

Factors Motivating Myanmar Migrant Workers: A Case of a Factory in Songkhla Province, Thailand

Phennapha Chandaeng

School of Liberal Arts, Walailak University, Thailand

E-mail: au_nidagirl@hotmail.com

Jitprapat Saisopa

School of Liberal Arts, Walailak University, Thailand

E-mail: tomduisit@yahoo.com

Abstract

This research explores employee motivation of a factory located in Songkhla Province, Thailand. The factory's assumed name is Sidhiphatra Cold-Storage Factory. It employs 2,000 Myanmar migrant workers as well as Thai local workers who live in Songkhla Province. To be specific, Myanmar migrants are only a foreign nationality that the factory hires. All Myanmar migrants are recruited under the MOU process. The information for analysis were obtained from non-participant observation and in-depth interviews. The results revealed that Sidhiphatra Cold-Storage Factory has its own measures to motivate its employees positively and negatively. In terms of positive motivation, the factory established a reliable system of wage payments and provided free accommodation, creating employee morale and offering freedom of dress and day-off. For negative motivation, Sidhiphatra Cold-Storage Factory follows the regulations specified in the MOU agreement to strictly control and manage Myanmar migrant workers. All motivational activities have enhanced productivity and workers' performance.

Keywords: Employee Motivation, Myanmar Nationality, Motivation, Factory Operator

Introduction

Sidhiphatra Cold-Storage Factory was founded in 2005 by a group of experienced fishermen. In 1976, the group had had 200 fishing vessels before the partnership was formed in 2002 and, later, it became Sidhiphatra Cold-Storage Factory which hires 400 local Thai workers and 2,000 Myanmar migrant workers. No other migrant nationality is found in the factory. Since Myanmar has encompassed many ethnicities, the limitation of this research was that the exact number of each ethnic group of Myanmar migrant workers who are working for the factory is unknown. The factory claimed that it was difficult to identify an exact number of ethnic groups of Myanmar migrants since the employee cards demonstrated only their name and nationality. However, there are approximately mainly 5 ethnic groups of Myanmar migrants who are working for Sidhiphatra Cold-Storage Factory: Rakhine (largest), Myanmar, Mon, Karen, and Shan, respectively. The ethnicity that plays a leading role in hosting activities at the factory is of Rakhine while Chan ethnic group is not active.

Literature Review

The analysis was conducted based on the motivation concepts. Myers (1970: 124) suggested the concept of motivation and work with the focus on goal setting in achieving practical outcomes with the following characteristics:

1. Work should be related to personal aspirations; it would be meaningful for employees.
2. Work should be well-planned and measured by working system and efficient control.
3. To make intrinsic incentives successful, work objectives should possess the following

characteristics

- a. Employees were part of setting work objectives.
- b. Employees should receive their performance feedback directly.
- c. Jobs should fit employees' knowledge and satisfaction.
- d. Jobs should be challenging.

In addition, Barnard (1968: 142-148) proposed the incentives that can affect employee motivation are as follows:

1. Material incentives such as money, materials, or physical conditions were given to employees as requiring, admiring or rewarding. Employees received material incentives because of their contribution to an organization.
2. Opportunities as an incentive were a very significant motivation that helped promote coordination among units within an organization rather than material incentives. Opportunity as an incentive that employees would receive was different from others, such as prestige, position, privileges, and authority.
3. Desired physical conditions referred to the work environment such as workplace, tools, office supplies, and facilities. Such conditions could establish physical pleasure in working.
4. Ideal benefit was a motivational incentive that existed in the middle of authority and discouragement. Ideal benefits were defined as units' capacities that could respond to individual needs. Ideal benefits made employees proud of their abilities and equality and gave them a chance to help their families and others, and allowed them to show their loyalties to their organizations.
5. Social attraction referred to the friendship among employees in an organization. If their friendship went well, the bonds and satisfaction of an organization were established.
6. Working conditions were adjusted to fit in work procedures and employees' attitudes, which referred to the improvement of positions and work procedures corresponding with employees' capacities. Each employee had different capacity.
7. Openness in participation referred to the opportunities given to employees to participate in work. They would feel important to an organization and equal among their colleagues, including employee morale.
8. Coexistence was defined as employee satisfaction in a society or social security. This enabled employees to feel serious commitments and work security. For example, employee association was established to create shared benefits.

