The Motivational Model of Job Performance for Five-Star Hotel Employees between Thailand and Myanmar through Cross-Cultural Management

รูปแบบแรงจูงใจในการปฏิบัติงานของพนักงานโรงแรมระดับห้าดาวระหว่างประเทศไทยกับเมียนมาผ่านการจัดการข้ามวัฒนธรรม

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Abstract

The purpose of this research was to find a factor affecting the motivational model in cross-cultural management between Thailand expatriate managers and five-star hotel employees in Myanmar. This research utilized the qualitative approach by a semi-structured interview with fifteen managers of hotels in Thailand and five managers of hotels in Myanmar. The results found that the motivational factors consist of psychological and social factors. Psychological factors include the four variables of working conditions, achievement, relationship with colleagues, and relationship with managers, and social factors include five variables of social security insurance, participation in decision making, company policy, social recognition, and social life opportunities. Motivational factors have a direct positive relationship with cross-cultural adjustment which includes interaction adjustment and work adjustment, and an indirect positive relationship with job performance. Cross-cultural adjustment is positively related to the job performance of employees in a five-star hotel efficiency and quality of work.

Keywords : motivation, cross-cultural management, job performance, motivation in hotel, Myanmar

บทคัดย่อ

การวิจัยครั้งนี้ มีวัตถุประสงค์เพื่อค้นหาปัจจัยที่มีผลต่อรูปแบบแรงจูงใจในการจัดการข้ามวัฒนธรรม
ระหว่างผู้จัดการชาวไทยกับพนักงานโรงแรมระดับห้าดาวในประเทศพม่า โดยใช้วิธีการวิจัยเชิงคุณภาพ
โดยการสัมภาษณ์แบบกึ่งโครงสร้างกับผู้จัดการโรงแรม 15 คนในประเทศไทยและผู้จัดการโรงแรมใน
เมียนมา 5 คน ผลการวิจัยพบว่า ปัจจัยแรงจูงใจมีปัจจัยทางจิตวิทยาและปัจจัยทางสังคม โดยที่ปัจจัย
ทางจิตวิทยา มีตัวแปร 4 ตัวแปร ได้แก่ สภาพการทำงาน ความสำเร็จในการทำงาน ความสัมพันธ์กับเพื่อน
ร่วมงาน และความสัมพันธ์กับผู้จัดการ เป็นต้น และปัจจัยทางสังคมมี 5 ตัวแปร ได้แก่ การประกันสังคม
การมีส่วนร่วมในการตัดสินใจ นโยบายของบริษัท การยอมรับทางสังคม และโอกาสการใช้ชีวิตทางสังคม
โดยปัจจัยแรงจูงใจมีความสัมพันธ์เชิงบวกโดยตรงกับการปรับตัวข้ามวัฒนธรรมที่ประกอบด้วยการปรับตัว
ในการปฏิสัมพันธ์กับเพื่อนร่วมงานและการปรับตัวในการทำงานที่มีความสัมพันธ์ทางบวกกับการปฏิบัติงาน
รวมทั้งปัจจัยการปรับตัวข้ามวัฒนธรรมมีความสัมพันธ์เชิงบวกกับการปฏิบัติงานของพนักงานโรงแรมระดับ
ห้าดาวด้วยประสิทธิภาพและคุณภาพของงาน

คำสำคัญ : แรงจูงใจ การจัดการข้ามวัฒนธรรม การปฏิบัติงาน แรงจูงใจในโรงแรม เมียนมา

Introduction

ASEAN Economic Community (AEC) affiliation is member countries that harmonized
to the single market. Thailand and the Republic of the Union of Myanmar or (Myanmar)
are the countries that have the mutual relationship by a long history for numerous
centuries, which that relations are sophisticated but easy to understand the transformation
of friendship (Hasan et al., 2016; Pangestu & Ing, 2016).

The Myanmar government had been promoting and encouraging for Thailand
Multinational Enterprises (TMNEs) (Masato & Molnar, 2014), it increased accumulated
investment value amount 10,772.38 million USD and the trend progress visibility throughout
2005–2015, TMNEs had the investment upward to 23.50 percent of the FDI shares in
Myanmar. Major sectors investment in the hotel industry amount to 34,313,000 USD to
accommodate the growth rate of international expatriates and tourists in the future
(Ministry of Foreign Affairs, 2013; Witvorapong et al., 2015).

