

**ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION
IN THAI PUBLIC SECTOR ORGANIZATION**



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IN THAI PUBLIC SECTOR ORGANIZATION**

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ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION IN THAI PUBLIC SECTOR

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ABSTRACT

Employee motivation is a significant tool to drive human resources to reach expected outcome. Moreover, organizational culture is the significant instrument to encompass value, norm and behaviors among the employees in order to rule the member to align with organization's direction.

The purpose of this research is to study the relationship between organizational culture and employee motivation in Thai public sector. According to the Hierarchy culture type of Cameron and Quinn (2006) explained that this culture type has characteristic including standardize, control and stability. According to this statement, Thai public sector culture is perceived as hierarchical, strict and complex. With this organizational condition impact Thai public sector employees were perceived unfriendly, unproductive and low motivation. The studied found the significant motivational factors that are related to the research question.

This research is conducted by using in-depth interview with seven public governors. The frameworks and questions were guided by the combination of literature review in the past studied. The data analysis can be concluded into three parts which are positive aspects, negative aspects, and ambivalent aspects.

KEY WORDS: Organizational Culture/ Employee Motivation/ Thai Public Sector

32 pages

CONTENTS (cont.)

	Page
4.1.5 Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice	19
4.2 Negative aspects	20
4.2.1 Low Budget for development	20
4.2.2 Power leader and SOTUS system	21
4.2.3 Slow procedure on the organization structure	21
4.3 Ambivalent aspects	22
4.3.1 Job security	22
4.3.2 Patron client relationship	23
4.3.3 Long term obligation	23
CHAPTER V RECOMMENDATIONS	25
5.1 Conclusion	25
5.2 Comparison between Data Finding and Literature Review	26
5.3 Recommendations	26
5.3.1 To create healthy organization culture by providing positive aspects, avoiding negative aspects and balancing ambivalent aspects	27
5.3.2 Design new recruitment process	28
5.4 Limitations	28
5.5 Suggestions for Further Research	29
REFERENCES	30
BIOGRAPHY	32

LIST OF TABLES

Table	Page
3.1 Information of seven interviewees	14
3.2 Open-ended question lists	15



LIST OF FIGURES

Figure	Page
2.1 The Competing Values Framework	6
2.2 Characteristics of Culture Types	6
2.3 Maslow's hierarchy of needs	8
2.4 The Influence of Corporate Culture on Motivational Practices and Job Satisfaction	9
2.5 Framework of the Organization Culture and Employee Motivation	12
5.1 The conclusion of Organization Culture and Employee Motivational in Thai public sector	25



CHAPTER I

INTRODUCTION

Nowadays, as the world of business is dynamically changed and becomes much more competitive, this impacts both on private and public angles. The goal of organization is to create the sustainable organization and to ensure that the business can survive in the long term. As the organization operates the business, the most valuable resources of the company are human capital; the member of the organization can either lead the company to success or failure. Therefore, motivation is one of the significant instruments to drive member of the organization to the goal achievement through passion, vision, and value of the organization. However, the different characteristics of private and public cultures also affect the employees' motivation and performance so it is important to find the understanding on public sector to explore the valuable information that can adapt within the organization.

The people's perception of Thai public sector is strict, hierarchical, lack of efficiency in term of process, and complexity. The public sector workers are perceived as low motivated. In the opposite way, private sector workers are perceived as higher motivated and much more productive. The question is 'Do the differences of organizational culture impact employees' motivation?' Therefore, the study of "Relationship between company culture and employees' motivation" will benefit both of private and public sectors in the future.

The scope of research is to study public sector motivation in Thailand to make a good understanding on the relationship between organization culture and motivation. The sample group came from one part of public sectors in Thailand. The special characteristic of this department will affect the outcome of this study. However, the strong culture of Thai public sector will give the clearer results on the finding part.

Therefore, the answers of research paper would be beneficial to address to private and public sector to be concern more about organizational cultures. The finding of research questions is to find which factors of organizational culture affect the employee motivation. Then the company can create the healthier culture in the company and can increase the ability to create competitive advantages from the valuable human resources.



CHAPTER II

LITERATURE REVIEW

The literature review consists of theory and information from the qualified studies to provide the study and explore more understanding about organization culture and motivation as well as the relationship between these two elements. In order to identify the scope of this study, Public Sector will be chosen as the sample to experiment on the relationship between culture and motivation for the organization member. The research paper will benefit to the organization by improving its cultural health, employee motivation, and work performance. Nonetheless, the primary data is an important part for answering the research questions. There are 6 parts in the literature review including:

1. Culture Definition
2. Organizational Culture Definition
3. Motivation
4. The linked between corporate culture and motivation
5. Public Services Motivation
6. Conclusion

2.1 Culture Definition

The intention to explore the understanding about culture can significantly impact the direction of the research. Culture is the unwritten rule to shape the characteristics of human in the society. The information from the research and article can exemplify the clearer picture in the several dimensions of culture such as national culture, industry culture, community culture, and organization culture. For this reason, the variety of background and environment can affect the behavior of difference people in particular group.

Culture is defined as “the collective programming of mind that distinguished the member of one group or category of people from another.” (Hofstede, 2001, p.9). Culture is a part from our learning since we were young; the lesson why culture cannot change so easily and why people are differently. Culture can also be described as every factors in our life such as values, knowledge, language, symbols, behavior, exercising power, decision making and relations (Verhelst, 1992). To conclude the concept of culture is the differences among group of people to identification. The understandings of culture acknowledge us as a fundamental knowledge to deal with people effectively.

2.2 Organizational Culture Definition

Sub-culture is the cumulative of value, belief, and knowledge of the individual group of people who share the common interest. The organization is the specific unit that gathers the members who aim to achieve the same goal. Organizational culture is the significant instrument to build norm in order to rule the members to align with organization's direction. The unique culture of the organization encompasses value, norms, and behaviors among the employees which can be different according to the relevant factors. The organization culture can be differed from other groups by various determinants such as management style, company strategy, company vision, company values, and company norms. Both culture and sub-culture are related to the attitude, belief, and value of people.

Robbins and Judge (2015) mentioned that organizational culture is the system of value sharing that differentiates the organization from others. Organization culture is one of the important roles in the organization including vision, values, norms, and beliefs. Organization culture shapes behavior and attitude of employee that resulted differently in action and work performance.

