

Influence of Organizational Culture, Motivations, and Well-being on the Organizational Efficiency of the Tour Operators in Northern Thailand

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ABSTRACT

The objectives of this research were to study: 1) efficiency level of tourism organizations in northern Thailand; 2) influence of organizational culture, engagement, motivations and well-being on the efficiency of tourism organizations in northern Thailand; and 3) develop a model for enhancing the efficiency of tourism organizations in northern Thailand. The findings showed that: 1) the efficiency of tourism organizations in northern Thailand was rated at the highest level; 2) organizational culture, motivations, engagement, and well-being had an effect on the organizational efficiency, of which motivation had the highest direct influence, followed by engagement; and 3) the model for enhancing the efficiency of tourism organizations in northern Thailand consisted of: (1) enhancing the performance of the tour operators' employees so that they could perform their duties efficiently, leading to the increase in staff productivity; (2) creating social engagement among employees and their colleagues and the organization; (3) building motivation in a form of salary that is suitable with employees' knowledge, abilities and responsibilities; (4) establishing well-being for employees in terms of health and safety in the workplace; and (5) creating a kinship culture which was flexible and focused on employees' participation within the organization

Keywords

Organizational Culture/ Motivations/ Well-being/ Efficiency of Tour Operators

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Introduction

In 2018, the tourism industry generated GDP for Thailand of 1,433.5 billion baht or 9.7% of the total GDP of the country. The employment increased by 15.5% (5,834,000 positions) and it was expected that in 2019 the number of tourists would increase by 4-6% and the employment would increase by 5.5% (6,154,000 positions). The revenue from tourism was mostly from the foreign tourists. In 2018, 34,431,489 foreign tourists travelled into Thailand, an increase of 7.53% from 2017 generating 2.16 trillion baht of revenue (Tourism Council of Thailand, 2019).

Tourism business is a business related to services to make an impression and satisfaction to the tourists. It leads to the decision to travel back and forth again (Forouzandeh, Safahani & Fakhrabad, 2015). The tourism business is as competitive as any other business. Tourism services have an intermediary linking tourist attractions to the target group, namely, travel agencies. These companies are also highly competitive. Each Company needs to have marketing plan, marketing strategies, driving of sales, and bring various strategies to promote sales. Each company that operates the business needs business success such as profits or sales. They have management efforts to create organizational efficiency (Knowledge Development for SME Division, 2017). The management to create organizational efficiency is not only an important role of the management but it is also related to personnel because people can drive the success of the organization as importantly as the management. Therefore, employees play a part in enhancing the organization's efficiency as well.

Thailand has many tourist attractions. Especially in the northern region, there are many beautiful places, ancient art and culture, and archaeological sites that many tourists pay

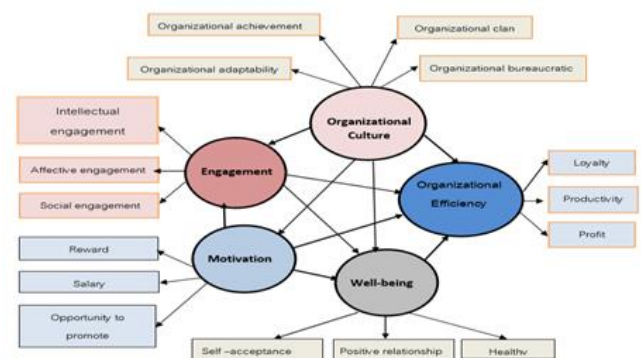
respect and prefer to come to pay homage. Chiang Mai is one of the top provinces that are the travel destinations for both Thai and foreign tourists. It is a large province with the cool climate and variously beautiful natural conditions. The province is also located the ancient and historic sites that are valuable in art and culture popularly among tourists. Each year, a large number of tourists travel to Chiang Mai. In 2018, Chiang Mai had 2,650,835 tourists; being 1,837,775 Thai tourists and 813,081 foreign tourists (Tourism Office of Chiang Mai Province, 2018). Chiang Mai Province has expanded in tourism. The number of tourists who come to travel has increased. As a result, there is a provincial economic stimulus resulting in the increase of employment both in the tourism business and many related businesses such as hotels, accommodation, restaurants, entertainment venues and various service businesses opened to serve both Thai and foreign tourists. In particular, more travel agencies are opened resulting in the high competition unlike other provinces of Thailand. Consequently, travel agencies have to increase organizational efficiency under the driving of employees in the organization to enhance the competitiveness and survival of the companies. The objectives of this research are 1) to study the efficiency level of tourism organizations in northern Thailand, 2) to study the influence of organizational culture, engagement, motivation and well-being on the efficiency of tourism organizations in northern Thailand, and 3) to develop the approaches for enhancing the efficiency of tourism organizations in northern Thailand.