Obviously, work motivation suggested by Barnard met the basic needs of employees. Such basic needs were monetary incentives, tangible incentives, and good working environment, all of which were physical needs. For psychological needs, employee morale was also promoted through equality, an opportunity provided to demonstrate their capabilities and express their opinions, and building good relationship within their units.

Besides, Mullin (2005) presented motivational model to examine employee motivation as shown below.

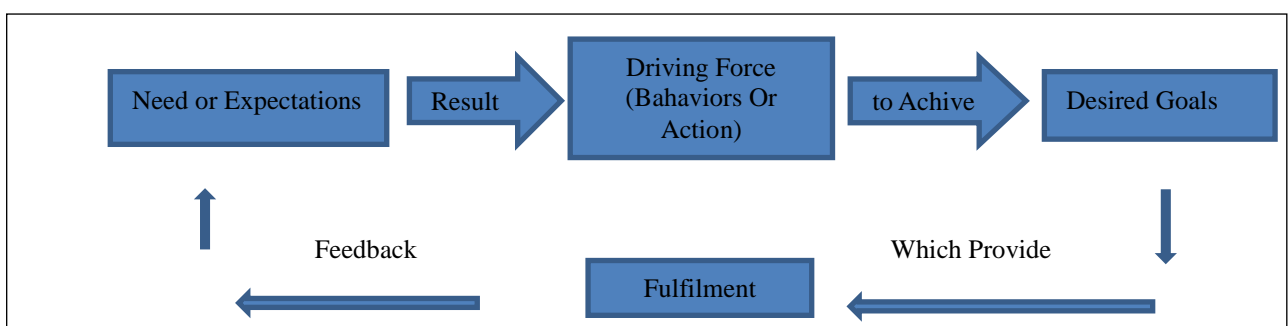


Figure 1 Illustration of basic motivational model (Mullins, 2005)

However, this research adopted the conceptual framework of Sherman and Chruden (1976) divided work motivation into two categories: positive and negative.

1. Positive motivation included money, security and safety, compliments, recognition, competition, and performance awareness. These positive incentives facilitate employees' job satisfaction.

2. Negative motivation consisted of compulsion, coercion, and punishment all of which made employees unwilling to work.

Since a large number of Myanmar migrant workers had been employed, the factory needed motivation strategies to control and manage them in order to increase productivity and performance and harmonize them with the factory. In addition, such motivation strategies should minimize the potential conflicts among the migrant workers. Motivation rested inside individuals that influenced them to act or move or behave in a purposeful manner. The factory used motivation to push and shape migrant workers' behavior (Kolesnik, 1978: 218)

In other words, motivation caused actions which came into two forms: positive motivation and negative motivation. Positive motivation was more or less similar to extrinsic motivation; that is, it was individuals' desire to perform a desired action which required extrinsic incentives, rewards, positive reinforcement, or regulations. Extrinsic incentives also relied on positive extrinsic incentives to maintain expected behavior and behavioral intensity. Positive extrinsic incentive included rewards and positive reinforcements occurred after the given behavior had been performed. Positive reinforcements were compliments, rewards, gifts, and money (Chuchom, 2012: 52-61)

As far as negative motivation was concerned, the factory controlled and managed the migrant workers strictly and no Myanmar migrant workers violated against the rules as their punishment was severe; they would be sent back to their home country and were not allowed to return to the country of destination.

Sidhiphatra Cold-Storage Factory made the first six months of employment with Myanmar migrant workers. If they misbehaved or violated against the rules, the factory could request the replacement of a Myanmar migrant workers. Because Myanmar migrants were afraid of being sent back to the home country, they avoided quarrels and fighting among them.

