

The Comparison between Thai and Myanmar Accounting Competency of Thai Multinational Enterprises in Myanmar

การเปรียบเทียบสมรรถนะทางการบัญชีระหว่างไทยและเมียนมา ขององค์กรข้ามชาติไทยในเมียนมา

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ABSTRACT

The purpose of this research is to study and compare the competency, job happiness, work motivation, accounting performance and career success of Thai and Myanmar accountants, and to study the relationship model of accountants' competency factors for Thai and Myanmar accountants that affect success of Thai multinational enterprises in Myanmar. This research is quantitative research using the PLS-SEM method and the ADANCO program to analyze structural equations. The sample was divided into 2 groups: 452 samples of Thai accountants and 406 samples of Myanmar accountants, using the purposive sampling technique.

It was found that all the factors are significantly different between Thai and Myanmar accountants, but some observed variables, including purpose in life, personal growth, hygiene factor, and invisible success are not significantly different. Finally, it was found from the structural equation model of Thai accountants that the accountants' competency does not directly affect career success, which is not in line with the theory. However, the factor that is suitable for measuring career success of Thai accountants is work motivation, which has a direct impact on career success at a significance level of 0.01. On the other hand, accountants' competency has a direct effect on career success of Myanmar accountants at a significance level of 0.05. Important findings are that the factor suitable for measuring career success of Myanmar accountants is accounting performance, which has a direct impact on career success at a significance level of 0.01.

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาและเปรียบเทียบสมรรถนะของนักบัญชี ความสุขในการทำงาน แรงจูงใจในการทำงาน ประสิทธิภาพทางบัญชี และความสำเร็จในอาชีพของนักบัญชีไทยและเมียนมา และเพื่อศึกษารูปแบบความสัมพันธ์ของปัจจัยสมรรถนะของนักบัญชีไทยและนักบัญชีเมียนมาที่มีอิทธิพลต่อความสำเร็จในอาชีพสำหรับบริษัทข้ามชาติไทยในเมียนมา การวิจัยครั้งนี้เป็นการวิจัยเชิงปริมาณด้วยสมการโครงสร้างแบบกำลังสองน้อยที่สุดบางส่วนโดยใช้โปรแกรม ADANCO เพื่อวิเคราะห์สมการเชิงโครงสร้าง กลุ่มตัวอย่างแบ่งออกเป็น 2 กลุ่มคือนักบัญชีไทย 452 ตัวอย่างและนักบัญชีพม่า 406 ตัวอย่าง กลุ่มตัวอย่างใช้เทคนิคการสุ่มตัวอย่างแบบเฉพาะเจาะจง

ผลการวิจัยพบว่าสมรรถนะของนักบัญชี ความสุขในการทำงาน แรงจูงใจในการทำงาน ประสิทธิภาพทางบัญชี และความสำเร็จในอาชีพระหว่างนักบัญชีไทยและเมียนมามีความแตกต่างกันอย่างมีนัยสำคัญแต่มีตัวแปรสังเกตได้ประกอบด้วยจุดประสงค์ในชีวิต การเติบโตส่วนบุคคล ปัจจัยด้านสุขอนามัย และความสำเร็จที่มองไม่เห็น ไม่แตกต่างกันอย่างมีนัยสำคัญ จากการทดสอบโมเดลสมการเชิงโครงสร้างของนักบัญชีไทยแสดงให้เห็นว่าสมรรถนะของนักบัญชีไม่มีผลกระทบทางตรงต่อความสำเร็จในอาชีพซึ่งไม่เป็นไปตามทฤษฎี แต่อย่างไรก็ตามปัจจัยที่เหมาะสมสำหรับการวัดความสำเร็จในอาชีพของนักบัญชีไทยคือแรงจูงใจในการทำงาน มีผลกระทบทางตรงต่อความสำเร็จในอาชีพอย่างมีนัยสำคัญที่ระดับ 0.01 ในขณะที่โมเดลสมการเชิงโครงสร้างของนักบัญชีเมียนมาแสดงให้เห็นว่าสมรรถนะของนักบัญชีมีผลกระทบทางตรงต่อความสำเร็จในอาชีพอย่างมีนัยสำคัญที่ระดับ 0.05 ซึ่งเป็นไปตามทฤษฎี ข้อค้นพบที่น่าสังเกตคือปัจจัยที่เหมาะสมสำหรับการวัดความสำเร็จในอาชีพของนักบัญชีเมียนมาคือประสิทธิภาพทางบัญชี มีผลกระทบทางตรงต่อความสำเร็จในอาชีพอย่างมีนัยสำคัญที่ระดับ 0.01

Introduction

Myanmar is a country that is well-prepared to support trade and foreign investment in the ASEAN Economic Community (AEC) in all aspects as it is rich in resources and has lower wages than other countries in the ASEAN region. Moreover, Myanmar's history, art, culture, archaeological sites, and natural attractions can attract a lot of foreign tourists (Aung, 2009). Currently, there are many Thai investors investing in Myanmar due to Myanmar's investment laws that support the policy to open the country by improving the investment model, including benefits and restrictions for investments in Myanmar to promote trade and investments among foreign investors (Directorate of Investment and Company Administration [DICA], 2017).

