

Work Motivation of Myanmar Workers in the Food Processing Factory: Case Study of Kasemchai Farm Group Co., Ltd.

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Abstract

The aims of this study were 1. To study work motivation of the Myanmar workers in the factory of Kasemchai Farm Group Co., Ltd. 2. To compare work motivation of Myanmar workers in the factory of Kasemchai Farm Group Co., Ltd. by individual factors.

The samples used in this study were 108 employees of Kasemchai Farm Group Co., Ltd. who were Myanmar workers, using simple random sampling method. The tool used was a questionnaire developed by the researchers. Data analysis was performed using percentage, mean, standard deviation, t-test, and one-way ANOVA.

The results show that (1) the overall of work motivation of the Myanmar workers in the factory of Kasemchai Farm Group was at a high level (Mean = 3.66). The first three important factors are: supervision (Mean = 3.78), salary (Mean = 3.75), and work position (Mean = 3.71) respectively.

(2) The results show that the overall of work motivation for Myanmar workers is based on years at work. Workers who having longer working years at the factory will be more motivated to work at statistical significance at the 0.01 level.

Keywords: Myanmar worker, work motivation, food processing industry

1. Introduction

Human resource is a valuable asset and a source of competitiveness advantages, so human resource management takes a major role in enhancing performance. It is a responsibility of organization executives to do management works so as to acquire valuable and potential personnel. Executives have to increase performance of their staff by creating work motivation, especially internal motivation of the staff. This allows the staff to perform effectively.

Good human resource management helps organizations to grow. The recruitment of suitable employees to work with the organizations, the enhancement of staff's moral and loyalty, and the reduction of conflicts between operators and their organization are the causes of peace in the society. An effective human resource management has to fulfill two major objectives – the first one is to satisfy organization's needs so that it can prosper with effective performance ; the second one is to meet employees' needs for earning a living, being safe, being accepted, and being successful by the mean of wage increasing, complaints solving, and social activities holding. Executives have a responsibility to keep quality resources with the organizations as long as possible by using means that suits employees' needs and organization's objectives. [1]

In the age of globalization when travel between countries is more convenient, we will find a surge of personnel working in organizations of many nations come to work together. Thailand is another country with many foreign workers most of which are migrant workers from 3 neighboring countries – Myanmar, Laos, and Cambodia. Myanmar workers account for 60 percent of all of them. This results from the registration of foreign workers under cabinet resolution. On 23 February 2016, it was found that the total of 1,067,410 foreign workers report to apply for a work permit with 22,807 dependents. The total of foreign workers consists of 639,464 Myanmar workers, 365,542 Cambodian workers, and 62,404 Lao workers [2]

Generally migrant workers who come to work in Thailand are working as labors or working in labor intensive businesses. The arrival of migrant workers from neighboring countries, especially from Myanmar, has both good and bad impacts on Thailand. Most of good impacts are on employers who can have migrant workers replace Thai workers in fields with labor shortage. These foreign workers can be employed relatively cheaper too. Foreign workers are a phenomenon of cultural globalization that possesses five important features (1) it is an international phenomenon because it causes people to travel from one country to another country, to move from one economic and social system to another system by employment. (2) Foreign workers are actually a circulation of working population from a country with agriculture-based economy to another country whose economy primarily relies on industrial and service sections, and from a poorer country to another richer country. (3) Poverty and the need of life opportunities are still important impetus for the movement of foreign workers. Working population, whether labors or house workers, are struggling to earn money to send back to support

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their families. Foreign currencies not only help the families of individual workers, they also nourish the country's economy. (4) Problems about foreign workers have become more complex and diverse, they result in problems on politics and international relations, problems on society and culture, as well as public health problems. (5) Foreign workers are a phenomenon which reflects that the international society in the modern world has more economical, political, cultural connection and more communications. [3]