Materials and Methods

This research focused on Myanmar migrants who have been currently employed by Sidhiphatra Cold Storage Factory located in Songkhla Province or the research site for the case study. It was a qualitative research and data for analysis were anthropologically obtained from in-depth interviews and non-participation observations in the fieldwork. The researcher submitted a permission document to the factory's human resources department to ask for information collection from the subjects in question. After the approval, the factory issued a permission card to the researcher to collect the information at the factory. The permission card was similar to those of Myanmar migrant workers and served as a driving license to the researcher. The card allowed the researcher to collect the required information from Myanmar migrants who lived inside the factory since it was a restricted area. Outsiders were not allowed to come. The researcher had made a plan to collect the required information on the days that the flea market was available in front of the factory. The flea market was open on Tuesdays, Fridays, and Saturdays and there were also many Myanmar migrants who bought the goods on those days, which provided the opportunities to collect the required information. In case that the researcher wanted to collect the information from Myanmar migrants when they stayed at their accommodations, it would be on Sunday since it was their day-off and they were very convenient to give the required information to the researcher. The researcher interviewed Myanmar migrant workers who could speak Thai in persons. In addition, the factory had assigned an interpreter for assistance during interviews and observations, as many

Myanmar migrant workers could not speak the Thai language. The interpreter here served as a gatekeeper for information collection as well as a bodyguard who provided the protection and safety to the researcher. The questions developed for interviews were as follows:

1. Why did Myanmar migrants decide to work for this factory?
2. What were the reasons behind their decision?
3. What were Myanmar migrant workers allowed to do and not to do?

For non-participant observation, the researcher collected the information by taking down the notes on whatever the researcher had seen and taken the photos of Myanmar migrants' activities. Such activities included showering, cloth washing, cooking, and dining. Moreover, their purchase behavior at the flea market was observed. The researcher and research assistant had visited the factory for information collection many times, which made Myanmar migrant workers feel familiar. At the beginning of the survey was in January, 2015. The researcher visited the factory, starting the interviews with female Myanmar migrant workers with the aim to build trust first. Then, the interviews were conducted with other male and female Myanmar migrants who were able to give the information. More importantly, the researcher had a close relationship with human resources manager, reducing Myanmar migrants' suspicion.

For in-depth interviews, formal and informal interviews were used for obtaining the expected information. Such interviews were targeted at Myanmar migrants working for the Sidhiphatra Cold Storage Factory (primary informants) as well as those (secondary informants) dealing with Myanmar migrant workers.

As far as observations were concerned, non-participant observation approach was used to derive the information regarding the real situations of Myanmar migrant workers. Those real situations were analyzed in light of the relations between Myanmar migrant workers and their everyday lives. In addition, the validity and reliability of the derived information were performed and measured by comparisons among a wide variety of sources of information.

Results

The results revealed that the factory motivated its Myanmar migrant workers with both positive and negative motivations as follows:

1. Positive motivation

1.1 Wage payment and free housing: the factory motivated its Myanmar migrant workers with money. Wage payment was systematic. The reason behind their decision to work for the factory was due mainly to reasonable wages. The researcher conducted interviews with three Myanmar migrant workers. The first Myanmar migrant who was interviewed was Setho and he was once a construction laborer. Setho informed the researcher that he had worked in Bangkok as a construction laborer.

"I worked in Bangkok for many years. Then, I decided to return to my home country because I disliked what a construction operator did to me: he did not make wage payments regularly. Sometimes, the construction operator paid me late. Later, he did not pay my wages so I brought my wife and son back to Myanmar. We stayed there for a while and a friend of mine recommended me to work for a factory located in Songkhla Province in Thailand. Here, my friend said that wage payment is made as scheduled; thus, I came to work for this factory immediately." (Setho, 2016)

According to the above statement, it could be said the reason that made Setho leave the job in Bangkok was that he had not been paid regularly, and the construction operator did not pay his wages. Therefore, he decided to return to Myanmar, his home country. Again, he returned to Thailand as recommended by his Myanmar friend to work at a factory in Songkhla Province or Sidhiphatra Cold-Storage Factory. That Myanmar migrant worker said that the advantage of working at this factory was that he was paid regularly as if it were salary. His

salary was based on his 300 daily wage payment, plus his extra working hours; nevertheless, some of his wage was still deducted due to the use of water and electricity at his free accommodation. In other words, he was provided with a housing fringe benefit but had to pay for water and electricity bills. He kept saying such salary was sufficient for him and he could send some money back to his mother-in-law who lived and raised his three children in Myanmar. Moreover, his wife was a frugal woman and he did not also spend much his money in addition to the costs of meals and daily living expenses.