The opportunity for Thai accountants to enter the accounting profession in Myanmar is to work in Thai multinational enterprises (TMNEs) investing in Myanmar. Myanmar still lacks professions, such as those in medical, dental, nursing, engineering, architectural, surveying, accountancy, hotel, and tourism services to support the continued economic growth. Therefore, Thai accountants or foreign accountants with international working standards are needed to work for multinational enterprises investing in Myanmar (Kaiyapun & Hemmant 2014).

When Thai multinational enterprises invest in Myanmar, it is necessary to have both Thai and Myanmar accountants working for the companies (Tintabura & Srijumpa, 2016). Competent accountants

are also important at work. Thai accountants are those with international working standards, but for Myanmar accountants, they are not able to meet the international working standards. Therefore, in the collaboration of Thai and Myanmar accountants, it is important to find an approach for Thai and Myanmar accountants to work together effectively when conducting a business of Thai multinational enterprises (Tintabura, Lertputtarak, & Chanruang, 2017; Tintabura, Srijumpa, & Chanruang, 2018).

Research Objectives

1. To study and compare accountants' competency, job happiness, work motivation, accounting performance and career success of Thai and Myanmar accountants.
2. To study the relationship model of the accountants' competency factors for Thai and Myanmar accountants that affect success of Thai multinational enterprises in Myanmar.

Literature Review

Accountants' Competency

Competency is a behavioral attribute that results from knowledge, skills or abilities, and other attributes that enable a person to perform better than their colleagues in the organization. Competency includes skills, knowledge, and attributes (Johnson, Lenartowicz, & Apud, 2006). Boyatzis (1982) also describes the internal and external constraints of the environment and their importance to the job. Motivation as well as individual talents and perception of work affect performance (Boyatzis, 1982; Sandberg, 2000; Gangani, McLean, & Braden, 2006). In summary, competency is an individual characteristic that affects career success (Le Deist, & Winterton, 2005).

The concept of accountants' competency according to international education standards is that the knowledge and skills of accountants must consist of technical competence, professional skills, and professional values, ethics, and attitudes, which are expressed in the form of work, thoughts, and behaviors. However, professional accountants should have regular self-development in order to achieve career success in the profession according to the organization's goals.

Job Happiness

Happiness is related to well-being or life satisfaction (Fisher, 2010; Aydin, 2012). Satisfaction in life affects job satisfaction. So, job happiness refers to individual work and satisfaction in life or well-being at work (Carleton, 2009; Bhattacharjee & Bhattacharjee, 2010). While happiness in the workplace is important to the individual and the organization (Fisher, 2010; Simmons, 2014), Oswald (2004) seeks to find something that may be more important than human happiness. However, what

people care about is the real happiness that is a non-monetary success, but well-being. People call it “happiness”.

Many studies have a perspective that income does not affect life satisfaction. Economists analyzed the relationship between income and measures of subjective well-being. It can be concluded that the positive effects of extra income have little effect on quality of life. Most of the results concluded that good health is likely to be affected by personality, personal relationships and social participation rather than economic factors. Also, unemployment is likely to affect ill-being.

Work Motivation

Motivation is important in enabling employees to perform their tasks efficiently. Adeniji and Osibanjo (2012) explained that motivation is what motivates and directs behaviors to what is needed. Motivation refers to something within a person’s body that causes the person to act, animates or behaves in a targeted manner, or motive is the reason for the action itself. Motivation refers to the condition of the body that forces the body to move in the direction it has chosen. The characteristics of highly motivated individuals are as follows: showing the satisfaction of long-term goals; working continuously and working harder; taking responsibility for themselves to achieve a positive goal in response to the proposal and achieve excellent results; having a good relationship with the supervisor; being diligent in the work (Kamau, 2015).

This study investigated the factors that affect the functioning of individuals, examined the attitudes of individuals towards work, and tried to find ways to reduce job dissatisfaction in order to make employees feel good in their efforts to improve performance. Incentive factors affecting jobs have been divided into two groups according to Herzberg’s Motivation Hygiene Theory.

Accounting Performances

Accountants must be honest and fair in their work because accounting information must be presented to individuals both inside and outside the organization. Accounting information must be reliable, neutral or free from bias which will enable users of accounting information to believe that the information is a faithful representation (Yanto, Fam, Baroroh, & Jati, 2018). The Federation of Accounting Professions has established financial reporting standards for accounting professionals to ensure consistency. Therefore, accountants must study and understand the financial reporting standards to correctly practice and to create reliability for users of accounting information (Muda, Wardani, Maksum, Lubis, Bukit, & Abubakar, 2017).

The concept of accounting performance is that accountants must be able to prepare financial statements according to the conceptual framework for financial reporting. The main qualitative characteristics that are used for consideration are Fundamental Qualitative Characteristics, which include financial data -- comparability, verifiability, timeliness, and understandability. However, quality financial information will enable users of financial information to analyze, interpret and make decisions quickly.

Career Success

Most empirical studies are conducted in management, professional, managerial, and technical workers in for-profit organizations. Individual characteristics, work attributes and occupations related to decisions and behaviors, interpersonal processes, organizational contexts, and social structure characteristics all affect individual career success. The concept of career success focuses on objective and subjective success. Those with higher salaries will be promoted, and career satisfaction has always been regarded as career success. Based on previous research, it is possible that objective and subjective success is positively correlated (Judge, Cable, Boudreau, & Bretz, 1995).