The pattern of organization culture can be classified according to Cameron and Quinn (2006) into four groups which are Clan, Adhocracy, Market, and Hierarchy. This four culture types represent four different core values of the organization culture. At the beginning, they studied on the key effectiveness for organizations which resulted in two polarities called the Competing Values Framework. This framework consists of two dimensions to form four quadrants correspond in four organizational culture types.

Firstly, the dimensions are Internal focus and integration or External focus and differentiation. Secondly, the dimensions are Stability and control or Flexibility and discretion. Each organizational culture type shows the desire of organization which can represent the differences among four culture types including organization characteristics, employee characteristics, organizational glue, organizational strategies, and success criteria. The understanding on difference between these four culture types is a guideline for enhancing the competitive advantage of organization to sustain the business in the long run. According to the various characteristics of the organization, the unique strategies have to be formed in order to respond with the differences in the particular group. Performance and productivity will be raised if the organization reacts with the changing factor effectively.

1. Clan: This type of company concerned about employee's involvement, commitment and teamwork. The characteristics of organization are loyalty, trust, friendliness, and support.
2. Adhocracy: This kind of organization focuses on adaptable, risk taking, and innovation. The employees should be creative, active, and innovative to make profitability for the company.
3. Hierarchy: This culture type has characteristic including standardize rules, predictability, control, coordination, and stability.
4. Market: This culture focuses on creating competitive advantage. The characteristics of the company are result-oriented and demanding leader toward productivity and profitability.

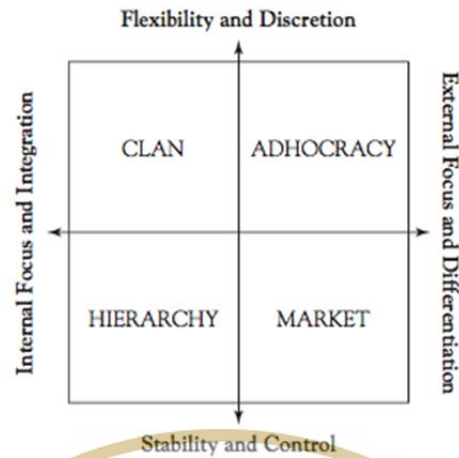


Figure 2.1 The Competing Values Framework

Source: Obermayer, Aniko and Albena (2010)

CLAN		ADHOCRACY	
<ul style="list-style-type: none"> friendly like an extended family loyalty, tradition, commitment, teamwork, participation human resource development, high cohesion, morale Sensitivity to customers, concern for people Japanese firms mainly after WWII, an Airline in USA in its first 5 years 	<p><i>Workplace</i></p> <p><i>People</i></p> <p><i>Glue</i></p> <p><i>Long-term focus</i></p> <p><i>Success</i></p> <p><i>Example</i></p>	<ul style="list-style-type: none"> dynamic, entrepreneurial, creative take risks, ready for change, meet new challenges, initiative commitment to experimentation and innovation growth, acquirement of new resources gaining unique, original products or services, being product or service leader Aerospace, software development, think-tank consulting, filmmaking industries 	
HIERARCHY		MARKET	
<ul style="list-style-type: none"> formalized, structured procedure governed formal rules and policies stability, predictability, efficiency low cost, dependable delivery, smooth scheduling large organizations, government agencies, U.S. fast food restaurants 	<p><i>Workplace</i></p> <p><i>People</i></p> <p><i>Glue</i></p> <p><i>Long-term focus</i></p> <p><i>Success</i></p> <p><i>Example</i></p>	<ul style="list-style-type: none"> result-oriented competitive, goal oriented emphasis on winning, reputation, success competitive actions, achievement of measurable goals, targets market share and penetration, market leadership organizations with results-otherwise, taking-no-prisoners competitive approach 	

Figure 2.2 Characteristics of Culture Types

Source: Obermayer, Aniko and Albena (2010)

2.3 Motivation

To enhance the effectiveness and productivity, motivation could be driven individually to achieve the ultimate goal. The company can maintain the competitive advantages as long as they can lead the employees for the objective achievement with passion. This topic is related to the definition and theory to explain on the motive of people which can be generated from various antecedents. There are diversified factors that stimulate individual according to the preference, experience, belief, background, and value. Therefore, it is crucial to design unique pattern of motivation to meet the specific requirement of each employee.

Motivation is one of the tools that drive people in the same direction of the company. Motivation can drive by intrinsic motivators such as challenging, feeling, satisfaction, and passion. On the other hand, money, vacation, bonus recognition, and factors from outside can drive motivation as an extrinsic motivation. Robbins and Judge (2015) stated that “motivation as the process that account for an individual’s intensity, direction, and persistence of effort toward attaining goal.” As mentioned above, the first part intensity means how difficult a person tries. The second part is the direction that leads person's behavior in different ways. The last part, persistence is how long it can strengthen the behavior to go along. However, there are many theories that describe the motivation factors.

2.3.1 Hierarchy of Needs Theories

The famous theory Hierarchy of Needs of Maslow separates need of human beings into five levels consisted of Physiological need, Safety need, Social need, Self-Esteem need, and Self-actualization. The concept is basic needs should be satisfied first before next levels. Based on Maslow (1943), he defined the level of need into five levels as following;

1. Biological and Physiological needs: The basic needs for instance of food, air, sex, shelter, drink, sleep, and warmth.
2. Safety needs: Needs of security, protection, law, and stability such as security of life and health.
3. Belongingness and Love needs: Needs of friendships, relationships, family, acceptance, trust, receiving, and work group.

4. Esteem needs: Needs of reputation, status, mastery, recognition, achievement, and status.
5. Self-actualization: Needs of self-fulfillment, full potential, and growth.