Besides, the researcher received similar information from many Myanmar migrant workers. They said that they were paid their salary on 10th and 25th of every month which included wages from their extra working hours. It was different from other sectors, particularly construction one. In construction sector, it was uncertain when construction operators would pay their wage. As in the case of Mai (2016), he told the researcher as the following.

“My ex-boss is very kind, not a heartless man. But, he did not give me the money I had asked for because he did not have money. His customer did not make his last payment which was about 400,000 baht. I felt sorry for him but needed the money also. I had to give that money to my son. I brought him to Thailand to stay with me and went to the Khuan-Niang school at Grade 7. My son could work on Saturdays and Sundays. He helped me ride a tricycle, carrying sand and bricks for construction. My wife also helped my construction work. At that time, I asked my ex-boss for my wage and he said he had no money. He had been cheated and told me he would pay my wage later. But I pleaded with him to give my wages, crying. I needed to pay the tuition fee for my son and my ex-boss gave me some money. I did believe that he did not have money. Before this happened, he had made my wage payment on due date. I thought he had faced a serious situation which made him unable to pay me my wages.”

Mai was once a construction laborer in Khuan-Niang, a district of Songkhla Province, and the reason that he quit his construction labor job was that he asked the construction operator to pay him his wage, but the construction operator refused to do so since he did not get paid from his customer. Consequently, the construction operator could not pay his wage. He talked about his ex-boss, the construction operator, with his affection and still wanted to work for him although he had not been paid. However, that action did not make him angry at all.

The factor that influenced Mai to work for Sidhiphatra Cold-Storage Factory was quite similar to that of Setho. The factory made regular wage payments as specified, which was completely different from the situations when Setho and Mai were construction laborers. In the case of Mai, his construction operator refused to pay his salary for many months which made the researcher assume that the amount of Mai's unpaid salary was large. Because of that, Mai decided not work for the construction operator anymore as he was unsure whether and when his ex-boss would pay his salary, including the unpaid wages.

In contrast, Sidhiphatra Cold-Storage Factory provided overtime payment for extra working hours. According to the inquiries, Myanmar migrant workers were not forced to work extra hours and most of them did so since only their daily wage could not cover their family's daily living expenses in Myanmar.

Another example was from 26-year-old female Myanmar migrant. Her name was Lek (2016). She told her story with the help from the interpreter. She said that she had to give her money back to Myanmar. She wanted her youngest sister to have a bachelor's degree of education and become the only government teacher of her village in Myanmar.

“Only daily wage is not enough for my living expenses. To cover all expenses, I have to work extra hours. This allows me to give my daughter and youngest sister the money for schools. I want them to have high education. I do not want them to work like me. It is very tiring.”

The researcher also gained some information from the interpreter. He said that many Myanmar migrant workers graduated with vocational certificates and high vocational certificates. A few Myanmar migrants had a bachelor's degree. They decided to come and

work in Thailand since Myanmar migrants could earn a lot of money, and their country of origin could not support employment as expected due to political issues and poor economic conditions in Myanmar. To pursue a bachelor's degree in education and become a government teacher in Myanmar were still possible as the demands for teachers existed. Lek was an example of a Myanmar woman whose dream was expecting her youngest sister to become a government teacher. She did not want her youngest sister to become a laborer in Thailand. Although a government teacher in Myanmar did not get paid well, it was more comfortable to live in home country and her youngest sister could take care of her family members. Their family members included father, mother, and grandmother. Lek and her eldest brother worked in Thailand; therefore, she wanted her youngest sister to live in Myanmar, not working in Thailand. Working extra hours was also another motivation factor that enabled Myanmar migrants to work for the factory and they could earn additional wages which was sufficient to send some money back to family in Myanmar.

