

The Motivational in Cross-Cultural Adjustment of Five-Star Hotel Employees between Thailand and Myanmar

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ABSTRACT

The purpose of this study to develop a suitable motivational model in the cross-cultural adjustment of five-star hotel employees between Thailand and Myanmar, in order to as a tool for managing the hotel employees. This research utilized the qualitative approach by a semi-structured interview with the fifteen managers of five-star hotels in Thailand and five managers of five-star hotels (or equivalent) in Myanmar by the way utilized the thematic analysis to analyzed the data, the result found that; Psychological factors have issue considers motivation for cross-cultural adjustment to job performance of five-star hotel employees between Thailand and Myanmar, including Relationship with Colleagues, Achievement, Relationship with Managers, and Working Conditions respectively, and Social factors have issue considers motivation for cross-cultural adjustment to job performance of five-star hotel employees between Thailand and Myanmar, including Social Recognition, Social Status, Social Life Opportunity, and Social Security Insurance respectively, and Cross-Cultural Adjustment have issue considers management for job performance of hotel employees between Thailand and Myanmar, including Interaction Adjustment, and Work Adjustment.

Keywords: Motivation, Cross-Cultural Management, Cross-Cultural Adjustment

INTRODUCTION

Republic of the Union of Myanmar, usually known and called as Myanmar, is an emerging market that is focused of investors around the world, including China, Japan, Singapore, Thailand. Myanmar is a neighboring country of Thailand that long inter-relationships in the historical for centuries. Thailand-Myanmar relations are sophisticated, to easily understand the transformation of their friendship. Since, Thailand has period term of perceptions about Myanmar, from a historical notion for a long time. Although, there is some difference culture between the two countries, thus, Thailand multinational enterprises (TMNEs) need to understand before investment in Myanmar.

The growing trend of Internationalization and economic integration has led to emerging market (Bekaert, Harvey, Lundblad, & Siegel, 2007). Along with this trend of Internationalization, FDI has become most businesses key international business operating strategy (Deresky, 2003). This trend of global economic integration has led to the emergence of workforces that are themselves increasingly globalized, and characterized by diversity both in cultural background and otherwise such as education and training, experience, ethnicity, and nationality (Sackmann & Phillips 2004).

Recently, there are many of the Thailand multinational enterprises (TMNEs) (Achara, 2015) that invest in Myanmar where having many resources and treasures and waiting for investors to search its (Wongsaicheu, et al. 2014, Chirathivat & Cheewatrakoolpong, 2015, Danupon, 2015). Moreover, developed continuously moved the capital to Myanmar country then Myanmar migrant workers intended return to the motherland. It will be affect Thailand labor sector in Thailand. Thailand will face with a labor shortage crisis and there are trouble to unemployed in home country domestically and prepare for labor sector internationally (Giroud & Mueller, 2015). To resolve the problem is to send the expatriate managers from Thailand as the home country to work with the employees of the Myanmar as the host country (Dunning, 1988, Fakeeh, 2009).

When expatriates work side by side with employees in the host country over long time periods, their collaborating to accomplish their respective organizational goals is needed. The problem of businesses invests overseas that manager's necessity adaptation to understanding and cope with Cross-cultural Management (Adler, 1983, Aycan, 2000, Berry, 2013, Firth, Chen,

Kirkman, & Kim, 2014, McNulty, 2014). Although, some problems came from the general business environment of Myanmar, the major problems are different cultural, values and divergent perceptions, local employee lack experience with modern management and lack of mutual trust between expatriates and local employees (Speece & Sann, 1998, Julian, 2008). Also, there are several studies found the influence of difference of culture on various aspects of work environments, behavior, satisfaction, commitment, conflict, team performance, attitude, organizational structure and organization performance of MNEs (Ramsey & Lorenz, 2014, Volpone & Earley, 2014, Means, Davey, & Dewe, 2015, Caprar, Devinney, Kirkman, & Caligiuri, 2015, Shin, Hasse, & Schotter, 2015).