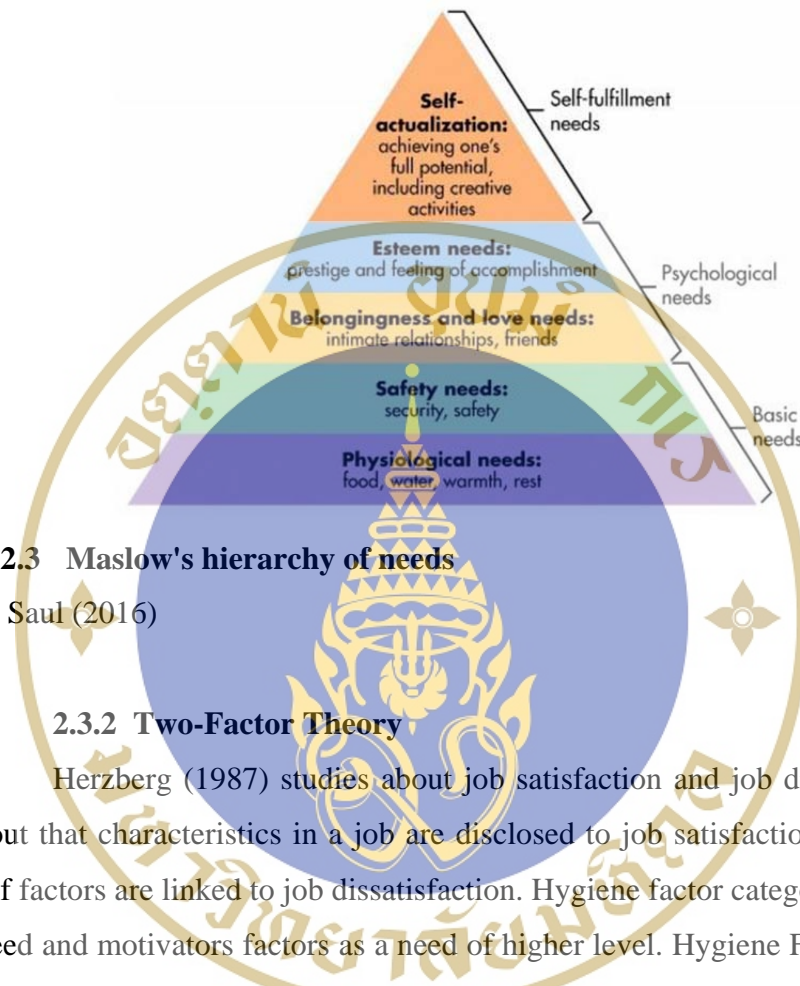


Figure 2.3 Maslow's hierarchy of needs

Source: Saul (2016)

2.3.2 Two-Factor Theory

Herzberg (1987) studies about job satisfaction and job dissatisfaction, he found out that characteristics in a job are disclosed to job satisfaction, while another group of factors are linked to job dissatisfaction. Hygiene factor categorized as a lower level need and motivators factors as a need of higher level. Hygiene Factors consist of the first basic needs on Hierarchy of Needs Theories such as salary, job security, and relationship with others, as well as motivational factors including achievement, personal growth, career advancement, and recognition. Additionally, Herzberg also defines the way to motivate people in the positive way such as Fringe benefits, reducing time spent at work, Two-way communication, Training, Spiraling wages, and Job participation. Thus, there are many factors that can increase employees' motivation but the first task is to understand the core concept of motivation theory.

2.4 The linked Between Corporate Culture and Motivation

The linkages between corporate culture and motivation are studied by several people. However, it should be extended on the scope of study as the previous research provided less information about the framework and conclusion. This topic includes the theory which identified the relevant of culture and motivation. The purpose to enhance the understanding from the article is to determine the accuracy and completeness of information for the further study.

From the study of Helou and Viitala (2007) about “How culture and motivation interacts? They conclude the framework as a diagramed below.

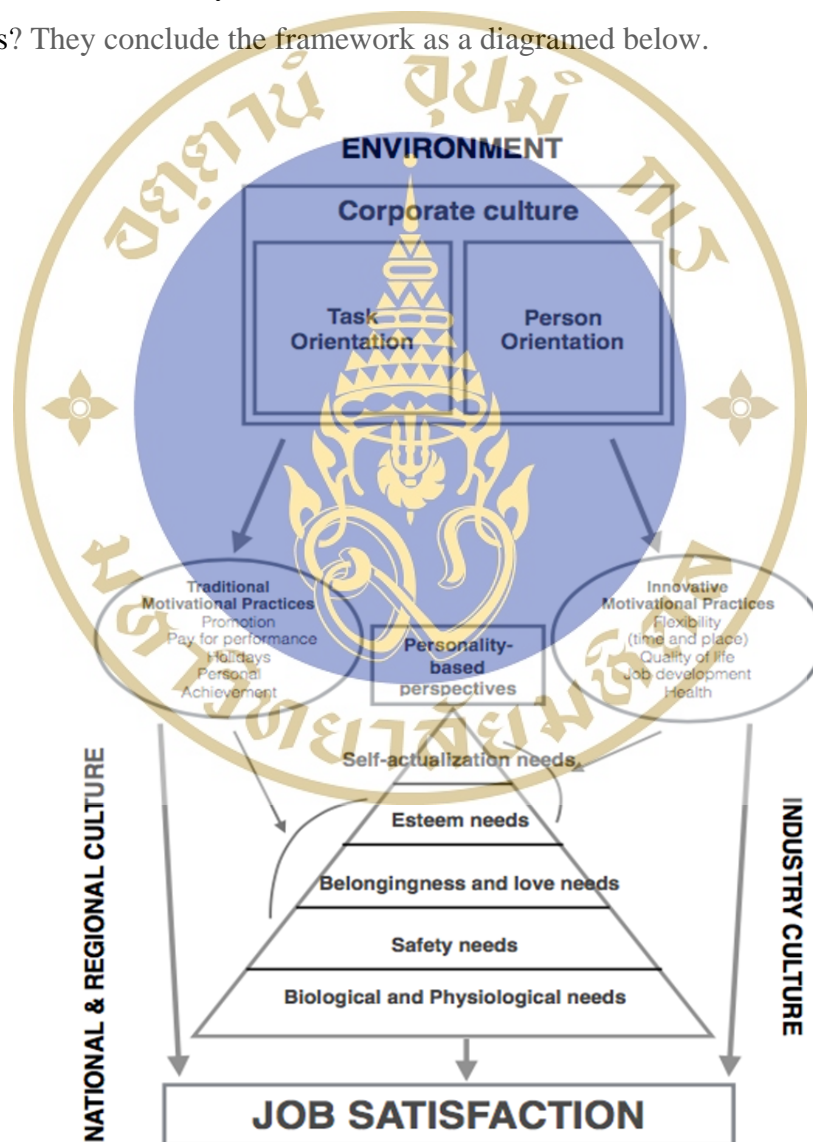


Figure 2.4 The Influence of Corporate Culture on Motivational Practices and Job Satisfaction

Source: Helou and Viitala (2007)

They found that the types of organization culture promote the motivational practices differently. The task orientation type emphasizes the traditional motivational practices such as promotion, pay for performance, holidays, personal, and achievement. The innovative motivational practice is promoted by person orientation type of organization culture such as flexibility, quality of life, job development, and health. The motivational practices also impact the job satisfaction of employee. However, there are other factors to be concern along with; industry culture, national and regional culture, and environment.