As for Kasemchai Farm Group Co., Ltd., the company is running business about livestock, fishery, and food processing. The company has a policy to develop good quality products with safety and legitimacy for customer satisfaction. [4] The company employs a large number of foreign workers, especially Myanmar workers who had to travel to work in Thailand whose cultural context is different from their homeland. Nowadays the company executives have to provide incentives and create motivation for the Myanmar workers so that they do their best in working. It is quite difficult to motivate these Myanmar workers who have different demands and sentiments to work together. The motivation has to be utilized properly to optimize it. So, the study of motivation for the Myanmar workers in Kasemchai Farm Group will show important factors that are useful to the company management. It will allow the executives to know the crucial things to make the Myanmar workers satisfy with their working. If the company can fulfill their needs, they will be willing to do their best which will help the company to perform effectively and be able to achieve its objectives. This will result in better livings in our society. With the above reasons, the researchers is interested to study about the work motivation of the Myanmar workers in Kasemchai Farm Group to come up with a method that can encourage the Myanmar workers to perform with their full capacity. The study will be of use to the human resource management of Kasemchai Farm Group, and other companies with Myanmar workers will be able to use it as a case study.

2. Objectives

2.1. To study work motivation of Myanmar workers in the factory of Kasemchai Farm Group Co., Ltd.

2.2. To compare work motivation of Myanmar workers in the factory of Kasemchai Farm Group Co., Ltd. by personal factors.

Literature Review

Preeda Phromphet [5] proposed that a successful management requires not only executives' ability to manage various resources, but also the ability to motivate personnel in the organization to work effectively, to achieve objectives of the organization. The researchers had reviewed literatures and case studies to create framework by the following concepts.

1. Work Motivation Concepts

Budsara Tiaronbunjong [6] gave the meaning of work motivation as incentives or stimuli for each individual's working behavior which allow that individual to work with determination, willingness, and satisfaction in order to achieve organization goals. Ratre Pattanarangsarn [7] commented that motivation is a condition or component which induces a person to show his behavior purposefully in order to meet his own goal or the goal that the motivator has set. Surang Kowtrakul [8] said that motivation means a component that stimulates purposeful behavior.

Siriwan Serirat, *et al.* [1] explained the importance of Components of Performance which consist of Ability, Environment, and Motivation. If a capable employee gets supported by an organizational environment and has sufficient incentives, he or she can achieve a good goal. If one of the components is absent, his or her work will have problem. In case personnel lack knowledge and capability, executives can develop their skills through training and coaching, or improving working environment. But if personnel have motivation problem, it will be more difficult for executives to solve the problem because person's behavior is a complex phenomenon. Executives may not be able to analyze why personnel are not motivated and how to change their behavior. These are challenging issues. Executives need to see the importance of motivations that affects performance.

2. Work motivation Theories

Nara Somprasong [9] mentioned Frederick Herzberg's two-factor theory. This theory explains that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. The two-factor theory developed from data collected by Herzberg from interviews with 203 engineers and accountants in the Pittsburgh area to find factors that lead to working satisfaction as well as factors that lead to working dissatisfaction. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. The two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction.

Herzberg classified these job factors into two independent categories :

1. Motivation Factor – Working environment that satisfy and motivate a person in his working. It consists of Achievement, Recognition, The Work Itself, Responsibility, and Advancement.

1.1 Achievement – When a personnel is able to finish his or her work, to be successful, to solve problems, to prevent future problems, then he or she will be satisfactory and pleased with the success.

1.2 Recognition – Being recognized by superiors and colleagues. Recognition may be in the form of praise, congratulation, encouragement or any other expressions that indicate acceptance of ability. When a personnel achieves one goal, recognition is latent with the success.

1.3 The Work Itself – An interesting work, a challenging work that requires initiative and creativity.

1.4 Responsibility – Satisfaction caused by being assigned to new tasks and having full power in working, no close monitoring or control.

1.5 Advancement – Getting promoted, having opportunities to study further or training.

2. Maintenance or Hygiene Factors – The factors that maintain work motivation of a personnel. If they are absent or present but inconsistent with the personnel, he or she will come to dislike his or her work. The factors are external.

2.1 Salary – Salary and salary increase are satisfactory to the personnel.

2.2 Possibility of Growth – Personnel get promotion in their organizations, and have opportunities to improve their skill.