Apart from the reliable system of wage payments, a housing fringe benefit was also another motivational incentive factor. Sidhiphatra Cold-Storage Factory provided accommodation rent-free to migrant worker that could positively motivate Myanmar migrants to work for the factory efficiently.



Figure 2 Myanmar migrant workers' free accommodation

For housing fringe benefits, the researcher received additional information from Mai (2016).

"Although the room is small, I can stay. I have to cook outside the room and borrow kitchen utensils, such as knives and basins. Sometimes, we cook together. Birthday party is also held by borrowing many small writing desks for dining together."

Mai went on by comparing his life during being a construction worker with a factory worker. As a construction worker, he had to pay rent which became his added expenses. However, as a factory worker, he was provided with housing fringe benefits; as a result, he could save his money. Working for the factory also limited his freedom. Furthermore, it was not convenient when he wanted to go shopping in the market located in the big city compared to when he had been a construction worker at Khuan-Niang district.

"Working at this factory is better because I am provided with free accommodation. All I have to pay is electricity and water bills. It is not convenient when I want to shop at the market. It is difficult to find food here and food variety is limited. When I was a construction worker, I have to pay rent at Khuan-Niang district. At Khuan-Niang district, food is more varied."

Nevertheless, if they wanted to stay outside the factory, Myanmar migrants would be allowed to do so, but they had to pay for their accommodations, indicating that the factory provided the freedom to its migrant workers to choose the place they wanted to stay independently. There were 200-300 Myanmar migrant workers who paid for their accommodations. These

migrant workers said that staying outside the factory gave them their privacy and was more comfortable. It was true for Myanmar migrants who also brought their family members to work for Sidhiphatra Cold-Storage Factory.

1.2 Building employee morale: both Thai workers and Myanmar migrants were provided with employee morale activities. The factory held the 10th anniversary event for 43 Thai workers who had work for 10 years. Each Thai worker would be given a gold ornament, which implied that they had worked for the factory since its establishment. Other morale activity organized for Thai workers included awarding gold ornaments to excellent Thai workers on New Year Party.

Likewise, Myanmar migrant workers were also boosted with employee morale activities. Each year, the factory would assign the operation department to select excellent Myanmar migrant workers. The selection was made based on the monthly records of their scores of work excellence. The award was named as “Excellent and Clean Scaling Award”. The scaling section employed a huge number of workers to scale fish and scaling relied heavily on manpower, not a machine. Scaling fish or fish skin required a high level of fineness and neatness, which resulted in the creation of the award for Myanmar migrant workers who could scale fish neatly and quickly. In each month, three excellent Myanmar migrants would be selected for the award winner and the first runner-up, including a complimentary award. In a year, Myanmar migrant workers who received the top scores of fish scaling would be chosen by the operation department. For example, any Myanmar migrant who won the award winner for 3 months-the top scores of the factory-would be presented with “Excellent and Clean Scaling Award”. Such activities could boost and maintain high level of employee morale among Myanmar migrant workers. Thai workers rarely won this award since they could not compete against Myanmar migrants in terms of hard working and toughness.



Figure 3 Awarding gold necklace for the Excellent and Clean Scaling winner

1.3 Freedom of travelling and dress: Myanmar migrant workers who worked for the factory were free to go to any places that they wanted. They could go shopping or visit tourist attractions on Sundays since it was their day-off. They preferred to go shopping at Plaza Market in Hat Yai district by hiring a local pickup driver. They had to pay for their trip for 120 baht each. On Sundays, these Myanmar migrants would generally go shopping at the department store, make a merit at a temple, and visit a waterfall or a sea.

