it is difficult to identify the British Embassy corporate culture, but there is definitely a distinction between Thai and British staff. It is observable since the first day staff joined that there are two different corporate cultures existing; culture for UK based staff and LE staff. No matter you are British or not but as you are on LE term of employment, you are seen as "them" rather than "us" from a British point of view.

Another 50% of respondents said that the culture is an uneasy mix between the 2 cultures; British and Thai but it depends on the situation; in some situations British culture is quite dominant.

- British staff on UK-Based terms of employment:

100% of the respondents do not feel different from when they work in their home culture in the UK. It is a lovely place to work in with lovely colleagues.

4.3.3 The current British Embassy's corporate culture suits UK based staff or LE staff

- Thai staff on local term of employment:

40% of respondents said that the corporate culture best suits UK based employee obviously, where they make decisions that favor themselves. However, the corporate culture used to be very positive and staff enjoyed their days at the Embassy but it started to be negative day-by-day. Previously, working in the Embassy was like working with family members, staff were closed to each other than nowadays where staff hardly know each other. Staff involves in social functions organized by the Embassy less than before.

50% of the respondents said there are no career development opportunities at the embassy and the environment is very bureaucratic, even if an employee performs

well but gets stuck at the same position for 10 years. No one seems to care about promoting the employee. Moreover, the British never think about knowing or understanding Thai culture. They are only comparing and expecting Thai people to do things their ways. Another 40% added that for Thai employees, the only option is accepting and following the British way.

- British staff on local terms of employment:

50% of respondents said that UK based are given better package for multiple reasons such as remuneration, professional development, benefit packages, etc. Policies at the Embassy drive cultures and set things such as UK based staff can do this but LE staff cannot (even if they are British). There is no rational reason behind this because the only difference is just the word UK & LE.

Another 50% of respondents said that in Thailand there is a form of patriarchal business where employer looks after employees and employees have loyalty to employer. Embassy also wants the loyalty from the staff, but they are not willing to give the security to staff, and go an extra mile, illustrating the negative side of the corporate culture at the embassy.

- British staff on UK-Based terms of employment:

100% of the respondents said that the British Embassy corporate culture is alright and people in management are trying their best to make the culture that suits all the employees. They do not think that the Embassy is showing the differences between UK based and LE staff. However, the way the Embassy conducts day-to-day operations and responds to HR issues support the fact that the culture suits LE staff more than UK based employees.

4.4 Satisfaction with amount of work, salary and time for personal life

- Thai staff on local term of employment:

100% of the respondents said that work-life balance is very important at the Embassy. Employees are encouraged to start, finish their work and go home on time. The Embassy also provides good numbers of holidays to staff. British people give importance to their families and from this Thai staff are also benefitted because Thai

people can also finish their work on time. Moreover, working overtime especially on weekends is viewed in a negative way as the majority of staff believe those staff working overtime are not capable to finish their tasks during office hours. However, the salary is quite low and the pay did not increase for some time now plus the cost of living has a lot increased. The Embassy also misuse the high potential staff on lower grade by wanting them to do more and engage higher responsibility job, but they are not being promoted nor are they given any monetary allowances.

- British staff on local terms of employment:

Most of the respondents have the similar views to the Thai LE staff that the embassy provides good work-life balance. However, in terms of salary, 50% of respondents said that they are not satisfied

However, the other 50% said that they are satisfied by the salary given to them and they are lucky because they are offered higher salary, as pervious standards, than what the Embassy is providing to the new employees of the same grade right now.

- British staff on UK-Based terms of employment:

50% of the respondents said that they face very high work pressures and the salary provided is not enough. They are doing beyond the expectation but they are happy to do it as they said they can do! Another 50% said that they are not considered money to be an important aspect, they only focus on work and they try their best to achieve the outcome their employers want.

4.5 The decision making process and staff's involvement

- Thai staff on local term of employment and British staff on local terms of employment:

All the respondents have the same thoughts that the senior managers at the Embassy are the only decision makers. Most of the time when there are changes, staff are being told of those changes and senior managers never ask for staff's opinions before implementing anything. Once the decisions have been made, the senior managers will then ask for the inputs from staff but here they never do anything with those comments.

- British staff on UK-Based terms of employment:

100% of the respondents said that most of the decisions are made in consultation with union committee and the senior managers try their best to have minimal effects on staff.

4.6 Treatment by the senior management following staff's terms of contract

- Thai staff on local term of employment and British staff on local terms of employment:

100% of the respondents said that they do not have much say in the embassy as their mindsets are different from that of the decision makers. In fact, they are viewed as just workers who were there to work. Work load and stress levels amongst Thai LE staffs were high, whose evaluation criteria is solely work outputs. The main reason being the competition of working in British embassy is high; therefore, it is not too hesitant in laying off Thai LE staffs, if required. UK based staff are considered assets of the embassy who have much more say to influence decisions made by senior management, be it about anything related to the embassy overall or related to their own work functions. The main reason being all members of the senior management are British and look at the matters with only a British viewpoint. Consequently, UK based staffs are rated higher, which also translated better packages, building on the massive gap between packages of UK based staffs and non UK based staffs.

- British staff on UK-Based terms of employment:

They felt that all staffs were treated equally and there is no differentiation by the Embassy. In fact, LE staff are given more importance by the embassy in terms of pay rise and bonuses as the UK based staff do not get any of these.