The researchers have reviewed articles related to career success in several dimensions and then grouped them into two dimensions :1) invisible success -- the personal feeling of satisfaction with his or her career path, career progress, or career outcome, and 2) visible success -- the individual's level of income as well as the personal promotion and hierarchical level in the organization (Abele, Spurk, & Volmer, 2011; Bozionelos, Bozionelos, Kostopoulos, & Polychroniou, 2011; Pan, & Zhou, 2013; Van Dierendonck, & Van der Gaast, 2013).

Conceptual Framework

The conceptual framework for the study on “The Comparison between Thai and Myanmar Accounting Competency of Thai Multinational Enterprises in Myanmar” is as follows:

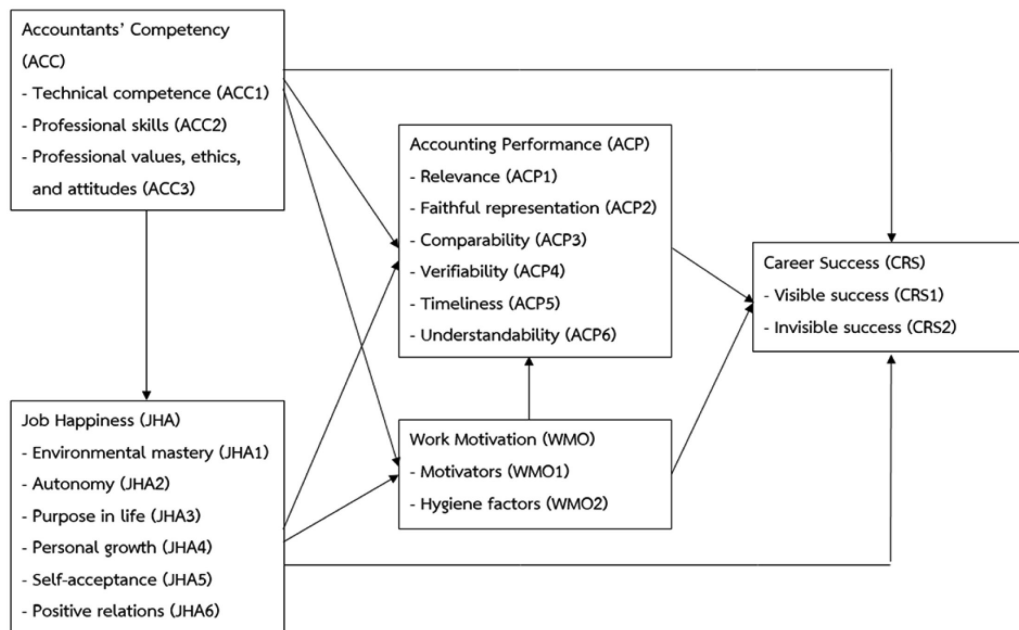


Figure 1 Conceptual Framework

Hypothesis

- Hypothesis 1: Accountants' competency has a positive effect on job happiness.
- Hypothesis 2: Accountants' competency has a positive effect on work motivation.
- Hypothesis 3: Accountants' competency has a positive effect on accounting performance.
- Hypothesis 4: Accountants' competency has a positive effect on career success.
- Hypothesis 5: Job happiness has a positive effect on work motivation.
- Hypothesis 6: Job happiness has a positive effect on accounting performance.
- Hypothesis 7: Job happiness has a positive effect on career success.
- Hypothesis 8: Work motivation has a positive effect on accounting performance.
- Hypothesis 9: Work motivation has a positive effect on career success.
- Hypothesis 10: Accounting performance has a positive effect on career success.

Methodology

Population and Sample

The population is Thai and Myanmar accountants in Thai multinational enterprises in Myanmar. The sample of this study was selected using purposive sampling. The number of samples that is appropriate for analytical statistics should be at least 10 times the indicators (Hair, William, Barry, & Rolph, 2010). This study measures 19 indicators. Therefore, the minimum sample should be approximately 190 samples. However, in order to prevent problems in the calculation of various statistics (Henseler, Hubona, & Ray, 2016), this research used 400 samples, which is more than the specified minimum number (Hair, Ringle, & Sarsted, 2011). As a result, the sample was divided into 2 groups: 452 samples of Thai accountants and 406 samples of Myanmar accountants.

Questionnaire

The questionnaire used in this research has 5 latent variables: 1) accountants' competency, which consists of 3 observed variables: 1.1) technical competence, 1.2) professional skills, and 1.3) professional values, ethics, and attitudes, 2) job happiness, which consists of 6 observed variables: 2.1) environmental mastery, 2.2) autonomy, 2.3) purpose in life, 2.4) personal growth, 2.5) self-acceptance, and 2.6) positive relation, 3) work motivation, which consists of 2 observed variables: 3.1) motivators and 3.2) hygiene factor, 4) accounting performance, which consists of 6 observed variables: 4.1) relevance, 4.2) faithful representation, 4.3) comparability, 4.4) verifiability, 4.5) timeliness, and 4.6) understandability, 5) career success, which consists of 2 observed variables: 5.1) visible success and 5.2) invisible success.