Sidhiphatra Cold-Storage Factory was where Myanmar migrant workers were allowed to have freedom of dress. However, during work time, Myanmar migrants were required to wear the factory uniforms and there were two colors of factory uniforms that divided the workers into two groups: blue and cream. The first group wore blue uniform with dark-blue collar and polite-colored trousers. The second group was daily-paid Myanmar migrant workers which were the majority of all workers. They wore cream shirts, polite colored trousers, and different colored caps. For example, Myanmar migrants in the labeling section wore dark-green cap. Myanmar migrants in the fish scaling section wore light green caps. For packaging section, they wore purple caps. However, after work or their day-off, Myanmar migrants were

free to dress whatever they wanted. The researcher interviewed a young Myanmar migrant worker and his name was Phia-meng (2016) He pierced his ears, wore a pair of large earring, and colored his hair like Korean models. He gave the information about dress:

“At the factory, Myanmar migrant workers are free to dress whatever they want. But it has to be after work. The factory allows the workers to pierce our ears. I will wear a pair of earring after work. My hair will be styled only on special activities or events and when I go outside. When I work, I have to wear a cap. I have my hair cut at a barber shop owned by a Myanmar migrant located in front of the factory.”

Myanmar migrants could dress whatever they wanted. In particular, among young generation of migrants, they dressed up like typical Thai young generations. During the evening after work, young Myanmar migrant women would dress up by cute clothing for taking their selfie-photos with friends. Some of them also colored their hair like Thai actresses. However, during their working time, they had to dress up the factory uniform.

From the observation, although wearing a sarong was still popular among young Myanmar migrant workers, some switched to wearing trousers such as jeans. They followed Korean fashion of young people, for example, their hairstyle, hair coloring, and clothing. Some young Myanmar migrants pierced or stretched their ears or earlobe. This implied that no grooming standard was applied for Myanmar migrant workers; instead, the factory provided a freedom of dress after work. This was probably because freedom of dress could relax the lives of Myanmar migrants who worked for the factory.

In addition to reasonable wages and housing fringe benefits, freedoms were also a supporting factor that could motivate Myanmar migrant workers. They were free to do whatever Myanmar migrants wanted in attempt to relax them from work. The migrant workers were given freedom of dress, any haircuts or hair coloring. They were provided a day-off which allowed them to go wherever they wanted, for example, going to the sea or waterfall. They could go shopping at the department store located in Hat Yai district.



Figure 4 Korean hairstyles by young Myanmar migrant workers



Figure 5 Young Myanmar migrant men' modern style outfits

2. Negative motivation

This factory had strict rules and regulations, particularly during work time. Either Myanmar migrant workers or Thai workers followed similar rules and regulations. They were required to show up at their sections at least 15 minutes before their work time started and dress up properly according to the factory's guidelines. Daeng, a human resources manager, mentioned work time as the following.

"Rules and regulations here are clearly defined. All workers, either Myanmar or Thai, must follow the rules and regulations. There are two shift works. The first shift work starts at 08.00-17.00 while the second one begins at 19.00-04.00. So far, few problems have been found during their work time. After work, the factory gives them full freedom to do anything or go anywhere. In the beginning, the factory did not allow migrant workers to do anything or go any places that they wanted. As time goes by, we realized that when they go out of the factory, it does not affect the factory at all. They still work and work very hard and smoothly."

"In terms of language, Myanmar migrant workers are getting better. They improve their Thai language all the time by trying to speak Thai. Some cannot speak Thai but have tried to understand. They learn the Thai language from their relatives who have worked for the factory before them. When they are instructed regarding their work, Myanmar migrants can understand faster. They watch Thai TV programs which can possibly be a reason that they can understand Thai. They work smoothly and do not have to tell them repeatedly when instructed. Overall, Myanmar migrant workers are okay."

In terms of controlling and managing Myanmar migrants strictly and efficiently, the factory established rules so strong that no factory employees violated against them. If they violate against the rules, Myanmar migrant workers would be severely punished; that is, they would be sent back to their home country and are not permitted to return to work for the factory again. Sidhipatra Cold-Storage Factory hired Myanmar migrant workers with the first-six month contract of employment. If they misbehave or do not follow the terms and conditions specified in the contract, the factory is allowed to replace another Myanmar migrant. Myanmar migrants who work for the factory are afraid of being sent back to their home country; they tried to avoid the conflict or quarrels and fighting. The following is a list of the rules that the factory established. (Daeng, 2016)

- (1) They are not allowed to walk or stay outside the accommodation after 09:00 p.m.
- (2) Outsiders are prohibited to stay at the Myanmar migrants' accommodations. However, they can stay at the Myanmar migrants' accommodation during special events, such as New Year Party, Buddhist Lent Day, and Songkran Day.
- (3) Gambling is not allowed in the factory.
- (4) All kinds of illegal substances are not permitted.
- (5) Quarrels and disturbances within workers' accommodation are prohibited.