2.3 Interpersonal Relation between Superior, Subordinate and Peers – Communications with good words and gestures that indicate good relationship, cooperation, and understanding of each other.

2.4 Status – Careers that are recognized by society, honorable, and dignified.

2.5 Company Policy and Administration – Companies’ administration and internal communications.

2.6 Working Conditions – Physical conditions of works such as brightness, noise, air, working hours, including other environmental features like tools and utensils.

2.7 Personal life – Good or bad feelings that are caused by a personnel’s work. For example, if a personnel is moved to a new workplace which is far away from his or her family, he or she will be unhappy and dissatisfactory with work in the new place.

2.8 Security – A personnel’s attitude toward the stability of his or her work, durability of his or her career, or firmness of his or her organization.

2.9 Supervision-Technical – An executive’s ability to manage, justice in administration [10]

From the above, it can be concluded that motivation factors are necessary to make personnel satisfactory and love their works. However, motivation factors need to be maintained because if they are decreased lower than personnel’s level of acceptance, the personnel will become dissatisfactory. Working satisfaction of personnel is a feeling that positively affects performance. It leads to personnel’s happiness in their working life, enthusiasm, determination and morale. All of these contribute to the overall working capability and target achievement of an organization.

We use the literature review results to developed this research framework.

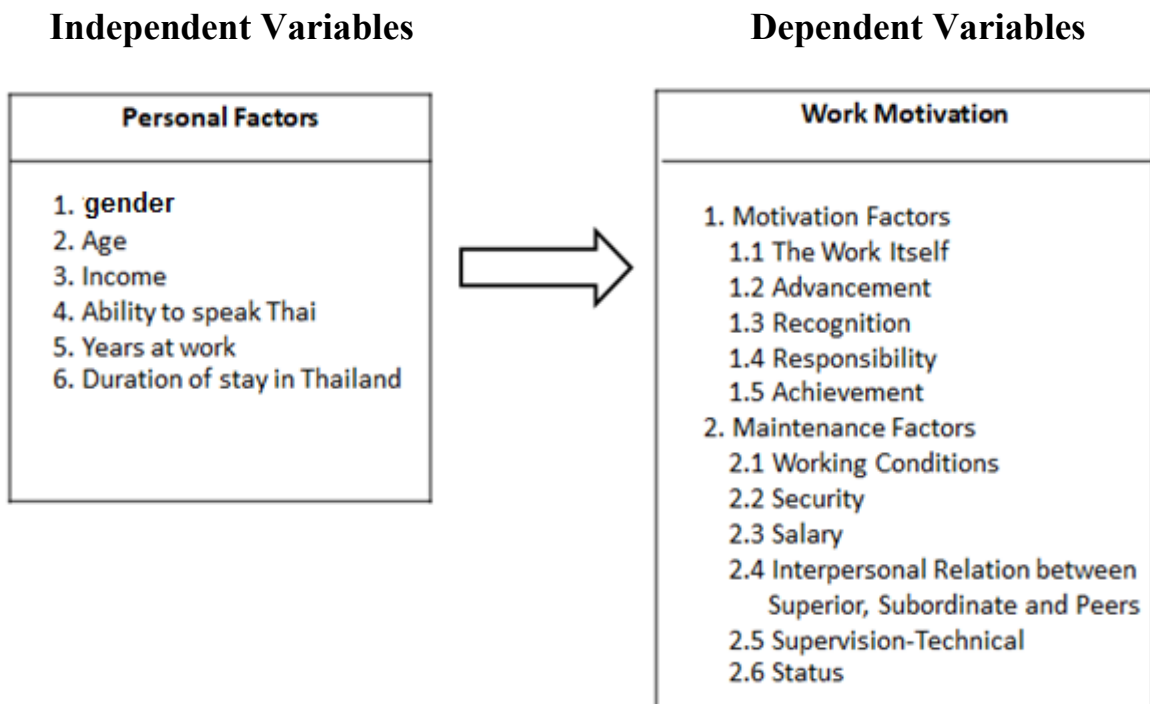


Figure 1 Research Framework

3. Methods

The study of Work Motivation of Myanmar Workers in Food Processing Factory: Case Study of Kasemchai Farm Group Co., Ltd. is a quantitative research. The population from which the data are collected is 150 Myanmar workers of Kasemchai Farm Group. Samples used in this research are 108 Myanmar workers of Kasemchai Farm Group. The sample size is calculated from Krejcie and Morgan's [11] formula with +/- 5% sampling error. The 108 samples are taken using simple random sampling method.