Tourism Professionals refers to a person who had of ASEAN nationality and certified by the Tourism Professional Certification Board and qualifies the process to be Hotel manager is one occupy of the eight free flow skilled labor in among AEC countries as the expatriate. The expatriates work side by side with employees in the host country for a long time period; they collaborate to accomplish respective organizational goals (Sangnak, et al., 2015; Poo-udom & Srijumpa, 2016; Poo-udom, Lertputtarak, & Srijumpa, 2016).

This study is explored “the motivational in cross-cultural adjustment of five-star hotel employees between Thailand and Myanmar”. Research objective to develop a suitable motivational model in the cross-cultural adjustment of five-star hotel employees between Thailand and Myanmar. These are a benefit for hotel managers and organization to decision-making with a human resource and human management 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 (Sangnak, Poo-Udom, A., et al., 2017; Poo-udom, Srijumpa, & Lertbuasin, 2018).

LITERATURE REVIEW

The supporting the gap of research problem on investing in Myanmar by utilizing network analysis and content Analysis in YouTube social media (Yang, Seo, Patel, & Sangsiry, 2012) found some gap on research in difference culture of Thailand and Myanmar through misunderstanding in working together (Farzana, 2016). Furthermore, culture has strong impact on expatriate job

performance, organizational commitment, stress of employee, and turnover of MNEs (Tayeb, 1994, Grinblatt & Keloharj, 2001, Chui, Titman, & Wei, 2010, Ronen & Shenkar, 2013, Santacreu-Vasut, Shenkar, & Shoham, 2014, Giannetti, Liao, & Yu, 2015, Reiche, Harzing, & Pudelko, 2015). Thus, understanding the different of Cross-Cultural Adjustment is crucial to organizations in national culture and organization culture levels and also constructed the proposed theoretical framework of ICCM for Thailand MNEs when design to invest in Myanmar.

This article has the scope the literature review in the context of “The Motivational in Cross-Cultural Adjustment of Five-Star Hotel Employees between Thailand and Myanmar”. The researcher literature review presented as follow;

The Motivation

The human needs are divided into five levels; from the first level that is generally needed to the fifth level that is need perfection (Maslow, 1943; 1954).The human needs can be separated into three categories following to ERG theory including the existence, relatedness, and growth (Alderfer, 1969). The theory of X and Y means creating motivation in the work where the employees are expressed in two categories: lazy and ambitious (McGregor, 1960). The Two-Factor Theory is motivation and hygiene explained persons on two main types of needs (Herzberg, 1971; Maroudas, Kyriakidou, & Vacharis, 2008). The study of the concepts and theories of motivation can separate the factors that affect motivation in two groups: psychological factors and social factors as follows;

The Psychological Factors

The psychological factors explain expectations to show that can be seen from various expectation which these expectations divided employee’s behavior in the organization with a sense of satisfaction and a sense of disappointed with motivation affect the job performance (Aguenza & Som, 2012; Kim, Kim, Shin, & Kim, 2015). The Psychological Factors are including;

1. Working Conditions is imperative to create the right conditions of work for employee and flexible that. These factors within the proper performance in the organization involve motivation include bonuses, rewards, hardship supplement and extolment (Kahya, 2007). Sometimes, the employee has the limitation with the decision that made by the family to select

the organizations for the good working condition. Families disallow employees work in the favorable environment (Wongtrakulchai, 2006; Ahmed, Vveinhardt, Nawaz, & Sadiq, 2016).

2. Achievement involves practice guide to innovative ideas and the development related to evaluated of the job with achievement-related consequences. The practice might become threatening to individuals of performance (Heidemeier & Bittner, 2012; Murayama & Elliot, 2012). Moreover, the guide contrast might proactive innovative ideas the period of evaluation and get forward (Tornau & Frese, 2013; 2015). This subject perceived competitiveness leads determine achievement goals of employee to good performance in comparison to other employees (Urbach, Fay & Lauche, 2016).

3. Relationship with Colleagues is relationships of the employees in the workplace that impact on job performance. The several studies have analyzed the impact of the relationships with colleague upon employee satisfaction and identified high job satisfaction and high performance (Scandura & Graen, 1984; Tanner & Castleberry, 1990; Ahmad, Bakar, & Ing, 2018).