2.5 Public Services Motivation

The private and public sectors have different surrounding environments that occur differently in employee motivation. Emmert and Taher (1992) find that public sector has lower work motivation, work satisfaction, and work involvement than common labors; the causes are from nature of workplace, job characteristic, and low payment. Panagiotis, Alexandros and George (2014) mentioned that employee motivation level is shaped by public organization culture which resulted in low employee motivation in Hierarchy culture type. S. Rashid & U. Rashid (2012) defined that Public workers have more work life balance in comparing with private workers and were motivated by experience and work content. On the opposite side, private workers were motivated by supportive environment, career development opportunities and financial rewards.

Public service motivation (PSM) was studied by Perry and James in 1996 and categorized in four aspects which are Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice. This study measured four aspects by listing of twenty-four items; the PSM scale was resulted in a positive way. However, the research studied has limitation on focusing on American country and there is a few PSM studied in other countries.

- Attraction to public policy is the interest in making public program which can be helpful for the community. This factor can fulfill people who are interested in public issue, community beneficial, and community involvement.
- Commitment to Public Interest is a passion to serve the public interest. People not only do their jobs as their roles and responsibilities but also do their best

for the whole community. Moreover, public service is very meaningful to the person and be considered as a civic duty.

- Compassion is a comprehensive love of people on political issues; the person must protect the basic rights. These factors are some parts of morale and emotional state.
- Self-Sacrifice is the willingness to do things for others without being paid, as well as prioritizes on the social levels more than the personal issues; the person needs to do it for society while making difference in society is meaningful.

2.6 Conclusion

According to the literature review, it could be concluded that there is the linkage between corporate culture and employee motivation. Hence, the study aims to answer the question of this research paper that applied by using the information from the type of organizational culture and PSM. The new framework chose hierarchy culture type that mostly match with the Thai public sector. The integration between these two structures can be specifically utilized by the selected target group in order to explore the in-depth information from the research. Consequently, the research framework can gain more understanding between organizational culture and employee motivation.

The new framework combines the information together and applies with the Model of the Influence of Corporate Culture on Motivational Practices and Job Satisfaction of Helou and Viitala (2007), which resulted in diagram below.

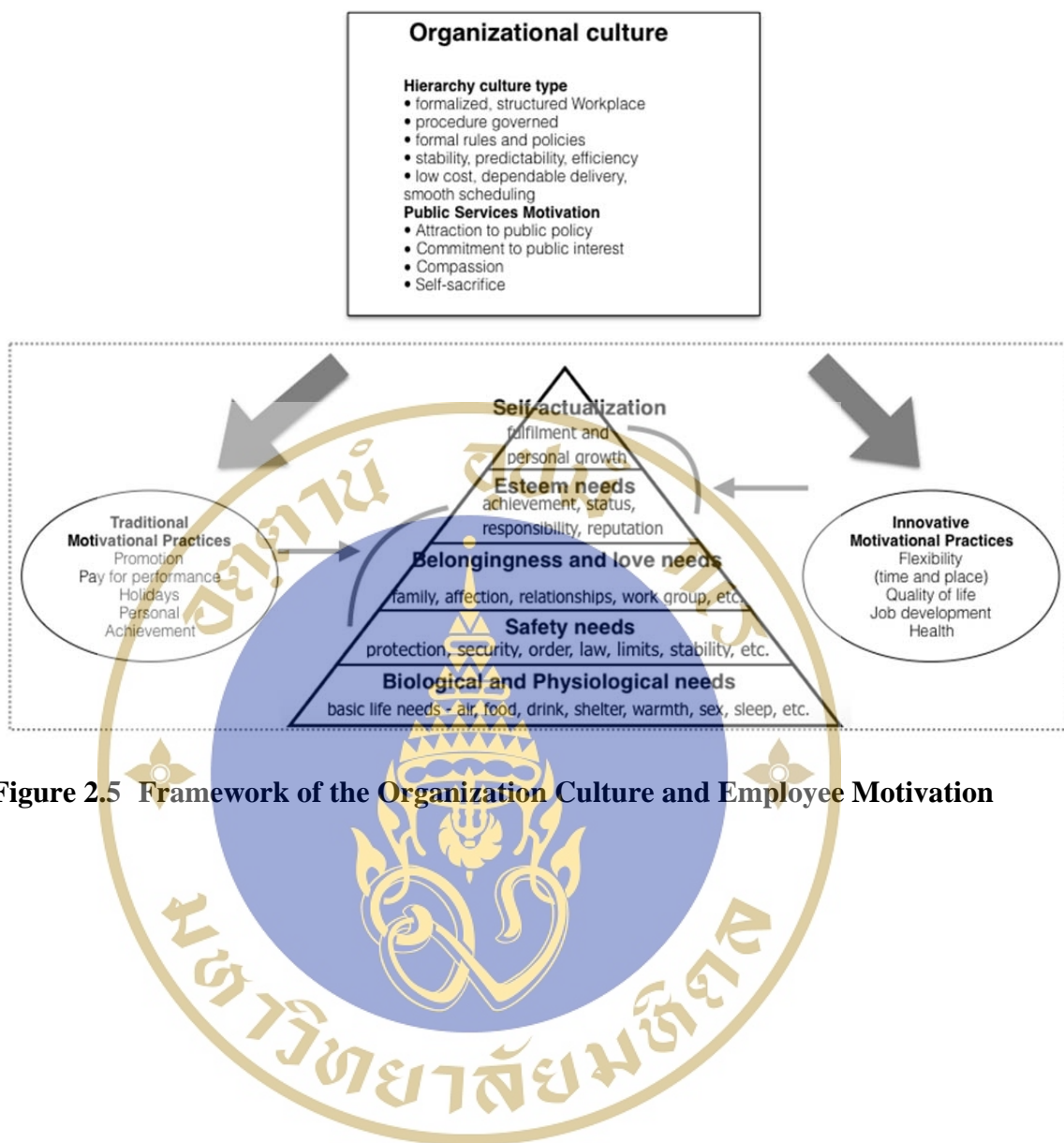


Figure 2.5 Framework of the Organization Culture and Employee Motivation

CHAPTER III

RESEARCH METHODOLOGY

This study is conducted to answer the understanding between organizational culture and employee motivation as well as to find the solution of increasing Thai public governor motivation. However the organizational culture is something intangible, it is not easy for the sample group to explain and answer the questions, so the interview questions will conclude the example and some scenarios for more understanding. To answer the research questions; an in-depth interview is taken in this study to explore and observe. This research focuses on the importance of organizational culture when working at Thai public sector by linking the corporate culture with employee motivation.