Data Analysis

This research uses Partial Least Squares Structural Equation Modeling (PLS-SEM) by the ADANCO program to analyze structural equations (Henseler & Dijkstra, 2015). The correlation between latent variables and observed variables is a reflective construct. Statistics used as measurement criteria are measurement models and structural model as in Table 1 below.

Table 1. Criteria of PLS-SEM

Measurement	Indicator	Criterion
Measurement Models		
• Construct reliability	Cronbach Alpha	> 0.70 (0.60 to 0.70 is considered acceptable) (Hair, Ringle, & Sarstedt, 2011)
	Indicator reliability	> 0.70, and significant at least 0.05 level (Hair, Ringle, & Sarstedt, 2011)
• Convergent validity	Average Variance Extracted (AVE)	> 0.50 (Bagozzi & Yi, 1988)
• Discriminant validity	Fornell and Larcker, and Heterotrait-Monotrait Ratio of Correlations (HTMT)	The square root of the AVE of a construct should be greater than the correlations between the construct and other constructs in the model. (Fornell & Larcker, 1981).
• Model validity	Coefficient of determination (R^2)	0.67 – substantial, 0.333 – moderate, 0.190 – weak (Chin, 1998)
	Path coefficients	t-values for a two-tailed test are 1.65 (sig.=0.1), 1.96 (sig.=0.05), and 2.58 (sig.=0.01) (Hair, Ringle, & Sarstedt, 2011)

Results

It was found that most Thai and Myanmar accountants are female, have an age range between 25-30 years, and are single. The highest level of education for Thai accountants is a doctoral degree while the highest level of education of Myanmar accountants is a master's degree, but only a minority. The highest work experience in accounting of Thai accountants is more than 20 years, and the highest work experience in accounting of Myanmar accountants ranges between 11-15 years. When the salaries of Thai and Myanmar accountants were compared, it was found that they are obviously different. Thai accountants have a higher salary than Myanmar accountants because Myanmar has lower wages than Thailand. The highest position of Thai and Myanmar was an accounting director. These characteristics make the competencies of Thai and Myanmar accountants different.

T-test Analysis for Thai and Myanmar Accountants

The t-test analysis to test the difference between Thai and Myanmar accountants, as well as the mean and standard deviation of observed variables are illustrated in Table 2.

Table 2. T-test Analysis of Thai and Myanmar Accountants

Factors		\bar{x}	S.D.	t-value	P-value
ACC1	THA	3.93	0.59	-2.38*	0.02
	MYN	3.86	0.35		
ACC2	THA	4.05	0.57	-5.12*	0.00
	MYN	3.89	0.32		
ACC3	THA	4.37	0.57	-10.80*	0.00
	MYN	4.02	0.36		
JHA1	THA	4.37	0.57	-3.31*	0.00
	MYN	3.97	0.63		
JHA2	THA	3.70	0.61	3.98*	0.00
	MYN	3.86	0.57		
JHA3	THA	3.99	0.57	1.85	0.06
	MYN	4.06	0.55		
JHA4	THA	4.14	0.53	0.07	0.95
	MYN	4.15	0.51		
JHA5	THA	3.86	0.54	5.64*	0.00
	MYN	4.07	0.52		
JHA6	THA	3.86	0.54	4.18*	0.00
	MYN	3.97	0.56		
WMO1	THA	3.95	0.57	-1.93*	0.05
	MYN	3.88	0.52		
WMO2	THA	3.97	0.57	0.11	0.91
	MYN	3.97	0.60		
ACP1	THA	3.99	0.68	-5.45*	0.00
	MYN	3.78	0.42		
ACP2	THA	4.04	0.61	-8.88*	0.00
	MYN	3.71	0.47		
ACP3	THA	4.07	0.65	-4.43*	0.00
	MYN	3.89	0.49		
ACP4	THA	4.18	0.56	-5.27*	0.00
	MYN	3.99	0.50		
ACP5	THA	4.14	0.69	-3.34*	0.00
	MYN	4.00	0.49		

Table 2. T-test Analysis of Thai and Myanmar Accountants (Continued)

Factors		\bar{X}	<i>S.D.</i>	<i>t-value</i>	<i>P-value</i>
ACP6	THA	4.13	0.60	-3.69*	0.00
	MYN	3.98	0.55		
CRS1	THA	3.79	0.78	4.41*	0.00
	MYN	4.00	0.60		
CRS2	THA	3.90	0.68	-0.05	0.96
	MYN	3.90	0.50		

*significance level of 0.05

Table 2 indicates that the factors that have a significant difference between Thai and Myanmar accountants are technical competence (ACC1), professional skills (ACC2), professional values, ethics, and attitudes (ACC3), environmental mastery (JHA1), autonomy (JHA2), self-acceptance (JHA5), positive relations (JHA6), motivator (WMO1), relevance (ACP1), faithful representation (ACP2), comparability (ACP3), verifiability (ACP4), timeliness (ACP5), understandability (ACP6), and visible success (CRS1). Also, it was found that the factors that are not significantly different are purpose in life (JHA3), personal growth (JHA4), hygiene factor (WMO2), and invisible success (CRS2).

After the consideration of each factor, it was found that competency of Thai and Myanmar accountants in terms of professional values, ethics, and attitudes is the highest, followed by professional skills and technical competence.