The factory's interpreter informed that the rules in section 3, 4, and 5 were severe and the section 5 provided the most extreme punishment. In the past, there was a case that 2 migrant workers quarreled with one another caused by drunkenness. Then, these two Myanmar migrants were sent back to their home country on an account of their violation against the rules in section 2. Arsahni (Interpreter and caretaker of Myanmar migrants' accommodation, 2015) told that:

"The problems that migrant workers have quarreled with one another exist but not serious ones. If they have quarrel with one another, they will be fired. Myanmar migrants are very frightened of the rules. If they happen to quarrel, they will conceal it and not let the labor division know about it".

There were two persons that took care of the lives of Myanmar migrant workers: Arsahni and Head Caretaker. If the interpreter and head caretaker could not handle or solve the problems,

they would report them to the head of human resources department. Then, the head of human resources department would forward the problems to the manager of factory to solve them. According to the interpreter, if Myanmar migrant workers fought against each other by using a weapon or drinking alcoholic beverages within the factory, they would be fired. With the severe rules, they were very afraid of being sent back to their home country. Therefore, the migrant workers of the factory strictly followed the rules. Nevertheless, Myanmar migrants showed their negotiation power with their employer by being good employees. They demonstrated their hard-working, toughness, and responsibility with their work in order to get accepted from their employer and expected a renewal of their contract of employment. They did not want to be sent back to their home country.

Besides, the factory permitted Myanmar migrant workers to establish an organization. This organization served as an advisor of the human resources department so that the factory could take care of Myanmar migrant workers properly. The organization managed the relationship between the migrant workers and their jobs to achieve the factory's goals (Flippo, 1970: 129). All Myanmar migrants who worked for the factory were managed under a formal organization. Formal organization here was a machine bureaucracy whose organizational structure was similar to a company or a factory. It applied chain of command based on the factory's rules and the MOU terms and conditions that Myanmar migrants had made with the recruitment agencies that brought them to work.

Myanmar migrants' formal organization established within the factory was representatives of ethnic groups. As mentioned earlier, there were five ethnicities of Myanmar migrants: Rakhine, Myanmar, Mon, Karen, and Shan. Each ethnic group would select their representatives with the aim to drive the activities and also act as coordinators to present the problems that had occurred during working, including the demands that migrant workers used for negotiating with the factory. The representatives would coordinate with labor division. The labor division was directly under the supervision of the human resources department with the following structure.

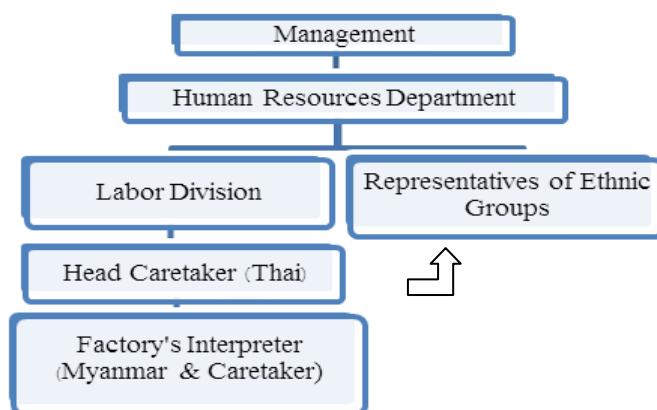


Figure 5 Organizational chart when conflicts among Myanmar migrants occurring

The above organizational chart was a form of resolving conflicts that took place within the migrant workers' accommodation. For instance, the problems such as water, electricity, or accommodation would be reported to the interpreter who was also a caretaker of Myanmar migrant workers' accommodation. The interpreter would then report such problems to the head caretaker of the factory's accommodation. The head caretaker was Thai. Next, the head caretaker would let the problems known to the labor division. In this case, the representatives of ethnic groups would not be involved. Additionally, the problems such as quarrels and