Board of Investment of Thailand (BOI) had been determined to promote the hotel
industry to be significant of Thai outward FDI, it is a key element industry that generates
revenue for Thailand, particularly in Myanmar. Moreover, from Ministry of Hotels and Tourism
of Myanmar statistics in 2011, 364,743 tourist visitors had arrived in Myanmar, it is astonished
that increased 323.70 percent to 1,180,682 people in 2015 and expected the proliferate
steadily over the next several years (Ministry of Hotels and Tourism, 2015, 2017). In contrast,

an important thing, Myanmar has a limit of skilled workers in the hotel industry. To resolve the problem, the Thai expatriate is sending managers from Thailand as the home country to work side by side with the Myanmar employee as the host country.

However, we don't have any literature relate to Thai and Myanmar employees working together, but we found some evidence of the significant problems of MNEs that operated in Myanmar, must with a business environment and different cultural, values, and divergent perceptions (Speece & Sann, 1998; Julian, 2008), the expatriate manager have a conflict with Myanmar people and necessity to cope with the cross–cultural management in Myanmar as a complex society (Shin et al., 2015).

Cross–cultural management is the managing of different cultures, values, beliefs, and assumptions for collaborating and participation in the teamwork to work together appropriately in the organization (Mellish, 2016), and most significant, the different cultures such as work behavior on motivation, a cultural adjustment that influence on work performance (Aycan, 2000).

This study is to explore a clearer understanding of motivation factors that related to Thai expatriate manager has managed Myanmar employees in a cultural–different situation to increase job performance. These are a benefit for TMNEs to decision–making with a human resource officer (HR) to select planning and setting a program for training to find practical relevance preparing to relocate or seek employment for individuals in different cultural settings in Myanmar (Poo–udom & Srijumpa, 2016; Poo–udom et al., 2016, 2018; Sangnak et al., 2017)

Proposes

1. To study the motivational factor; psychological and social in cross–cultural adjustment of job performance for five–star hotel employees between Thailand and Myanmar.

2. To develop the suitable motivational model in cross–cultural adjustment of five–star hotel employees between Thailand and Myanmar.

Literature Review

This article has the scope of the literature review in the context of "The motivation model of job performance for five–star hotel employees between Thailand and Myanmar through cross–cultural management". The researcher literature review presented as follow;

Theories and Concepts of Cross–Cultural Management

Cross–Cultural Management (CCM) initiate had been issued of the two key perspectives of cross–cultural communication and cross–cultural awareness. It explains organizational behavior across lands and cultures to understand the interaction of workers with different cultures. Søderberg & Holden (2002) had a perspective as a CCM related to differences cultural of the way with friction, conflict, and miscommunication experience of firms operates internationally (Kathirvel & Febiula, 2017).

Theories and Concepts of Motivation

Maslow (1943, 1954) said that humans have five needs; the first step is the general need to live until the fifth step is the need that humans need perfection. Alderfer (1969) accepted the needs hierarchy of Maslow to explain by reducing needs hierarchy to three categories; existence, relatedness, and growth following ERG Theory separates three groups of needs including existence, relatedness, and growth (Kim et al., 2015). McGregor's (1960) Theory X and Y are the two types of employees that mean lazy and ambitious employees. The set of lazy employees represents Theory X, and the ambitious, hardworking employees represent Theory of Herzberg (1971) explained human needs that there are two requirements; including hygiene and motivation factors, the motivation factors provide satisfaction with any job and hygiene factors lead to dissatisfaction with working (Kazaz & Uluberyli, 2007).

Theories and Concepts of Psychological Factors

Psychological factors defined expectations between the employee and the employer. These expectations divided employee's behavior in the organization with a sense of satisfaction and a sense of disappointment with motivation affecting the job performance (Kim et al., 2015) include;

1. Working conditions are the workplace that provides the environment of comfortable in the organization, which allows employees to work efficiently (Ahmed et al., 2016).

2. Sense of belonging is recognized with the interpersonal system in the organization that determined the relationship between job practice, job efficiency, life, and experience of psychological (Smith, 2011; Bloomquist, 2014).

3. Achievement is a reason for performance and success for organizations also essential for developed economic and individual career success (Urbach et al., 2016).

4. Relationship with a colleague is relationships among the employee in the organization, that impact the employees and the organizations, it relationships have both positive and negative work outcomes (Park & Deitz, 2006).

5. Job satisfaction is linked with an innovative work environment (Helou & Viitala, 2007). Job satisfaction represents the emotions, feeling and thought, and perceptions of employees towards their workplace from many perspectives (San San Myint et al., 2016).