For job happiness of Thai accountants, personal growth is the highest, followed by environmental mastery, purpose in life, self-acceptance, positive relations, and autonomy, while for Myanmar accountants, personal growth is the highest, followed by self-acceptance, purpose in life, environmental mastery, positive relations, and autonomy.

For work motivation of Thai and Myanmar accountants, hygiene factor is the highest, followed by motivator.

For accounting performance of Thai accountants, verifiability is the highest, followed by timeliness, understandability, comparability, faithful representation, and relevance, while for Myanmar accountants, timeliness is the highest, followed by verifiability, understandability, comparability, relevance, and faithful representation.

For career success of Thai accountants, invisible success is the highest, followed by visible success, while for Myanmar accountants, visible success is the highest, followed by invisible success.

PLS-SEM

PLS-SEM is divided into 2 parts: measurement model and structural model.

1. Measurement Model

The measurement model shows the correlation of observed variables and the latent variables by considering Average Variance Extracted (AVE), Composite Reliability, Convergent Validity, Fornell-Larcker Criterion or AVE2.

Table 3. Loadings, Average Variance Extracted (AVE), and Construct Reliability

Items	Loadings		AVE		Cronbach Alpha	
	Thai	Myanmar	Thai	Myanmar	Thai	Myanmar
Accountants' competency			0.77	0.37	0.85	0.15
Technical competence (ACC1)	0.90	0.72				
Professional skills (ACC2)	0.90	0.77				
Professional values, ethics, and attitudes (ACC3)	0.81	-0.03				
Job happiness			0.55	0.54	0.84	0.83
Environmental mastery (JHA1)	0.75	0.69				
Autonomy (JHA2)	0.69	0.70				
Purpose in life (JHA3)	0.74	0.78				
Personal growth (JHA4)	0.73	0.84				
Self-acceptance (JHA5)	0.78	0.71				
Positive relations (JHA6)	0.73	0.69				
Work motivation			0.83	0.63	0.80	0.43
Motivator (WMO1)	0.93	0.86				
Hygiene factor (WMO2)	0.89	0.73				
Accounting performance			0.76	0.39	0.94	0.60
Relevance (ACP1)	0.85	-0.13				
Faithful representation (ACP2)	0.83	0.00				
Comparability (ACP3)	0.87	0.61				
Verifiability (ACP4)	0.91	0.78				
Timeliness (ACP5)	0.89	0.82				
Understandability (ACP6)	0.91	0.81				
Career success			0.89	0.62	0.87	0.40
Visible success (CRS1)	0.94	0.79				
Invisible success (CRS2)	0.94	0.79				

1.1 Measurement Model for Thai Accountants

The measurement model considers the quality from the construct reliability measured by the Cronbach alpha of latent variables which should be higher than 0.70 (Chin, 1998). The Cronbach Alpha is between 0.84 (job happiness) to 0.94 (accounting performance). All observed variables of Thai accountants can be used to explain the internal relationship of latent variables measured by indicator loadings, which are higher than the criteria at 0.70. The determining criteria are indicators that must have an average variance extracted (AVE) value higher than 0.50. AVE is between 0.55 (job happiness) to 0.89 (career success), which shows convergent validity as illustrated in Table 3.

1.2 Measurement Model for Myanmar Accountants

The measurement model considers the quality from the construct reliability measured by the Cronbach alpha of latent variables which should be higher than 0.70 (Chin, 1998). The Cronbach Alpha is between 0.15 (accountants' competency) to 0.83 (job happiness). The appropriate indicators for the study include technical competence (ACC1)=0.72, professional skills (ACC2)=0.77, autonomy (JHA2) = 0.70, purpose in life (JHA3) = 0.78, personal growth (JHA4) = 0.84, self-acceptance (JHA5)=0.71, motivator (WMO1)=0.86, hygiene factor (WMO2)=0.73, verifiability (ACP4)=0.78, timeliness (ACP5)=0.82, understandability (ACP6)=0.81, visible success (CRS1)=0.79, and invisible success (CRS2) = 0.79. The determining criteria are indicators that must have an average variance extracted (AVE) value higher than 0.50. AVE is between 0.37 (accountants' competency) to 0.63 (work motivation) as shown in Table 3.

Table 4. Discriminant Validity: Fornell-Larcker Criterion

Constructs		Job happiness	Work motivation	Accounting performance	Career success	Accountants' competency
Job happiness	THA	0.55				
	MYN	0.54				
Work motivation	THA	0.52	0.83			
	MYN	0.23	0.63			
Accounting performance	THA	0.44	0.45	0.77		
	MYN	0.00	0.00	0.39		
Career success	THA	0.34	0.46	0.40	0.89	
	MYN	0.00	0.02	0.25	0.62	
Accountants' competency	THA	0.38	0.26	0.55	0.26	0.77
	MYN	0.04	0.02	0.00	0.01	0.37

*THA = Thai Accountants, MYN = Myanmar Accountants

Discriminant validity measurement of each construct (latent variable) shows the AVE matrix along the diagonal line and the correlation of latent variables. Fornell and Larcker (1981) proposed that $(AVE)^2$ of each latent variable should be higher than the correlation between latent variables. From Table 4, it was found that the values of AVE^2 of latent variables for the Thai model range between 0.55 - 0.89, while for the Myanmar model, the values range between 0.37 - 0.63, which are higher than the correlation between latent variables.