3.1 Research Design

The research design applies an exploratory research as the research question is measured the intangible things that need skills of explanation, observation, and find information of the interviewer. Ghauri and Grønhaug (2002) mentioned that exploratory research could be used if the problem of research is complicated to be solved. Walliman (2009) also said that research design needs to combine both suitable data, which have different aspects and various techniques for data analysis.

3.2 Collecting Primary Data

The simple random sampling was used for this research paper. The research paper conducted semi-structured interview with the seven members of Thai public sector in Thailand. The role of the organization mainly focuses on supporting community work and helping victims from the natural disaster. The selected target respondents are officers who are specialized in particular area of controlling the vehicle and equipment. The position of each interviewee required the capability to serve the country by in-depth

competency. The challenge of job in this public sector is to minimize the risk from uncontrolled environment such as weather, accident and air pressure. The respondents came from different hometown but have to work at the location where the public sector command. Furthermore, the research questions tried to find the significance of corporate culture on employee motivation; therefore, the sample group should have work experiences more than five years to make sure that the sample group has the right understanding on the company culture. In the past, the policy defines that the position of target respondents has to be male as the job characteristic is compatible with the male's nature and behavior. However, the organization adjusted the policy to accept female to perform the job in the past few months. For this reason, it is hard to seek for the female to conduct the interview because the strict regulation of recruitment process.

Table 3.1 Information of seven interviewees

Person Code	Gender	Workplace	Hometown
A	Male	Suratthani	Suratthani
B	Male	Suratthani	Chumporn
C	Male	Suratthani	Bangkok
D	Male	Suratthani	Bangkok
E	Male	Udonthani	Nakhonpathom
F	Male	Suratthani	Sakonnakorn
G	Male	Suratthani	Bangkok

3.3 Data collection

To collect the data bot in qualitative and quantitative method is also the important factor to find answer for the research questions. Qualitative and quantitative methods are different because of the procedure not quality (Ghauri & Grønhaug, 2002). This research used qualitative method to collect the data through in-depth interview and observation. Reichardt and Cook (1981) defined some characteristics of qualitative methods that qualitative methods are explorative orientation, process oriented, emphasis

on understanding and observations and measurements in natural setting; all of these characteristics are appropriate to answer the research questions.

3.3.1 Interview Questions

The interview questions consist of broad questions and open-ended questions in order to gain as much as possible understandings from the interviewees. To find the answer from interviewee, interviewer needs to enhance interviewees to explain their information and feeling and also observe the reaction to find the most valuable information. The lists of questions are shown in the table below.

Table 3.2 Open-ended question lists

Topic	Interview Question
General Questions	<ul style="list-style-type: none"> - Could you briefly explain your key roles and responsibilities? - How long have you been working in this organization? - Could you describe your organization culture?
Formalized, structured Workplace	<ul style="list-style-type: none"> - From your work experience and based on your opinion, can you explain the pros and cons of working in your organization?
Procedure governed	<ul style="list-style-type: none"> - In your working process, are the hierarchy, regulation, and procedure affect your work? How and Why?
Formal rules and policies	<ul style="list-style-type: none"> - Because you are in specialized governors, are there any training programs and any other competency requirement? - Are there any strict regulations or contract requirements that you have to sign?
Stability, predictability, efficiency	<ul style="list-style-type: none"> - What do you think that it is the most advantages as being the public service governors?
Attraction to public policy	<ul style="list-style-type: none"> - If you had authority to involve in policy making process, what policies you would like to propose to improve the quality of life of the public governors? Why?

Table 3.2 Open-ended question lists (cont.)

Topic	Interview Question
Commitment to public interest	<ul style="list-style-type: none"> - What do you think about your position as a government person? - Do you think that you are important to the nation? - What do you expect your job to be perceived from Thai population?
Compassion	<ul style="list-style-type: none"> - What will you do to help Thai nation by your job authority? - In your opinion, can you prioritize the sequence of duties among people, nation, and personal interest?
Self-sacrifice	<ul style="list-style-type: none"> - Being governors have the working hours and responsibilities are of course beyond the private employee; therefore, could you explain - How you manage work life balance to make your job and personal interest are in the proper level?
Motivation	<ul style="list-style-type: none"> - Why did you choose this job? (instead of working for a private company) - What do you enjoy most about this job? - What do you enjoy least about this job? - What would you like to change in your job (if you had a chance)

3.3.2 Develop probing techniques and Conduct the interview

Probing technique used as a tool to lead interviewee in collecting the in-depth data. The interviews used face-to-face interviewing or telephone interviewing with the length at approximately 30-40 minutes per person; the method depends on interviewer and interviewees' convenience. The telephone interview was conducted in the silent place without noises that can disturb. Last but not least, the confidential information of interview ranking as the first priority of the method.

CHAPTER IV

FINDINGS

After conducting the interview on Thai public sector's employees, the data finding can be summarized into three topics which are positive aspects, negative aspects, and ambivalent aspects. Each group represents the impact of individual factor that influence employees in public sector.

4.1 Positive aspects

This topic illustrates the factors that enhance employee motivation. From the in-depth interview, the interviewees provide the discussion to answer the research question about relationship between the organization culture and employee motivation. The data finding could be categorized into various factors as following;

4.1.1 Compensation and Benefit (Healthcare, Pension, Salary scale)

We cannot deny that private sector motivates people to apply the job by offering more salaries though the interviewees also concerned on other benefit and compensation as well. All of the interviewees accepted that the health insurance of public sector is more attractive comparing with private organization. Mr. A told that the positive factor of public sector is "Thai public sector has a good benefit and compensation but not in term of salary or monetary rewards , however the organization provide scholarship, official residence and health insurance instead." Mr. E mentioned that "Thai public sector offers health benefit to your family members such as father, mother, wife, and children with unlimited medical fee." Mr. G stated that "The public sector offers pension after retirement. This factor can motivate employees to work in the long period of time." In summary, healthcare and benefit can motivate people to work and engage with the organization. Moreover, public sector has the policy to increase salary every year. There are criteria to evaluate the performance of employee which affect the increasing rate of

salary that different according to level of achievement. Nevertheless, the respondents thought that these policies not affect their motivation because the number of money is not much different from others.