Literature Review

The organizational performance is in several dimensions. For example, Chen, Silverthorne & Hung (2006) stated that the organizational performance was based on the loyalty that employees had with the organization. The employees act following their goals and are able to transform actual results towards the expected results with minimal costs. This can reduce the turnover rate of employees. Zack, McKeen & Singh (2009) identified the organizational performance and create the competitive advantage. As the customers will be loyal to the products or services of the organizations, the organizations with different contexts need to have a perspective on employee performance or personnel in different organizations as well. Encouraging employees to perform their work efficiently can increase productivity and also increase the efficiency of the organizations. It will lead to an increase in the profitability of the organizations or the companies (Vosloban, 2012). However, corporate efficiency is not accumulated in a short time because there must be a combination of the concepts of individuals in the organization both executives and employees to clearly understand the operational direction of the organizations. Motivation is one of the factors affecting organizational performance. It is necessary for the organization to incentivize the employees in order for them to achieve their goals. The incentives that organizations generate for their employees are through processes or methods or other factors (Herselman, 2001). Motivation is the driving force of work enthusiasm in getting what they want such as pay, promotion, job safety and security, working conditions, job autonomy, and co-workers relationships. These are related to employee satisfaction and performance (Khan, Nawaz, Aleem & Hamed, 2012). Moreover, it was found that receiving an award was either a physical or non-social award, a monetary award, or non-money. The internal awards such as recognition that affect employee performance (Salah, 2016) agree with Ibrar & Khan (2015) specifying the awards received which may be tangible. These awards are out of or in the works that the employees do. It can be an external compensation, can be in the form of salaries or incentives in the form of bonuses that promote job security. The real rewards are psychological rewards such as concern from employers and job turnover after achieving making the employees happy. This can create opportunities for the organizations affecting the organizational performance (Cooper & Robertson, 2001). The employee motivation has a positive correlation with the remuneration, working environment, and organizational efficiency. It has also been found that employee motivation has a positive impact on organizational performance (Abiro, 2013). Well-being is happiness or safety at work in a non-hazardous environment. It is an important psychological factor. The employee's well-being is a key factor that positively correlates with organizational performance. It occurs when the employees are in good health, good and safe working environment. Ioan, Codruta & Patricia (2010) stated that organizational performance depended on the presence of talented, well-versed people in the organizations. It is an important part in driving the organizations because personnel can create a balance between life and work. This will reduce the conflicts in life affecting the work and creating more productivity. The

intention of job turnover will decrease resulting in lower recruiting and training costs while increasing thretention of valuable employees to the organizations. This can build the commitment and increase the employee's loyalty. Kamau, Tuwai & Kuria (2015) mentioned that the job well-being could increase the employee performance and also have an impact on organizational performance. Parks & Steelman (2008) stated that when the employees recognized that what they do has appropriate incentives, especially financially, the employee well-being will be fostered to become higher. Employee engagement is the relationship between the organization and the employees. It takes place in the form of collaboration among the employees and among the executives. Moreover, the commitment arises from the employees being trustworthy persons to receive acceptance, reflection from performance, and assigned responsibilities. This group of employees has a higher commitment to the organization than general employees (Seijts & Crim, 2006). It is the relationship that arises among the employees and the work for which they are responsible for the organizations. The employee engagement creates a commitment to the organization (Al-dalalmeh et al, 2018). It can create the confidence to the employees affecting the organizational performance and corporate growth of the organizations. The studies revealed that the employee engagement affected organizational performance.