6. Relationship with managers is a significant role in the success of the organization, the organization is pushed into insolvency to find solutions to these severe organizational issues (Gill, 2008).

7. Possibility of growth is the process of growing in the profession to effort job performance that employee's perception with development on the work into progression (Weng, 2010).

8. Sense of responsibility is the belief and practice that tend toward impact on the employee performance by directly and creatively, taking responsibility for providing with learning opportunities when employee lack of motivation and limited skills undermined (Diamond, 2004).

9. Equal promotion opportunity is the manager must care and promote employees to be equal in the job positions that are suitable for both females and males, according to the law (Djajadikerta & Trireksani, 2007).

10. Challenge, the employees become a division of the organization with multiple needs and expectations, they have different beliefs, attitudes, values, backgrounds, and thinking (Oyewole, & Popoola, 2013). We have defined the proposition to study as follow;

Theories and Concepts of Social Factors

The significance recognized of the social environment, while, two social factors between others and friendship opportunities recognized to examined. Social features related to achievement and results, behavior, or motivation. In this regard, social information influences the attitude of inspiring job characteristics (Humphrey et al., 2007). The social factors are including;

1. Social security insurance is an element for the welfare system of employees, which is considered active for the society. Some organizations have implemented such actions under government policies (Tukhvatulina et al., 2016).

2. Participation in Decision Making is the organization that allows employees to be involved with management in organizational, it influences the satisfaction of working in the organization. Workers have to participate in decision–making regarding ways (Alsughayir, 2016).

3. Company policy relates specifically to organization management at workplaces and requires personnel policies. Interpersonal relations are the social interactions between colleagues and between workers and their managers (Ataliç et al., 2016).

4. Social recognition is a communication instrument reinforces that the most important outcomes for the business, the manager needs to develop recognize that is equally compelling for both the organization and the employee and it affects organizational performance (Hviid et al., 2012).

5. Social life opportunity refers to relationships of people within an organization immediate surroundings or the general public for pleasure (Fukuyama, 1999), to have a quality of life at work as a higher quality of life at work determined by components relating to better or worse relationships, trust and commitment (Requena, 2003).

6. Job autonomy refers to the freedom of employees that concept is being applied to higher levels of autonomy tend to increase in job satisfaction (Campion & Thayer, 1985). It showed the motivational devices are linked to satisfaction outcomes (Dude, 2012).

7. Self–development opportunity is the operation to deliver long–term progress is a set of performance goals that must be committed to increasing work efficiency and planning for future work (Mavin et al., 2010).

8. Social status based on sex, race, ethnic group and family background, the social status in the organization is differences among employees, whether formally designated or socially constructed and affect job satisfaction and performance (Aquino et al., 2004).

9. Job discretion is the freedom and authority to appropriate behavior and informed of this freedom of employees (Morris, 2009).

Theories and Concepts of Cross–Cultural Adjustment

The cross–cultural adjustment is an adaptation of life or adaptation to work consisting of three dimensions; general adjustment, interaction adjustment, and work adjustment (Templer et al., 2006)

Cross–cultural adjustment is the concept described interpreted and regulated in varying ways and from numerous perspective examined in terms of health–related variables. The cross–cultural adaptation consists of a psychological and social adjustment to accept new environments or different environments (Koveshnikov et al., 2014).

1. Interaction adjustment involves participation in the adaptation of cultural differences, in which this kind of adaptation requires recognition and understanding of cultural differences (Palthe, 2008).

2. Work adjustment, involves the adaptation to new work roles, job tasks, and the new work environment (Palthe, 2008), adaptation to work is the easiest of adjustment for working primarily in procedures, policies, and requirements (Black et al., 1992).

Job Performance

The study with human resources recommends the abilities and knowledge acquired by people that affect job performance. Performance refers to the result of the activity of working. Therefore job performance defining to successfully will be measured regarding efficiency productivity (Niwamanya, 2016).

1. Efficiency defines working will measure a goal of personal with outcomes that match the expected (Yang & Hwang, 2014). The efficiency of performance is the relationship between the effects and outputs (Al–Khozondar & Al–Ross, 2015).

2. Quality defines the error rate of working, manager satisfaction, client satisfaction, complaint rate of clients, and colleague satisfaction (Wanjiku & Agusioma, 2014).