4.1.2 Good relationship among employees

Good relationship among employees is a significant factor that respondent thought it is the advantage of working in public sector. Three interviewees are satisfied with the relationship among his colleagues that create the satisfactory working environment. Mr. A said “The most favorable thing in the organization is friendship from the team member. We help each other and work as a team not a competitor.” Mr. B stated that “I cannot work alone; I need a good team to achieve the mission.” Mr. C mentioned that “When I have problems, my friend always support me; I cannot imagine life without good relationship.” Furthermore, good relationships among employees can motivate people work with positive energy. The friendly environment supports the employee to work together with supportive manner to reach the common goals.

4.1.3 Family influence (Role model)

Thai culture emphasizes on family relation and bonding. Thai families take care of their children since they were young so the families have a major influence in their life. Five of respondents chose to work in public sector because of their family. Mr. A mentioned that “My mother suggested that I should work in public sector because she wished her son to be ‘Chao Khon Nai Khon’. It means being a boss and having an authority. Moreover, I have an ability to take care of my family when I work here.” Mr. B said that “All of my family members work in public sector. One of them works in this specific position and recommends me to apply the job in this organization. When I become one of the public sector’s employees, it makes my life better. I got the scholarship of organization and can release my family’s debt.” Mr. E mentioned that “I want to work in this position because my family always talks about the advantages of public sector employee. My family compares benefits and drawbacks of public and private sector and recommends me to choose public sector because of the job security.” Mr. F who has his father as a role model “My mother does not agree with me when I want to

apply for this job because of the death in custody of my father but I think it is not relevant. He did the best thing he could do at that time.”

4.1.4 Rules and Regulations

As the public sector is governed by government, there are the strict rules and regulations to control public sector employee. Four of employees admitted that clear rules and regulations of Thai public sector help them to work easier. Mr. D mentioned that “Every procedure was formalized for employee to follow. Everybody have to stick with the rule and regulation to ensure that employees know what exactly they should do. However, some of employee feel uncomfortable with these rigid rule and regulation and lead them to resign the job.” Mr. E said that “There is severe punishment if the employee disobey the rule or do not follow leader’s command such as detention, prison and deduction of salaries and pension.” Nonetheless, most of interviewees thought that this point is an advantage of the organization. Mr. F claimed that “The rules and regulations are good enough to control employee to work along with the organization but the problem occurred when the people not follow the rule.” The well-organized rule and regulation from the organization create the clear working procedures so the employees understand their role and responsibility to perform the task assigned.

4.1.5 Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice

Public sector is the department that providing the governmental services which benefits all of society. All of these factor is an intrinsic motivation of Thai public sector’s employee. There are four respondents admitted Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice are very significant factors influence to work in public sector. Mr. G said “I chose to work in public sector because I have a passion to create value to other people. I love to see people smile when they were helped.” Mr. F also confirmed this argument that “Beside from job security, Thai public worker can help the society and also gain social recognition.” From the observation, Thai people perspective perceived that the people who works in the public sector has the authority more than normal people as you can see in the political issue. Mr. E mentioned that “In the current position, I did not have the power to change the

organization issues but if I grow up in this career path I will have more power to make the better organization structure and policy. It's mean I can work more for better society. The public sector workers have to sacrifice many things for the society. I don't want to hear negative opinion about my company. I want them to see what we do for community more than the mistake we made." This means Thai public sector characteristic support the employee intrinsic motivation to work in the organization.

4.2 Negative aspects

This topic studies the negative aspects from the organization culture based on the respondents of the qualitative method. There are many issues that discourage them to work efficiently. The answer could be organized as factors below:

4.2.1 Low Budget for development

Aside from job security, the employee of Thai public sector thought that company support low budget for development. Five of respondents thought that this issue discourages their motivation. Low budget for development could be separated in two part. The first part is the low budget for the development in equipment such as outdated vehicle, inadequate of equipment and inefficient of machine. As the sample group work for the nation by using the weapon and vehicle for the duty; they are surrounded with the high risk. Mr. D mentioned that "I concerned about my life safety when I have to work on daily life because of the low quality of equipment such as the availability of equipment and the safety of the equipment. Some of job function is not important for taking risk." The Japanese scholarship employee, Mr. B said that "When I stayed at Japanese I feel that I have a long life like a hundred years old but when I came back to work in Thailand, I think life is too short. I just think of next five years or ten years." Consequently, the employees avoid taking risk among the organization. The interviewees also said about the quantity of resources, Mr. G told that "Employees facing with the shortage of resources; it's take time to receive the company support both of budget and equipment."

The second part is low development in people. two of employees complained that the organization offer the minimum learning and development program for

employees. They recommend the company to provide more additional knowledge. Mr. D said “The Company should invest more quality of resources both of equipment and people. The company want employee to hard working but ignored the factor that can support work performance so it harms the morale support of employee and do not want to work longer”. The company budget for development is one of the factor that impact employee motivation to work more effectively. The full support of government can increase the morale support of employee and also the ability to work in the organization.

4.2.2 Power leader and SOTUS system

Thai public sector gives an extremely powerful business to the leader. The interviewees rank these as the first disadvantage point in the company. Mr. A said that “I have to do whatever the leader command; some of leader ordered the private issues and not reasonable but I cannot deny whatever he command.” Mr. D argued that “Although, we give sentiment or recommendation in the organization but in the last decision making is up to the leader who not listen our opinion. The leaders also make a decision increasing number of salary scale.” Not only the leader that the employees have to respect but they have to respect all of the higher rank and position. Mr. E mentioned that “Thai public sector has a SOTUS system involvement. Everybody have to respect each other especially higher position. For instance, you have to respect ex-worker despite he resigned from the company to work in private sector.” Mr. B implement these issue that “During the free time, younger employee responsible for helping senior to work more efficiently because senior have more work and responsibility.” This comment can explain the clearer culture of the company that have to respect the older people which related to Thai culture.