Table 5. Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)

Constructs		Job happiness	Work motivation	Accounting performance	Career success	Accountants' competency
Job happiness	THA					
	MYN					
Work motivation	THA	0.87				
	MYN	0.74				
Accounting performance	THA	0.75	0.77			
	MYN	0.01	0.10			
Career success	THA	0.68	0.81	0.70		
	MYN	0.08	0.31	0.75		
Accountants' competency	THA	0.74	0.61	0.83	0.59	
	MYN	0.44	0.45	0.00	0.25	

*THA = Thai Accountants, MYN = Myanmar Accountants

Henseler, Ringle, and Sarstedt (2015) proposed the use of the Heterotrait-Monotrait Ratio of Correlations (HTMT) to measure discriminant validity with the value less than 1. From Table 5, it was found that the values of AVE latent variables for the Thai model range between 0.59 - 0.87, while the values of the Myanmar model range between 0.00 - 0.75, which are less than 1.

2. Structural Model

The structural model shows the correlation between latent variables by considering the path coefficient (Direct Effect).

2.1 Structural Model for Thai Accountants

The structural model considers the quality of the path coefficient. Figure 2 is a hypothesis testing according to Table 6. Based on the hypothesis testing, there are 8 hypotheses that have a significant relationship between latent variables -- 6 of them with a significance level of 0.01, and 2 of them with a significance level of 0.05. In addition, there are 2 hypotheses not statistically significant or not corresponding to the theory. Noteworthy findings are that the factor with a direct effect on most career success is work motivation. The R^2 value indicates the number of variance independent variables that is explained by the independent variables. From Figure 2, the R^2 value of job happiness is at a weak level, which means that accountants' competency can explain that job happiness is about 38% (weak). The R^2 values of other latent variables are at a moderate level.

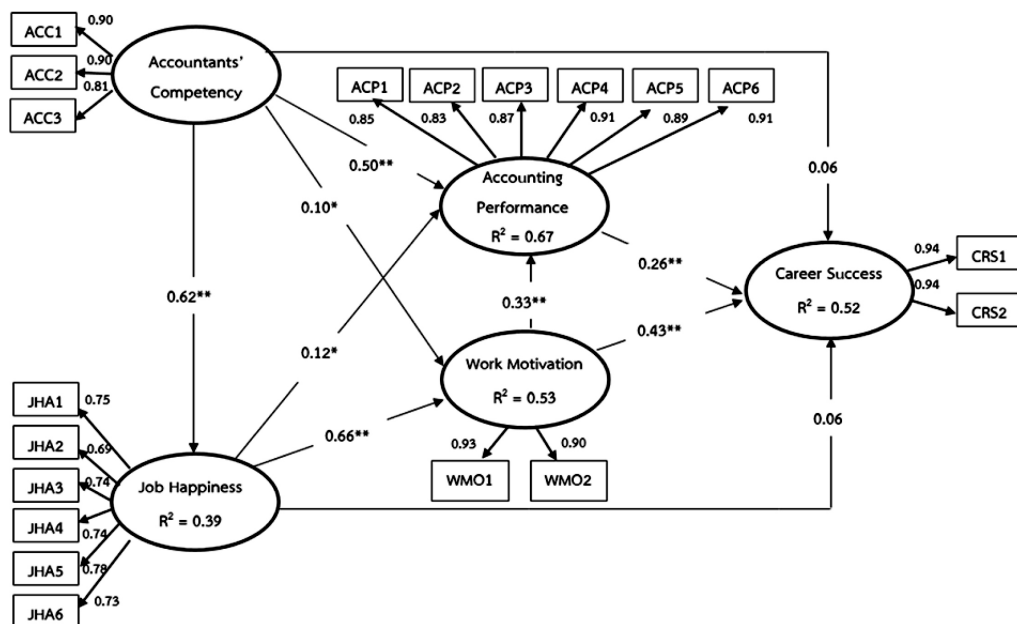


Figure 2 Structural Equation Model (SEM) for Thai Accountants

2.2 Structural Model for Myanmar Accountants

The structural model considers the quality of the path coefficient. Figure 3 is a hypothesis testing according to Table 6. Based on the hypothesis testing, there are 4 hypotheses that have a significant relationship between latent variables – 3 of them with a significance level of 0.01 and one of them with a significance level of 0.05. In addition, there are 6 hypotheses not statistically significant or not corresponding to the theory. Noteworthy findings are that the factor with a direct effect on most career success is accounting performance. The R^2 value indicates the number of variance independent variables that is explained by the independent variables. From Figure 3, the R^2 value of job happiness is at a weak level, which means that accountants' competency can explain that job happiness, work motivation, accounting performance, and career success are weak.