From the literature review, we can construct the relationship of the motivation of job performance for five–star hotel employees between Thailand and Myanmar through CCM are as proposition follows;

Proposition 1: Psychological factors affect cross–cultural adjustment for five–star hotel employees between Thailand and Myanmar.

Proposition 2: Social factors affect cross–cultural adjustment for five–star hotel employees between Thailand and Myanmar.

Proposition 3: Psychological factors affect job performance for five–star hotel employees between Thailand and Myanmar.

Proposition 4: Social factors affect job performance for five–star hotel employees between Thailand and Myanmar.

Proposition 5: Cross–Cultural Adjustment affect job performance for five–star hotel employees between Thailand and Myanmar.

Proposition 6: Psychological factors affect job performance for five–star hotel employees between Thailand and Myanmar through cross–cultural adjustment.

Proposition 7: Social factors affect job performance for five–star hotel employees between Thailand and Myanmar through cross–cultural adjustment.

Benefits of Research

Hotel managers can manage incentives that affect the performance of five–hotel employees in Thailand and Myanmar to work together.

Research Methodology

The qualitative research approach depends on interpretivism (Kuzel & Like, 1991; Altheide & Johnson, 1994; Seeker et al., 1995) and constructivism (Guba & Lincoln, 1994). The in–depth interview by semi–structured interview uses significant information as the key informant, toward the topics related to the interviewer's interest (Carey, 1993; Sale et al., 2002; Kvale & Brinkmann, 2009; Qu & Dumay, 2011; Molina–Azorin & Font, 2016). The questions for in–depth interviews consist of four issues about psychological, social, cross–cultural adjustment, and job performance (Myers & Newman, 2007). This research interviewed the manager of the five–star hotel managers both Thailand and Myanmar sides include Thailand managers 15 people and Myanmar manager amount 5 people (Ministry of Hotels and Tourism, 2015). The samples are using nonprobability sampling by convenience sampling random (Robinson, 2014; Etikan et al., 2016).

Data Analysis

The thematic analysis is a descriptive report result (Vaismoradi et al., 2013), it is utilized to the comparative the opinion of the key informants that are relevant to CCM. We judge which variable can use to manage Myanmar employees from the independent variable as the motivation factors that affect the cultural adjustment for the job performance, by utilizing the data congruence between Thai managers and Myanmar managers, which is appropriate to Thai expatriate use for manage the five–star hotel employees in Myanmar (Makri & Schlegelmilch, 2017; LeVine, 2018).

Results and Discussion

The Motivation Model

The motivation model includes psychological factors and social factors that collect the data using thematic analysis to study data and consider the relationship between psychological factors and social factors that affect cross–cultural adjustment and job performance as follows;

Psychological Factors

Psychological factors can be used to motivate Myanmar employees, which corresponds to Olafsen et al. (2018) found that basic psychological needs are types of work motivation to study motivational processes at work, the psychological factors are as follows;

1. Working Condition found that the majority of key informants focus on it, which corresponds to Pardoe et al. (2018) found that the working condition is important for adaptation is increasingly mainstreamed and moves into implementation, can have different effects on motivation and engagement.

2. Achievement found that the majority of key informants focus on its, which corresponds to Dietl et al. (2017) found that the achievement was positively associated with the reputation and occupational status in co–workers group for creating working motivation.

3. Relationship with colleagues found that the majority of key informants focus on it, which corresponds to Jungert et al. (2018) found that intervention in team members affects to create employee needs support and increasing autonomous motivation.

4. Relationship with manager found that the majority of key informants focus on it, which corresponds to Jiang et al. (2017) found that the influence of managers and co–workers on employees' perception.

Social Factors

Social factors can be used to motivate Myanmar employees, which corresponds to Ozyilmaz et al. (2018) found that the social cognitive perspective that an employee's trust in oneself, or self–efficacy, will interact with the motivation in the organization, to predict job attitudes and behaviors, the social factors are as follows;

1. Social security Insurance found that the majority of key informants focus on it, which corresponds to Darrough et al. (2018) found that the social security insurance is policies that involves employee–welfare systems and effective in managing moral hazard problems than other plans.

2. Participation in decision making found that the majority of key informants focus on it, which corresponds to Beltrán–Martín & Bou–Llusar (2018) found that participation in decision–making relationship between human resource management and employee performance.

3. Company policy found that the majority of key informants focus on it, which corresponds to Hur (2018) found that the company policy affects work efficiency.

4. Social recognition found that the majority of key informants focus on it, which corresponds to Tsarenko et al. (2018) found that the indirect effect of commitment is stronger between co–workers' support and supervisors' support with advocacy when perceived recognition is low.