4.2.3 Slow procedure on the organization structure

From the past experienced of interviewer, intimacy, friends and family's perspective can recognize public sector as an outdated organization with unfriendly people so most of people avoid to contact with public sector. Nevertheless, the processes of Thai public sector not only impact the perspective of outsider people but also affect employee in the organization. According to the answers which derived from interviews, interviewees also displeasure with public sector procedure. Mr. E mentioned that “Thai

public sector has slow process of working because it has a complicated task and take time to get the finalized.” Mr. G said “The process of company make us to take a long time waiting without time reminding; we cannot plan our work effectively. The process Thai public sectors about justification take a long time so I see a hopeless on people face and make me feel bad.”

4.3 Ambivalent aspects

According to interviewees, there are three factors that have both of positive and negative aspects to answer the research question. The answers could be summarized as following.

4.3.1 Job security

The interviewees have strong view point about job security of Thai public sector. All of interviewees chose to work in Thai public sector because of stability in work. However, job security did not make them work beyond the job minimum requirement. Mr. B said that “Thai public sector is more compromise than private sector. Thai public sector cannot ease fire people like private sector. You can be continuously received the salary without any exception” Moreover, Mr. C also claimed that “If Thai public sector collapse, Thai nations also collapse so it’s very hard to happen”. Another interviewee, Mr. A also confirm that “I chose to work in Thai public sector because of job security such as stability of workplace and fixed income. Although, private sector offers more salary but I prefer public sector lifestyle.” Moreover, surrounding people perspective also support interviewee to join Thai public sector. Mr. D and Mr. F said a similar fact that their family who used to work in public sector persuades them with a positive point of job security in public sector. According to the interviews, job security has both of advantages and disadvantages. Job security is satisfying worker to work in the organization but it does not motivate them to work efficiently so it can impact the company performance. For example, four of the employees admitted that they just do their work at the minimum requirement without any pressure because they know that it not impact their career advancement.

4.3.2 Patron client relationship

Scott (1972) explained about patron client relationship that “The basic pattern is an informal cluster consisting of a power figure who is in a position to give security, inducements, or both, and his personal followers who, in return for such benefits, contribute their loyalty and personal assistance to the patron's designs.” Mr. G said “Patron client relationship give the privilege to selected group of people since they were applied the job. It does can make your life easier when working in the organization.” However, patron client relationship benefits just one group of people or gives the authority to the people who have a connection. Mr. B mentioned that “Some of powerful people in the company used the power in the negative way. They used the power for personal interest. It's make me feel inequitable in the organization.” There are both advantages and disadvantages of patron relationship, it's depending on the perspective of each employee.

4.3.3 Long term obligation

In this research paper focused on one part of Thai public sector which has a long term obligation to motivate people to stay in the company. The government provide the scholarship for the employees to acquire the certificate which is mandatory for this career field. However, it is the commitment between the organization and staff to sign the long-term contract to work with the specific public sector after they graduated from the institute. The debt from scholarship assigns the employee to work with the company for the duration indicated in the contract. If the employees terminate the employment status, they will be punished to pay the debt which is very expensive. There are four employees mentioned about long term obligation that influence them to work with the company until they complete the contract or they were offered with the better benefit from the competitors. Mr. A told that “The government fund support employee to learn and work so everybody in the company have their own debt and obligation. You get the benefit from company so you have to pay back as a human resource of the company. Debt can be counted as number of years and amount of money. For instance, I have ten years and five million baht.” Mr. F enlarge upon the debt that “The money of debt is not decrease until the number of years is overdue. For instance, if you want to resign during the contract; you have to pay full amount of money. Moreover, the special

training course means the increasing number of money and year of debt. I take a debt as a first priority before leave the job” However, if the other company offers the benefit and money cover all the debt most of interviewees tend to accept an agreement of private sector. Mr. C stated that “I think the regulation of debt is not reasonable. If the salaries that private companies offer can release the debt, it can be a big point to leave the job.” Based on the interviews, most of the respondents take a debt as a majority of consideration before resigning the job. Nonetheless, the debt did not encourage employee to work efficiently and effectively on their role and responsibility.



CHAPTER V

RECOMMENDATIONS

5.1 Conclusion

This research paper examined to understand the relationship between Thai public sector culture and employee motivation. All the participants are currently employees of Thai public sector. According to the literature review and in-depth interview, there are some similar factors among these both study methods. Nevertheless, in this study focused on Thai public sector which can identify the factors as a framework below.