Research's conceptual framework



If the level of employee engagement is low, the employee motivation will also be low (Pillay, 2018). The organizational culture is important in terms of organizational management. It is a joint learning of organizational personnel, correction, adaptation to the internal and external environment of the organizations. It has an influence on the people in the organization (Rodriguez & Hechanova, 2014). The exchange of knowledge sharing in the right thing among the people in the organizations to modify behaviors, emotions and thoughts psychologically arise from the exchange of experiences, stability, and consistency in behaviors. The practices in the organization lead to the common approaches to revise, develop a solution to the problem, adaptation in the right direction and acceptance (Schein, 2004). The organizational culture is an important value that affects stakeholders and organizations. It is the norm that cannot be seen. However, if organizational efficiency is needed, there is a need to improve the efficiency of employees and create

awareness of corporate culture at the same time (Douglas,2010)

Methodology

Quantitative research: The sample group was 320 travel agency employees in Chiang Mai Province qualified following the criteria. The stratified random sampling was made. The research tool was a questionnaire on organizational culture, motivation, engagement, welfares, and organizational efficiency of 80 items and 5-level estimation. The individual IOC value was .60-1.00. The whole questionnaire’s confidence value was .951. The data was collected from 320 employees of 22 travel agencies in Chiang Mai Province. The data was analyzed using descriptive statistics and structural equation models to test the relationship between the latent and observed variables and the relationship between independent and dependent variables using LISREL program.

Qualitative research: The key informants consist of 1) 3 government executives involving in tourism or the tourism industry, 2) 4 executives or operators of tourism in Chiang Mai Province, 3) 4 hotel business operators in Chiang Mai Province, and 4) 4 travel agency employees in Chiang Mai Province totaling 15 persons. The research tool was the structured interview form. The characteristics were 10 open-ended questions. The individual IOC values were from .80 to 1.00. The data was collected from conducting the in-depth interviews with the key informants individually. The obtained data was analyzed on the contents and the opinions were categorized by setting the main points and secondary points to create a way to enhance the efficiency of tourism organizations in the northern region of Thailand.

Results

The organizational efficiency has the overall mean at the highest level (= 4.46, SD = 0.28). The productivity was at the highest mean (= 4.53, SD = 0.37), followed by the customer loyalty (= 4.45, SD = 0.36) and the profits had the lowest mean (= 4.40, SD = 0.43) as shown in Table 1.

Table 1 Mean, standard deviation, and the level of organizational performance elements

Organizational performance	\bar{X}	S.D.	Interpretation of results
Customer loyalty	4.45	0.36	Most
Productivity of employees	4.53	0.37	Most
Profits	4.40	0.43	Most
Total	4.46	0.28	Most

Influence of organizational culture, engagement, motivation and well-being factors on the efficiency of tourism organizations in Northern Thailand were presented as the hypothesis testing results in Table 2.

Table 2 Hypothesis testing results

Research hypotheses	Path coefficient	t statistics
Hypothesis 1: The organizational culture, engagement, motivation and well-being affect the organizational performance.		
1.1 The organizational culture directly affects the organizational performance (ORGA → PERF).	0.35**	3.09