5. Social life opportunity found that the majority of key informants focus on it, which corresponds to Kocman & Weber (2018) found that job satisfaction can be predictors of job satisfaction are similar people style.

Cross–Cultural Adjustment

Cross–cultural adjustment is the mediator role for Thai expatriates and Myanmar employees adjusting to working together; the cross-cultural adjustment factors are as follows; 1. Interaction adjustment, 2. Work Adjustment found that the majority of key

informants focus on it, which corresponds to Lee et al., (2018) found that the interaction adjustment and work adjustment have a significant relationship with MNEs development.

Job Performance

Job performance is the dependent variable of Myanmar employees that are affected by the motivation factors and the cultural adjustment, which corresponds to Van de Brake et al., (2018) found that the dynamic relationship between team membership and the job performance, the cross–cultural adjustment factors are as follows;

1. Efficiency, which corresponds to Cai et al. (2019) found the relationship between efficiency and job performance.

2. Quality, which corresponds to Van Veldhoven et al. (2017) found that quality has an impact on job performance.

From the research results, we have accepted the proposition of the studied as follows; Proposition 1: Psychological factors affect cross–cultural adjustment for five–star hotel employees between Thailand and Myanmar which corresponds to Iskhakova (2018) found that the psychological factors have an impact on cross-cultural adjustment

Proposition 2: Social factors affect cross–cultural adjustment for five–star hotel employees between Thailand and Myanmar which corresponds to Iskhakova (2018) studied social factors have a positive relationship with cross–cultural adjustment.

Proposition 3: Psychological factors affect job performance for five–star hotel employees between Thailand and Myanmar which corresponds to Alessandri et al. (2018) found that the psychological factors have an impact on work engagement and job performance.

Proposition 4: Social factors affect job performance for five–star hotel employees between Thailand and Myanmar which corresponds to Jolodar (2012) found that social factors have affected personnel job Satisfaction.

Proposition 5: Cross–cultural adjustment affect job performance for five–star hotel employees between Thailand and Myanmar which corresponds to Iguisi (2009) found that the cross–cultural adjustment has a positive relationship on job performance.

Proposition 6: Psychological factors affect job performance for five–star hotel employees between Thailand and Myanmar through cross–cultural adjustment which corresponds to Jyoti & Kour (2017) found that psychological factors have a positive relationship on job performance through cross–cultural adjustment.

Proposition 7: Social factors affect job performance for five–star hotel employees between Thailand and Myanmar through cross–cultural adjustment which corresponds to Jyoti & Kour (2017) found that social factors have a positive relationship on job performance through cross–cultural adjustment.

Conclusion

The research titled "The motivation model of job performance for five–star hotel employees between Thailand and Myanmar through cross–cultural management" found the result that:

1. The psychological factors have the four variables (from ten variables) including working conditions, relationship with colleagues, achievement, and relationship with managers, which Thai manager considers to motivation the Myanmar employee through CCM for the job performance of five–star hotel employees in Myanmar.

2. The social factors have the five variables (from nine variables) including social security insurance, participation in decision making, company policy, social recognition, and social life opportunity, which Thai manager considers to motivation the Myanmar employee through CCM for the job performance of five–star hotel employees in Myanmar.

3. The cross–cultural adjustment is a mediating factor that has the two variables including Interaction adjustment and work adjustment that affect the job performance, which Thai manager considers to manage the Myanmar employee through for the job performance of five–star hotel employees in Myanmar.

4. Job performance is the independent variable that has two variables including efficiency, and quality of work, it depends on the motivation factors and cultural adjustment, which Thai manager considers managing the Myanmar employee through for the job performance of five–star hotel employees in Myanmar.

Recommendation

Thai expatriate managers should utilize the motivation in the Myanmar employee workplace by the knowledge of psychological and social aspects for motivation management to increased efficiency and quality of working suitability to include; psychological aspects are internal factors that affect individual include; working conditions, achievement, relationship with colleagues, and relationship with manager. Social aspects are external factors that affect the workplace and community include; participation in decision making, company policy, social recognition, and social life opportunity.

The CCM affects higher job performance by interaction adjustment and work adjustment in the workplace, these adjustments should design knowledge and learn about cultures adjustment to increase work efficiency to work together. Human resource management, to achieve the effectiveness of multinational management, should have a training course that provides resolution and clarity for those who do not have work experience to be consistent with human resource management principles.

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