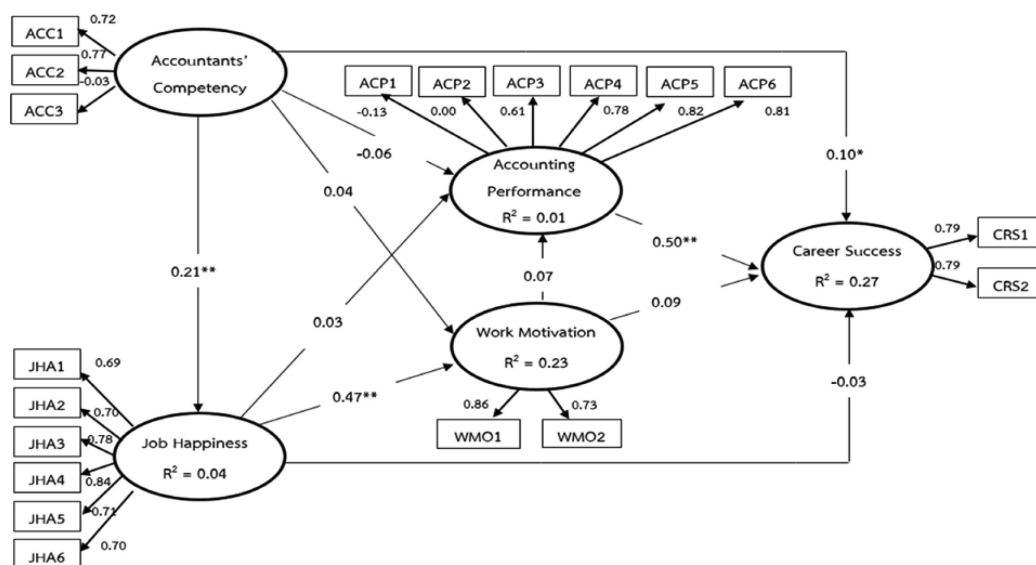


Figure 3 Structural Equation Model (SEM) for Myanmar Accountants

Table 6. Path Coefficients

Effect		Original Coefficient	Standard Error	T-value	P-value	Interpret
Accountants' competency -> Job happiness (H1)	THA	0.62	0.02	24.76**	0.00	Accept
	MYN	0.21	0.05	4.33**	0.00	Accept
Accountants' competency -> Work motivation (H2)	THA	0.10	0.04	2.60*	0.01	Accept
	MYN	0.04	0.05	0.91	0.36	Reject
Accountants' competency -> Accounting performance (H3)	THA	0.50	0.03	14.17**	0.00	Accept
	MYN	-0.06	0.06	-1.05	0.29	Reject
Accountants' competency -> Career success (H4)	THA	0.06	0.05	1.31	0.19	Reject
	MYN	0.10	0.05	2.00*	0.04	Accept
Job happiness -> Work motivation (H5)	THA	0.66	0.03	18.77**	0.00	Accept
	MYN	0.47	0.06	7.72**	0.00	Accept
Job happiness -> Accounting performance (H6)	THA	0.12	0.05	2.50*	0.01	Accept
	MYN	0.03	0.06	0.54	0.59	Reject
Job happiness -> Career success (H7)	THA	0.06	0.04	1.29	0.20	Reject
	MYN	-0.03	0.05	-0.73	0.47	Reject
Work motivation -> Accounting performance (H8)	THA	0.33	0.04	7.60**	0.00	Accept
	MYN	0.07	0.06	1.26	0.21	Reject
Work motivation -> Career success (H9)	THA	0.43	0.05	9.17**	0.00	Accept
	MYN	0.09	0.05	1.75	0.08	Reject
Accounting performance -> Career success (H10)	THA	0.26	0.05	5.08**	0.00	Accept
	MYN	0.50	0.05	10.15**	0.00	Accept

*THA = Thai Accountants, MYN = Myanmar Accountants

Table 6 from the structural equation model testing of Thai accountants found that the factor with a direct effect on most career success is work motivation. However, the accountants' competency does not directly affect career success but has an indirect effect on career success through job happiness, work motivation and accounting performance.

From the structural equation model testing of Myanmar accountants, it was found that the factor with a direct effect on most career success is accounting performance. Meanwhile, accountants' competency has a direct effect on low career success and has no indirect effect on career success. However, the factor that has an indirect effect on career success is job happiness through work motivation and accounting performance.

Discussion

Overall, Thai accountants' competency is better than that of Myanmar accountants, which gives Thai accountants an advantage in terms of knowledge, skills, and professional ethics. Regarding job happiness, Myanmar accountants are happier in their work than Thai accountants. Myanmar accountants have advantages in terms of self-acceptance, work environment, relationships with colleagues, and independence in work. On the other hand, Thai accountants have more work motivation than Myanmar accountants, as Thai accountants have the advantage of receiving support from their supervisors. In addition, Thai accountants have better accounting performance than Myanmar accountants because Thai accountants have an advantage in terms of knowledge and ability in financial reporting. However, Myanmar accountants have more career success because their career success depends on their own ability, while Thai accountants must be supported by supervisors in order to be successful in their careers.

Finally, from the study of the relationship model of the accountants' competency factors for Thai and Myanmar accountants that affect the career success of Thai multinational enterprises in Myanmar, it can be concluded from the structural equation model of Thai accountants that the accountants' competency does not directly affect career success. However, work motivation has a direct effect on career success, so this factor is suitable for measuring career success of Thai accountants. Accountants will feel very proud when they are accepted by the boss and colleagues which will motivate all accountants to work better. Executives should give employees an opportunity to prove their skills and accept their outstanding talents because accountants are most motivated when given new opportunities, praise, and growth of positions. Creating motivation for accountants leads to working so well, being promoted, and being sponsored by the boss to gain more salary and higher positions. The research result of this study is consistent with the study of Sulaiman, Ahmad, Sbaih, and Kamil, (2014), which found that the Islamic perspective on motivation and career success is different from the Western perspective. Islamic people pay more attention to intrinsic motivation and subjective career success factors than the extrinsic one.