1.2 The motivation directly affects the organizational performance (MOTI → PERF).	0.64*	2.13
1.3 The engagement directly affects the organizational performance (ENGA → PERF).	0.58**	4.63
1.4 The well-being directly affects the organizational performance (WELL → PERF).	0.12**	2.93
Hypothesis 2: The organizational culture, motivation, and engagement affect the well-being.		
2.1 The organizational culture directly affects the well-being (ORGA → WELL).	0.19*	2.17
2.2 The motivation directly affects the well-being (MOTI → WELL).	0.99**	10.04
2.3 The engagement directly affects the well-being (ENGA → WELL).	0.15**	2.60
Hypothesis 3: The organizational culture and motivation affect the engagement.		
3.1 The motivation directly affects the engagement (MOTI → ENGA).	0.59**	5.34
3.2 The organizational culture directly affects the engagement (ORGA → ENGA).	0.29**	3.24
Hypothesis 4: The organizational culture affects the motivation.		
4.1 The organizational culture directly affects the motivation (ORGA → MOTI).	0.80**	14.46

** p value ≤ 0.01, * p value ≤ 0.05

The approaches for enhancing the efficiency of tourism organizations in the north of Thailand are; 1) Developing the capacity of performance of employees so that the travel agency employees can perform their duties efficiently. This leads to a higher productivity of employees which will generate profits and greater loyalty of customers to the organizations. 2) Building social ties of employees with colleagues and organizations to achieve working altogether as a team. This will directly benefit the organizations. 3) Creating the salary incentives suitable for knowledge, competence, and responsibilities to build morale for employees working in the organizations. 4) Creating the well-being of wellness by promoting healthy and safe employees in the workplace, and 5) Creating a flexible clan culture by giving the importance to the participation of employees within the organization. The focus should be on self-development to be ready to support rapid changes from the outside. Such findings can propose guidelines for enhancing the efficiency of tourism organizations in northern Thailand as shown in Figure 2.



Conclusion and discussion of results

The motivation positively and directly affects the organizational performance because motivation is the driving force that is directed towards achieving a willingness to work behaviors towards good productivity. This results in the organizational efficiency (Cascio (2006) Kamalian, Yaghoubi & Moloudi, 2010). Motivation is the driving force for employees to be dedicated to create the productivity of the workforce that delivers to customers. It is for creating sustainable organizational efficiency. The organizational efficiency improvement is a huge challenge that has caught the attention of executives no matter which organization is. The different forms of incentives have been applied to link incentives to employee productivity (Hallett, 2003). The engagement positively and directly affects the organizational performance because the employee’s engagement is a feeling of enthusiasm and is linked to the

performance through working. The employees can see that they can handle the job goals well (Schaufeli & Bakker, 2004). The employee's engagement affects organizational performance. The organization has created the engagement drivers for employees to make them have the engagement outcomes. This results in the business outcomes that are good for the organization in 4 areas; (1) Retention of talented employee, (2) Creation of good performance, income, and reduction of expenses of the organization, (3) Creation of higher customer loyalty and retention rates of the organization, and (4) for financial results, there are the revenue growth and sales, performance income, and overall return on investment (Hellwitt, 2016).

The organizational culture positively and directly affects the organizational performance because organizational culture is a combination of values, beliefs, and behavioral explanations that advise members of the organization. Thus, the organizational culture is important in organizational management. It is a joint learning of organizational personnel, correction, adaptation to the internal and external environment of the organization influencing people and organizational performance (Rodriguez & Hechanova, 2014). The organizational culture is an important value that affects stakeholders and organizations. It is the norm that cannot be seen. However, if efficiency is desired, the organizations need to build the awareness of organizational culture (Douglas, 2010). The weak or ineffective organizational culture will not have the sufficient potential to generate profits and productivity (Shahzad, Luqman, Khan & Shabbir, 2012).

The well-being positively and directly affects the organizational performance. When the personnel have the well-being, they will be able to create a balance between life and work to reduce the conflicts in life, to affect the work, and to produce more productivity. The intention of job turnover decreases resulting in lower recruiting and training costs. The retention of valuable employees to the organization can be increased. The commitment and employee loyalty can be built (Ioan, Codruta & Patricia, 2010). The well-being at work increases employee performance as well. It also affects the organizational performance (Kamau, Tuwai & Kuria, 2015).