4. Relationship with Managers is relationship between employee and manager. The manager considers the opinion derived from the employee perceptions, beliefs, and attributions regarding the manager, based on his or her perceptions of the trustee's behavior that reaction to manager. The good relationship between employees with managers, trust constitutes a positive working environment to foster employee job satisfaction and commitment to the organizations (Whitener, Brodt, Korsgaard, & Werner, 1998; Gill, 2008).

The Social Factors

The social factors have the significance for the social environment that related to achievement, behavior, motivation, attitude of inspiring job characteristics (Pfeffer, 1981; Salancik & Pfeffer, 1978; Humphrey, Nahrgang, & Morgeson, 2007). The social factors are including;

1. Social Security Insurance is an ingredient of the welfare system that society considered. The government often determines the work insurance policy of workers to ensure the safety of members of the organization (Tukhvatulina, Cherepanova, Dow, & Mirza, 2016).

2. Social Status defined fixed for an individual at birth; it exists in societies include based on sex, race, ethnic group and family background. The people are highly concerned about their status or standing within social groups (Tyler & Blader, 2000). The general prediction is a low

status confirms the relationship between perceived violations of the decision and deviant behavior, the social status in organization members is the potential affect job satisfaction and performance (Aquino, Galperin, & Bennett, 2004).

3. Social Recognition have the most important outcomes for operate in the organization. Recognition in sociology is public acknowledgment of person's status or merits such as achievements, virtues, service. When some person had recognized, he or she is accorded special statuses in the society (Hviid, Smith, Frydendall, & Flyvholm, 2012).

4. Social Life Opportunity refers to relationships of people within organization, if society is seen as a set of interrelated foundations, from social life or social relationships recognized as part of the organization of societal structures and relate the economy (Fukuyama, 1995; 1999), in order to higher quality of life in working (Requena, 2003).

The Cross-Cultural Adjustment

The cross-cultural adjustment is an adaptation to work within an organization with a different culture can help the international business run smoothly (Hechanova, Beehr, & Christiansen, 2003; Templer, Tay, & Chandrasekar, 2006). Psychological and sociocultural adjustment claimed to related empirically definite derive from different theoretical functions (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Bacouel-Jentjens & Brandl, 2015.) and found to be a good fit for this study (Guðmundsdóttir, 2015). Nevertheless, several variables contribute to the cultural adjustment in this study categorize to the two areas in including;

1. Interaction Adjustment is adaptation participation in the cultural differences, which adaptation requires recognition and understanding of cultural differences to change the culture to target which cross-cultural management must study and learn about the performances of individuals with empirical evidence to be able to understand the culture quickly (Palthe, 2008).

2. Work Adjustment is adaptation to new work roles, job tasks, and the new work environment (Palthe, 2008). Work adjustment with host countries involves the change of social and cultural differences, which is necessary to communicate with the colleague to understand in order to the efficiency of working together. Therefore, the adjustment of work Therefore there is a need to accept the culture, work and practices of foreigners (Zainol, Wahid, Ahmad, Tharim, & Ismail; 2014).

RESEARCH METHODOLOGY

Research methodology utilizes the qualitative approach that seeking to gather an in-depth understanding of human behavior and the reasons how to decision by in-depth interview (Carey, 1993; Sale, Lohfeld, & Brazil, 2002; Creswell & Clark, 2007; Molina-Azorín & Font, 2016).

The population is not meant to represent populations; they just provide significant information as the key informant by finding to the five-star hotel managers in Thailand amount 65 hotels in the list of Thai hotel association [THA] (2015) and the five-star hotel managers in Myanmar amount 5 hotels (Ministry of Hotels and Tourism, 2015). The sample size selects the fifteen managers of five-star hotels in Thailand and five managers of five-star hotels in Myanmar to find the suitable of cross-cultural adjustment affect job performance of employees in the hotel. The samples are using nonprobability sampling by convenience sampling random which the least rigorous technique concerning the selection citizens to the most accessible (Marshall, 1996; Robinson, 2014; Etikan, Musa, & Alkassim, 2016).