fighting among the migrant workers in the factory's accommodation would be handled by the Thai caretaker and the labor division. If such problems could not be settled, the labor division would ask the representatives of ethnic groups to deal with the problems. If they could not do it, the quarreling migrant workers would be sent back to their home country. In fact, the factory had faced such problems before. The migrant workers drank alcoholic beverages and become drunk, leading to the quarrel. Finally, the drunken migrant workers were sent back to their home country and not permitted to return to work anymore.

It could be seen that the punishment was extreme although they were not charged under the Thai laws. That case frightened Myanmar migrant workers too much, and the decision to send them back was made by the representatives of ethnic groups. In particular, they were not permitted to work at the factory again; therefore, Myanmar migrant workers strictly followed the factory's rules.

Conclusions and Discussion

Another important factor that motivated Myanmar migrant workers was that they were paid reasonably. The factory motivated its Myanmar migrant workers with money. The wage payment was systematic. According to a Myanmar migrant worker, it was found that the factor that affected Myanmar migrant to make a decision to work for the factory was its reliable system of wage payments. The wage payments were made on 10th and 25th of every month.

The factory paid their wage as scheduled, which also allowed them to send their money back to their family members continually and systematically. Most of the migrant workers were paid daily at 300 baht which was equal to Thai workers. Besides, all Myanmar migrant workers had the rights to stay at the free accommodations. This was why Myanmar migrants decided to work for the factory. Also, the free accommodations were convenient and safe compared to renting a house on their own. The accommodations had been built inside the factory. Sidhiphatra Cold-Storage Factory created an award to boost its employees' motivation. It was "Excellent and Clean Scaling Award" given to Myanmar migrant workers who had excellent performance in fish scaling. Scaling fish or fish skin was the largest section and needed a higher level of fineness and neatness compared to other sections. Moreover, the factory provided freedom to Myanmar migrants such as day-off and freedom of dress. Although Sidhiphatra Cold-Storage Factory had reinforced its Myanmar migrant workers with different positive incentives, all Myanmar migrants were to comply with the factory rules and regulations.

Nevertheless, the factory controlled and managed Myanmar migrant workers strictly in relation to negative motivation factors. For instance, if they violated against the factory's rules based on the MOU terms and conditions, the factory would ask the representatives of ethnic group to deal with such problem. If the representatives could not do it, Myanmar migrant workers who broke the rules would be punished severely by being sent back to their home country and not permitted to work for the factory again.

It was clear that the factory had implemented and focused on its motivational incentives since it was psychologically appropriate to motivate its employees to act or perform a desired behavior. More importantly, it helped enhance employees' work performance.

Acknowledgements

The author would like to thank Office of Higher Education Commission for its support of the research fund.

References

- Arsahni. 2015. **Interview**, 21st July 2015.
- Barnard, C. 1968. **The Functions of the Executive**. Cambridge: Harvard University.
- Chuchom, O. 2012. "Work Motivation: Theory and Application." **Thai Journal of Clinical Psychology** 2 (2): 52-61.
- Daeng. 2016. **Interview**, 5th February 2016.
- Flippo, E. 1970. **Principle of Personnel Management**. New York: McGraw-Hall.
- Kolesnik, W. 1978. **Motivation: Understanding and Influencing Human Behavior**. Boston: Allyn and Bacon.
- Lek. 2016. **Interview**, 5th November 2016.
- Mai. 2016. **Interview**, 5th October 2016.
- Mullin, L. 2005. **Management and Organisational Behaviour**. London: Prentice Hall.
- Myers, M. 1970. **Every Employee a Manager**. New York: McGraw-Hill.
- Phia-meng. 2016. **Interview**, 6th September 2016.
- Setho. 2016. **Interview**, 18th September 2016.
- Sherman, H. & Chruden, A. 1976. **Personal Management**. Cincinnati: South-Western.