Research tool: Questionnaires were used for collecting data; designed with concepts, theories, and related studies, as well as a research framework with steps of questionnaire construction. The detail contents of the questionnaire are consisted of two parts as below.

Part 1: Questions about the personal factors of the respondents which include gender, age, ability to speak Thai, years at work, income per month, duration of stay in Thailand. These questions are on checklist.

Part 2: Questions about factors that affect work motivation. The factors consist of motivation factors and maintenance factors.

The motivation factors are Achievement, Recognition, The Work Itself, Responsibility, Advancement. There are 13 questions regarding the motivation factors.

The maintenance factors are Supervision-Technical, Interpersonal Relation with Supervisor and Peers, Working Conditions, Salary, Job Security and Work Position. There are 14 questions regarding the maintenance factors.

Assessment of Questionnaire – The questionnaire draft was assessed content validity at the discretion of 3 experts. Checking comprehensiveness of all determined aspects and evaluating the congruence between each question and the terminology. After that, the questionnaire was taken to a language expert who translated it from Thai into Myanmar. And then the Myanmar questionnaire was translated into Thai by another language expert, to examined consistency with the Thai original.

4. Results and discussion

The data analysis was conducted using statistical packages. Descriptive Statistics analyses including the percentage of the respondents' personal characteristics, mean, and standard deviation (SD) in the descriptive statistics.

In inferential statistics, the hypothesis testing is based on independent t-test and one-way analysis of variance (ANOVA). In cases where the difference was statistically significant, they were accounted for multiple comparisons and tested using Least Significant Differences: LSD test.

Part 1 Personal characteristics of the respondents

The study found that the respondents are equally female and male, 54 respondents (50%) for each gender. The majority of the respondents are aged between 20-28 years with 57 workers (47.20%). There are 79 workers (73.10%) who can speak Thai. While the majority of respondents have years at work between 1-3 years with 68 workers (63.00%), and 73 workers (67.60%) have monthly income of 7,001-9,000 Baht. Most of them has been in Thailand for 2-3 years, 66 workers (66.10%), respectively.

Part 2 Analyses Results of work motivation of Myanmar Workers in the factory of Kasemchai Farm Group Co., Ltd.

Table 1 Analyses Results of work motivation of Myanmar Workers the factory of Kasemchai Farm Group Co., Ltd.

Work Motivation of Myanmar Workers	\bar{x}	S.D.	ranking
Achievement	3.53	0.32	11
Recognition	3.64	0.31	10
The Work Itself	3.64	0.37	9
Responsibility	3.70	0.33	4
Advancement	3.67	0.31	6
Supervision-Technical	3.78	0.31	1
Interpersonal Relation	3.65	0.34	8
Working Conditions	3.68	0.36	5
Salary	3.75	0.33	2
Security	3.66	0.41	7
Work Position	3.71	0.36	3
Overall	3.66	0.19	

The results show that the overall of work motivation of the Myanmar workers in the Kasemchai Farm Group factory was at a high level (Mean = 3.66). The first three most important factors are: supervisors (Mean = 3.78), salary (Mean = 3.75), and work position (Mean = 3.71) respectively.