On the other hand, accountants' competency has a direct effect on career success of Myanmar accountants. Noteworthy findings are that accounting performance has a direct effect on career success, so it should serve as a suitable factor for measuring career success. The career success of Myanmar accountants will be achieved depending on accounting performance. Executives have set up an accounting system for Myanmar accountants to follow and to achieve performance according to the organization requirement. Myanmar accountants are able to follow the practice of the system,

and they will be able to achieve career success in the form of visible success and satisfied with their success. The research result of this study is consistent with the study of Stumpf, Doh, and Tymon Jr, (2010), which found that job performance impacts career success and potential. Career development and performance management are positively related to career success. As a result, it is apparent that Thai and Myanmar accountants have different accounting practices that affect career success.

Therefore, the researcher suggested that in order to achieve career success, TMNEs executives interested in investing in Myanmar should apply the research results on accountants' competency and job happiness to manage Thai accountants to promote work motivation, and apply the research results on accounting performance to manage Myanmar accountants.

Conclusion

This research has a proposition to study 5 factors: accountants' competency, job happiness, work motivation, accounting performance, and career success. The results can be concluded as follows:

1. Accountants' competencies measured by the International Education Standards (IES) include technical competence, professional skills, and professional values, ethics, and attitudes according to the hypothesis testing.

- 1.1 Accountants' competency has a positive effect on job happiness.

The study indicated that Thai and Myanmar accountants' competency has a positive effect on job happiness, which reflects that Thai and Myanmar accountants have good competencies to work and will have an effect on increased job happiness.

- 1.2 Accountants' competency has a positive effect on work motivation.

The study indicated that Thai accountants' competency has a positive effect on work motivation which reflects that Thai accountants have good competencies to work and will have a positive effect on increased work motivation, while Myanmar accountants' competency has a negative effect on work motivation which reflects that Myanmar accountants' competency has no effect on work motivation.

- 1.3 Accountants' competency has a positive effect on accounting performance.

The study indicated that Thai accountants' competency has a positive effect on accounting performance which reflects that Thai accountants have good competencies to work and will have a positive effect on increased accounting performance, while Myanmar accountants' competency has a negative effect on accounting performance which reflects that Myanmar accountants' competency has no effect on accounting performance.

1.4 Accountants' competency has a positive effect on career success.

The study indicated that Thai accountants' competency has a negative effect on career success which reflects that career success of Thai accountants must have other factors that are mediator variables that have an indirect effect on career success, while Myanmar accountants' competency has a positive effect on career success which reflects that Myanmar accountants have good competencies to work and will have a positive effect on increased career success.

2. Job happiness measured by psychological well-being that consists of environmental mastery, autonomy, purpose in life, personal growth, self-acceptance, and positive relation according to the hypothesis testing found that:

2.1 Job happiness has a positive effect on work motivation.

The study indicated that job happiness of Thai and Myanmar accountants has a positive effect on work motivation, which reflects that Thai and Myanmar accountants have happiness at work and will have an effect on increased work motivation.

2.2 Job happiness has a positive effect on accounting performance.

The study indicated that job happiness of Thai accountants has a positive effect on accounting performance which reflects that Thai accountants have good happiness at work and will have an effect on increased accounting performance, while job happiness of Myanmar accountants has a negative effect on accounting performance which reflects that job happiness of Myanmar accountants has no effect on accounting performance.

2.3 Job happiness has a positive effect on career success.

The study indicated that job happiness of Thai and Myanmar accountants has a negative effect on career success, which reflects that job happiness of Thai and Myanmar accountants has no effect on career success.

3. Work motivation measured by Herzberg's two-factor theory including motivators and hygiene factor according to the hypothesis testing found that:

3.1 Work motivation has a positive effect on accounting performance.

The study indicated that work motivation of Thai accountants has a positive effect on accounting performance which reflects that Thai accountants have good motivation to work and will have an effect on increased accounting performance, while work motivation of Myanmar accountants has a negative effect on accounting performance which reflects that work motivation of Myanmar accountants has no effect on accounting performance.

3.2 Work motivation has a positive effect on career success.

The study indicated that work motivation of Thai accountants has a positive effect on career success which reflects that Thai accountants have good motivation to work and will have an effect on increased career success, while work motivation of Myanmar accountants has a negative effect on career success which reflects that work motivation of Myanmar accountants has no effect on career success.

4. Accounting performance measured by qualitative characteristics of useful financial information including relevance, faithful representation, comparability, verifiability, timeliness, and understandability according to the hypothesis testing found that accounting performance has a positive effect on career success. The study indicated that accounting performance of Thai and Myanmar accountants has a positive effect on career success, which reflects that accounting performance of Thai and Myanmar accountants have good performance to work and will have an effect on increased career success.

5. Career success measured by an individual's level of income as well as an individual's promotion history, hierarchical level in the organization, and individual's personal feelings of satisfaction includes visible success and invisible success.

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