The semi-structured interview involved to a prepared question by identified themes in a consistent and systematic approach that is the direct conversation toward the topics related the interviewer's interest (Qu & Dumay, 2011). The questions for in-depth interviews consist of four issues of motivation about psychological, social, cross-cultural adjustment, and job performance. The researcher interviewed the hotel administrators of hotels with one in-depth interview with one division of hotel service in order to find the performance of the staff considered by their manager. The validity is recognition and understands by the researcher for the choice of components in the study (Creswell & Miller, 2000), Therefore, various researchers adaption with concepts to suit their study and consider being more appropriate terms, such as quality, rigor, and trustworthiness (Golafshani, 2003). The reliability of qualitative research can enhance the dependability which too is used to examine both the process and the result of the research for consistency in the same style (Hoepfl, 1997; Seale, 1999; Morse, Barrett, Mayan, Olson, & Spiers, 2002; Golafshani, 2003).

Data collection interviewed the hotel managers in Thailand and Myanmar by researchers introduces themselves to conducted in-depth interviews using open-ended questions that are consistent with the objectives of the study. Data analysis retrieved by the process, It the

thematic analysis approach described the method with data which identifying, analyzing and reporting patterns (Braun & Clarke, 2006). The thematic analysis is descriptive qualitative methods by conducting to core skills of the researcher to conclusion and written the final report result to advisors and committee approve further (Vaismoradi, Turunen, & Bondas, 2013).

RESEARCH RESULTS

The research in the title “The Motivational in Cross-Cultural Adjustment of Five-Star Hotel Employees between Thailand and Myanmar” found the result that;

1. The psychological factors have issue considers motivation for cross-cultural adjustment to job performance of five-star hotel between Thailand and Myanmar, including Relationship with Colleagues, Achievement, Relationship with Managers, and Working Conditions respectively, show that;

1.1 Relationship with Colleagues should be created employees to feel that they receive good relationships good deal with colleagues in off-site activities and in the workplace.

1.2 Achievement should be created employees to feel that they receive success in learning, working on goals when compared with colleagues.

1.3 Relationship with Managers should be created employees to feel that they receive an opportunity from the manager to work according to the goals, plans and organize activities for building a relationship between employees and the manager.

1.4 Working Conditions should be created the supporting by colleagues, manager, and organization.

2. The social factors have issue considers motivation for cross-cultural adjustment to job performance of five-star hotel between Thailand and Myanmar, including Social Recognition, Social Status, Social Life Opportunity, and Social Security Insurance respectively, show that;

2.1 Social Recognition, the manager should be created employees to feel that they worked socially acceptable position.

2.2 Social Status, the manager should be created employees to feel that they worked must have opportunity from society based on the status of their educational institutions, their recognized career status, and financial status of their family.

2.3 Social Life Opportunity, the manager should be created employees to feel that they worked in a position in a good position society.

2.4 Social Security Insurance, the manager should be created employees to feel that they receive social security benefits, cover their family members, and confident in job security.

3. The Cross-Cultural Adjustment have issue considers management for job performance of hotel employees between Thailand and Myanmar, including Interaction Adjustment, and Work Adjustment which considers management for job performance of hotel employees between Thailand and Myanmar, show that;

3.1 Interaction Adjustment, the manager should be created employees to feel that they worked to adapt to communicate with their foreign colleagues, to work with foreign colleagues, and to adapt and work well with foreign colleagues.

3.2 Work Adjustment, the manager should be created employees to feel that they worked with foreign colleagues can work in their assigned positions, to work with foreign colleagues, and with foreign colleagues as if they are family members.

CONCLUSION

1. The motivation in the workplace should use the knowledge of psychological and social aspects for motivation management in order to increased efficiency and quality of working suitability include;

1.1 Psychological factors are internal factors that affect individual include; “Relationship with Colleagues”, “Achievement”, “Relationship with Managers”, and “Working Conditions” respectively.

1.2 Social factors are external factors that affect workplace and community include; “Social Recognition”, “Social Status”, “Social Life Opportunity”, and “Social Security Insurance” respectively.

2. The cross-cultural adjustment affects higher job performance by motivating of interaction adjustment and work adjustment in the workplace. These adjustments should design knowledge and learn about cross-cultures adjustment to increase work efficiency to work together.

3. Human resource management, to achieve the effectiveness of multinational management, should have a training course that resolution and clarity for those who have not work experience to be consistent with human resource management principles.

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