The motivation positively and directly affects the well-being. The employee's needs are responded in the economic hierarchy namely salary, gratuity, and other compensations. The social aspects consist of the promotion, opportunities for advancement, acceptance, and admiration. The psychological aspects consist of having positive relationships with others and working in a stress-free atmosphere. The physical aspects consist of healthcare and provision of workplace safety. These all inevitably give the well-being to the employees (Montague et al, 2002). The motivating factors yielding the well-being of Nicosia hospital healthcare workers and nurses consist of salary, environment, retirement / pension, teamwork, pride, fairness, meaningful work, being respected, interpersonal relationship, and health care (Lambrou, Kontodimopoulos & Niakas, 2010).

The organizational culture positively and directly affects the well-being. The organizational culture is the belief, values and behavior of employees in an organization that gives rise to the patterns, basic agreement, guidelines, and approaches. It is the

way for the employees to adhere in solving problems and treating all members of the organization. When employees in the organization perceive and work under the same organizational culture, they will be able to perform the operation smoothly and happily. Perception of the importance of organizational culture influences the well-being of employees. The study also found that appropriate working conditions affect the well-being of employees. An organization with culture that aligns with the employee values affects the well-being of employees both physically and mentally (Dora, Peter, Peter & Andrea, 2019).

The engagement positively and directly affects the well-being. The internal engagement dimension with a high level of ownership or participation will enable the employees to work altogether, exchange the ideas, and create the works happily. Part of the engagement is the perception of the working climate that influences the development of engagement and encourages well-being (Schaufeli, 2012). Recognition of the environment and changing the environment themselves create experiences, bond, and coziness (Shuck & Reio Jr, 2013). The work-bound employees feel more challenging with their assignments and use their talents to work than those without work engagement. Moreover, the employee engagement with the job can predict the job outcomes and employee well-being (Burke, Koyuncu, Jing & Fiksenbaum, 2009).

The motivation positively and directly affects the well-being. The motivation is the driving force behind employees to be productive. It is the core of success. The motivated people are more likely to put in more effort at work and willing to accept the expected results when working to achieve the goals. It also affects the well-being of the employees. There is a relationship between motivation and well-being of the sample group of 250 nurses at Enugu Metropolis. The results showed that motivation was significantly associated with well-being and the level of motivation affects the work to achieve the goals. The motivation is a factor in keeping employees mentally healthy. It is the mediator of the relationship between basic needs and mental well-being. It is also found that mental well-being is very complex with a person's physical, mental, emotional and social health (Nwankwo, Okeke & Okeke, 2018).

The organizational culture positively and directly affects the well-being. The organizational culture is a combination of the values, beliefs and behaviors of the members of the organization. The organizational culture creates sharing in the learning process. The system of knowledge and understanding of persons can help improving thinking and decision making. It helps managing the overall performance (Luthans & Doh, 2018). Besides, the organizational culture plays a huge role in the well-being of an organization. This can be measured by factors such as illness, employee fatigue, absence, and the outcome of social interactions such as interactions with colleagues. There is a high response that can affect the body system immediately (Kane-Urrabazo, 2006). In the strong organizational culture, the employees and management must respect and give dignity to one another. This will lead to the integration of knowledge and experiences affecting the working atmosphere, positive relationship, and employee well-being (Busse, 2014).

The organizational culture positively and directly affects the motivation. It follows the hypothesis. The organizational culture is important in terms of organizational management.

It is a joint learning of organizational personnel, correction, adaptation to the internal and external environment of the organization. It has an influence on people in the organization (Rodriguez & Hechanova, 2014) as a motivating tool for promoting performance in the organization (Jofreh & Masoumi, 2013). It also motivates employees to work and improve their productivity. An organization with a strong corporate culture can highly motivate the employees to deliver better results than low motivated employees (Schein, 2010). A strong corporate culture is linked to motivation. The employee capacity building is a means of increasing incentives to promote employee progress. The organizations with strong culture will develop uncontrolled productivity of good work and the employees will be involved in the corporate decision-making process (Flamholtz, 2001)

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