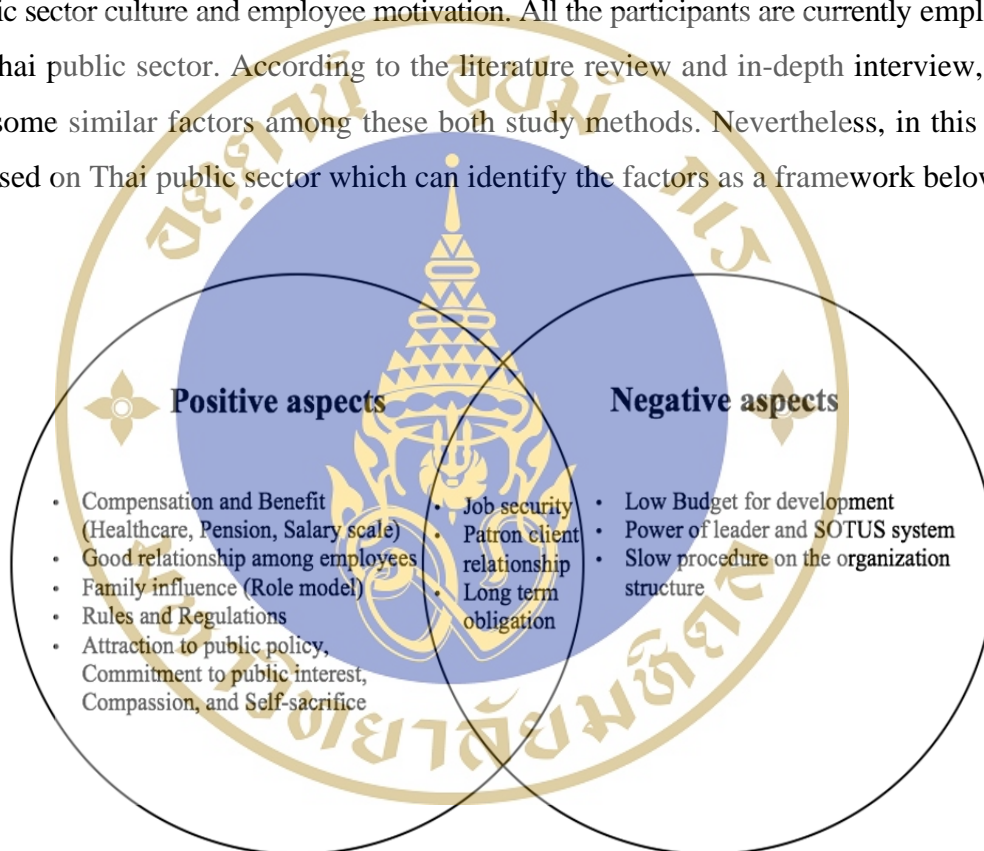


Figure 5.1 The conclusion of Organization Culture and Employee Motivational in Thai public sector

Based on interviewing of Thai public sector employees, the company culture impacts staff motivation and it could be categorized into three group including positive aspects, negative aspects and ambivalent aspects. The positive aspects motivate employees to work with the organization and also increase job satisfaction among the employee. In the other hand, the negative influence occurs when the company has the negative

aspects and it resulted in low motivation of employees. Moreover, there are three factors that have both of benefits and drawbacks depend on the perspective. Therefore, the company can adapt these evidences with their organization structure and policies to increase employee's motivation and employee performance.

5.2 Comparison between Data Finding and Literature Review

The comparison between the past studied and the finding factors have both similarity and differences factors. The similarities are the organizational culture influence employee motivation. Based on the literature review and in-depth interview illustrate the similar outcome which is Public service motivation. Perry and James (1996) found that most of public sector worker have a similar characteristic which are Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice. The difference between the data finding and primary source is the ambivalent aspects which have both positive and negative aspects. According to the data finding found that job security, patron client relationship and long term obligation have both positive and negative aspects. Firstly, Job security all of the employee chose to work because public sector have more stability in work than private but the employee admitted that they just do the minimum requirement because it has a low opportunity to impact the career path. Secondly, Patron client relationship give a benefit for the selected group and this cause dissatisfaction of another group though that inequality. Thirdly, Long term obligation, as a specific part of this public sector, the organization provide the scholarship and education for employees but they have to sign the contract with the company. This long term obligation separates in two part which are the number of money and the number of year. This factor forces the employee to work in the organization.

5.3 Recommendations

According to the conclusion, the factors would be useful for Thai public sector Company to see more obvious relationship between motivation and organizational culture. According to the three group of data finding, there are the positive and negative impacts the employee motivation so the company should balance the intensity of each

factor. Consequently, Thai public sector can adaptable the factors along the organization by creating the healthy organization culture. With these businesses strategy can lead the company and employees to achieve the desirable outcome. However, Thai public sector has very strong cultures which strongly root in the organization for a long period of time. Then there are limited practical improvements of recommendation.

5.3.1 To create healthy organization culture by providing positive aspects, avoiding negative aspects and balancing ambivalent aspects

The company should pay more attention to organization culture. The understanding of company culture affect the motivation of employee will benefit the company to create the healthy organization culture which can enhance their employee motivation, work performance and long term expected outcome. The firms should balance each factor among the organization because as we have learned from this research has both advantages and disadvantages of cultural factor. However, public sector is controlled by government; there are limited choices to implement the solution.

Based on interviews, the finding factors consist of positive, negative and ambivalent aspects related to organization culture. Firstly, the company can apply positive aspects by promoting the core value that focusing on social responsibility. As the finding factors that shown the intrinsic motivation of public sector such as Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice, then the employee can realize what they should do for the whole society and put the other interest as a priority. Moreover, the public sector can adapt the strength point of benefit and compensation by using customized benefit. Customize benefit means employee have more flexibility on benefit and compensation. For example, if they don't have the parent the company might allow them to reimburse that budget in order to compensate other expenses so the employee can adjust the healthcare benefit to match their life conditions.

According to the negative aspects, the company should support employee performance by provide more budget for development both of equipment and people such as equipment, office supply and technology. The development budget of each department should be taken into the consideration to increase efficiency of working such as training program which can develop employee's skill. The investment in human capital and resources will increase the level of employee motivation and work performance.

Although, the ambivalent aspects have both positive and negative aspects but the extremely of the degree in each side can occurs the negative impact to the company. It need to be balanced to prevent the damage from related factors. For example, the employees do their job as a minimum requirement because the job security guarantees their career path in the organization. Then the company should identify clear criteria of promotion or punishment to control the employee performance.

5.3.2 Design new recruitment process

Human capital is valuable and important resource that drive the company to reach the company goal in the long term. However, the strong root of Thai public organization culture is hardly to change so the best solution is to design new recruitment process which can select the person that align with the organization culture. It is usual to measure the knowledge of candidate before accepting the employee but this recruitment process is not enough when we concern more about organization culture. Then the company should provide Psychometric testing which combine of aptitude and personality tests. Therefore, the company can choose the candidate that have ability and match with company culture. For instance, the organization should select people who want to serve the public which the studied have the similar result in Attraction to public policy, Commitment to public interest, Compassion, and Self-sacrifice. In addition, the candidate should understand the initial organization culture before apply the job.

5.4 Limitations

The limitation of the paper is the number of participation due to the time frame of this research paper. The sample group came from one part of Thai public sector department which have a specific characteristic from other department so the resulted of the paper should be used carefully. Last but not least, the respondents tried to avoid conflict with their organization by not speaking against the public sector which means the answer might be incorrect. According to the interviews, some of interviewees avoid sharing the opinion about sensitive issue because it might affect the confidentiality of the organization. Moreover, the culture affect their attitude towards sharing knowledge and experience as the employee are only assigned by the supervisor

and they don't have the authority to share the idea in the company. The supporting evidences are shown by the ignorance while asking the interviewees about the development for the organization performance.

5.5 Suggestions for Further Research

For further research, the research should increase the number of sample group and also the time to conduct the research. It would be interesting to compare the impact of public and private organizational culture. The resulted knowledge would be useful for both private and public sector in the future.



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