CHAPTER V
CONCLUSION AND RECOMMENDATION

This study examined to understand whether or not the organizational culture has an impact on satisfaction of staff employed by the Embassy. All the participants are the current employees of the British Embassy which are divided onto three groups; Thai Locally Employed (LE) staff, UK Locally Employed (LE) and UK based employees. The purpose of this study is to find the real problems that cause the low job satisfaction at the Embassy so that all the matters could be rectified accurately and in time.

5.1 Conclusion

A thematic interpretation of the data revealed that the international organization corporate culture impacts staff job satisfaction and it creates low job satisfaction amongst the employees at the British Embassy.

Findings reveal that there is a gap or distinction between UK based and locally employed (LE) staff. The culture that the British Embassy employed consists of British culture more than Thai culture. LE staff feel that they have to do everything British ways even when Thai staff are not always willing to do. However, the senior management is not aware of this and never thinks that it is really a problem in the Embassy.

The remuneration is also a serious problem at the embassy. The effects of financial crisis in the UK have caused the decrease in salary at all the British Embassies worldwide. As a result, staff at A2 level used to get X salary but now they are given Y which is lesser than before. This affects staff and some staff have resigned and changed job. Staff turnover could become a serious problem in the Embassy in which the senior management should have a careful look onto.

LE staff feels that the senior managers who are British give more importance to UK Based staff and not LE staff. In terms of work, British staff have more authority

and more tools to perform work. When there are serious issues or problems, senior management are not taking LE staff's opinions seriously even though LE staff are being majorly affected. Staff are only being told of the changes and to accept them.

The results also agree with what Herzberg has said in his two-factor theory of intrinsic and extrinsic motivators because as employees are lack of extrinsic motivators such as compensation and salary, they are demotivated and that links to dissatisfaction in the end. Moreover, Price-Mueller job satisfaction model also plays some role of the dissatisfaction in the Embassy because no matter how long staff have been employed, they have to do the same old job and they do not find it challenging anymore and it also creates dissatisfaction.

5.2 Recommendations

It is a dream of everyone to work in an organization where they come in to work with happiness every day and it is the same for an organization as they should do their best to keep their staff happy and satisfied with their work and with the organization. For the Embassy, it is very beneficial that all the issues have been raised in this research in a very early stage as those problems can be rectified before they become serious issues in the Embassy.

To ensure that the Embassy has satisfied and productive workforce, according to Herzberg, the Embassy should give attention to both sets of job factors; both intrinsic and extrinsic. Embassy should focus on increasing satisfaction of staff on the job and they should look at the opportunities for staff development, giving the right salary according to staff's potential and the cost of living, give more importance to promotions in order to retain the existing staff because when staff feel unvalued, they will definitely resign and move on.

The Embassy should also reduce the bureaucratic system by allowing new ways and methods of working. Therefore, staff do not feel like they only have to follow the system and have no freedom to work in new ways. This will also allow staff to have more creativity which results in better outcome and it can also save a lot of time.

Another concern is the gap between British and Thai staff which should be minimized and finally disappear. In order to increase job satisfaction, the Embassy should also focus on the job environment such as policies, procedures, supervision and add some rules in which the LE staff feel they are also given importance. Moreover, by having the social events or team building activities which allow all staff to be together and have conversations or talks unrelated to work will also help minimizing this gap as they will be more open to one another.

It was mentioned by long serviced staff (more than 10 years) that they were very satisfied with their work and the Embassy's environment before, but now many things have changed and most of them are changed in negative ways. If the Embassy was a very good place to work and even praised by almost all of the staff in previous years, it is not so hard for the Embassy to come back to its old position and win all staff's heart like it used to be because all these issues are not at very serious stages yet and it does not take too much time to rectify.

As the researcher is one of the Locally Engaged Staff Association (LESA) or union committee members, the researcher will definitely mention the findings from this research and discuss amongst other committee members. Subsequently, the researcher, together with the LESA, will have a formal discussion with the senior management team and discuss ways to move forward in order for staff to have high level of job satisfaction and to transform the Embassy to be a great place to work once again.

5.3 Limitations

The number of people interviewed for the research was limited due to the time frame of the project. The handful number of people interviewed might not truly portray what everyone thinks and feels about working at the British Embassy.

Another major limitation was the possibility of manipulated answers by the respondents as they may fear getting in trouble on speaking against the Embassy.

5.4 Suggestions for further research

For further research, it is suggested to discuss with Locally Engaged Staff Association (LESA) which is a union formed to support any challenges and concerns locally engaged staff face. With the involvement and valuable inputs from LESA, the output of the research might be more effective and accurate.

It would also be interesting the find out the impact of corporate culture in other embassies from the western world, such as Ireland, France, and America, and compare the results with those in this research. Similarly, it would also be useful to find out if British Embassies in other South East Asian countries, where the culture is similar to Thailand, also face similar issues.

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APPENDICES

APPENDIX A: Path diagram of the revised causal model of job satisfaction (Priem, A., 2010):

ENVIRONMENTAL VARIABLE

Opportunity   −

JOB CHARACTERISTICS

Autonomy   +

Role ambiguity   −

Role conflict   −

Role overload   −

Distributive justice   +

Supervisory support   +

Internal labor market   +

Task significance   +

Integration   +

Pay   +

Routinization   −

PERSONALITY VARIABLES

Work motivation   +

Positive affectivity   +

Negative affectivity   −

Job Satisfaction