Part 3 Hypothesis Testing

The research results are summarized in Table 2 as follows:

Table 2 Comparison of personal factors affecting the work motivation of Myanmar workers in the factory of Kasemchai Farm Group

Dependent Variables	Independent Variables					
	Gender	Age	Income	Speak Thai	Years at Work	Duration
<i>statistics</i>	<i>t-test</i>	<i>ANOVA</i>	<i>ANOVA</i>	<i>t-test</i>	<i>ANOVA</i>	<i>ANOVA</i>
Achievement	0.22	0.28	0.70	0.12	<0.01**	0.95
Recognition	<0.01**	0.54	0.28	0.46	0.59	0.31
The Work Itself	0.95	0.19	0.57	0.55	0.01**	0.09
Responsibility	0.02*	0.66	0.88	0.21	0.02*	0.66
Advancement	0.42	0.20	0.56	0.01**	<0.01**	0.19
Supervision-Technical	0.87	0.20	0.43	0.88	0.11	0.73
Interpersonal Relation	0.38	0.33	0.65	0.45	0.21	0.02*
Working Conditions	0.37	0.13	0.46	0.08	<0.01**	0.06
Salary	<0.01**	0.55	0.28	0.66	0.57	0.66
Security	0.91	0.33	0.72	0.18	0.03*	0.28
Work Position	0.95	0.14	0.07	0.11	0.10	0.12
Overall	0.95	0.67	0.96	0.11	<0.01**	0.46

P-value

The results show that the overall work motivation for Myanmar workers is based on years at work. Having longer working years will be more motivated to work at statistical significance at the 0.01 level. When considering independent variables, it was found that (1) Myanmar workers with different gender had different motivation to work in recognition, responsibility and salary. Females assessed first 2 factors higher than males. (2) There is no difference in the motives of Myanmar workers at different ages. (3) There is no difference in the motives of Myanmar workers with different income. (4) The ability to speak Thai will affect the factor in advancement at the 0.01 level of significance. The more Myanmar workers are able to speak Thai, the more advanced their work is. (5) Years at work is the most important factor affecting work motivation. The results show that the longer working years, the more likely it is to assess higher in more number of motivation factors. It has effect on the achievement, responsibility, advancement, work conditions and security. (6) The duration of stay in Thailand of Myanmar workers in the Kasemchai Farm Group factory has statistically significant influence on motivation factor in relationship between superiors and colleagues. Those who have been in Thailand for a longer period, the higher the rating will be.

5. Conclusions

5.1 Considerations

The research found that overall the work motivation of Myanmar workers in factory of Kasemchai Farm Co., Ltd. is at a high level. The top 3 most important drivers of the motivation are supervision, salary and work position. The findings align with Sirin Suriyawongse's [12] research in 2005 regarding motivation in the performance of Botanical Garden Organization's personnel. The research found that work motivation was at a high level. The top 3 most important drivers of the motivation are salary, supervision and work position.

The research also found that overall work motivation of Myanmar workers is mainly driven by number of years at work. The finding aligns with the research of Preeda Phromphet [5] regarding working incentive factors of migrant workers in Siam International Food Factory, Amphoe Chana, Songkhla Province, Thailand. However, it contradicts to the research of Pissamai Sarakran [3] stating that acceptance of co-workers strongly correlated with work motivation of Myanmar workers in Bangkok with significant level of .01.

5.2 Recommendation for Further Application

1. Years at work are the key factor to enhance work motivation for Myanmar workers in Kasemchai Farm Group's factory in both general and by factor study. Therefore, efforts to retain such workers in the organization will help reinforce atmosphere in the workplace and improve work motivation. Management should focus on retaining these workers to stay in the organization longer since it will improve overall performance of the organization.

2. Gender is the next key factor to enhance work motivation for Myanmar workers in Kasemchai Farm Group's factory. Women tend to focus on recognition and responsibility more than men. Men tend to focus on salary more than women. If management realizes the different preference of each individual, it will help them to have a clearer direction in determining the plan to encourage work motivation.

5.3 Recommendations for Next Research

1. This research was done specifically on Myanmar workers in Kasemchai Farm Group's factory, which may have a different context from other companies. Therefore, the interested researchers can adopt this framework to work on a comparative study on other environments.

2. This research is quantitative research. The interested researchers can apply for qualitative or mixed-method research to obtain more in-depth information.

3. The findings focus on migrant workers from Myanmar. The interested researchers can apply this framework to study with Lao, Vietnam or Cambodian migrant workers, the majority of workers in Thailand, either holistically or in a comparative way to obtain a clearer view on this subject.

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