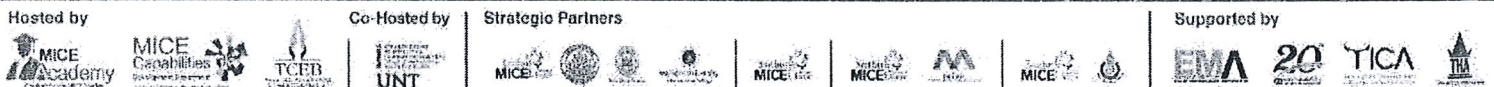




**1st INTERNATIONAL
MICE
CONFERENCE AND FORUM**

29th - 30th August 2018 Bangkok, Thailand

1st International MICE Conference and Forum Conference Proceedings





1st INTERNATIONAL
MICE
Meeting Incentive Convention Exhibition
CONFERENCE AND FORUM

About Us

The 1st international MICE Forum & Conference will be held in Bangkok, Thailand from August 29 to 30, 2018. The conference will be hosted jointly by the Thailand Convention and Exhibition Bureau (TCEB), University of North Texas (UNT) and MICE Academic Cluster as a strategic partner.

Objective

The main objective of the 1st international MICE Conference & Forum is to provide a platform for researchers, academicians, practitioners, as well as industrial professionals from all over the world to actively exchange, share, and challenge new ideas, applied experiences, state-of-the-art research, and case studies on MICE (Meetings, Incentives, Conventions, and Exhibitions/Events) and/or related MICE and Events industry.

The conference invites conceptual and empirical research papers, and case studies on MICE related topics. Papers and presentations are expected to address both (but not limited in) the theoretical, methodological, and practical aspects of MICE.



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Employee's Job Satisfaction Motivators in Destination Management Company (DMC) in MICE industry

Parinya Nakpathom², Santidhorn Pooripakdee³ and Kaedsiri Jaroenwisan⁴

Abstract

This research aims to study the motivators affecting the employee's job satisfaction of destination management company (DMC) in MICE industry. This research applies qualitative method focusing on depth-interview with 18 key informants who are representatives of public and private organizations, educational institutions. They are general manager, MICE department manager and human resource manager who are related to destination Management Company (DMC) in 5 MICE cities in Thailand: Bangkok, Chiangmai, Khonkean, Phuket and Pattaya. The key informants mention that there are 12 motivators affect their employee's satisfaction and have been classified into 4 categories; 1) compensation consists of 5 components - commission, bonus, health insurance, wage and gratuity; 2) management system consists of 2 components - modern facilities, and promotion; 3) motivation consists of 3 components - incentive tourism, meeting and sharing experience, and seminar and field trip; and 4) working atmosphere consists of 2 components - family working style and freedom and flexible.

Key Words: Destination Management Company (DMC), Employee's Job Satisfaction Motivators, MICE industry

Introduction

Thailand Convention and Exhibition Bureau (2014) presents incentive tourism as one of main industry in MICE industry. Incentive tourism is the tourism as being as the prize or award to motivate employee's achievement of a particular organization, in other words, it is the tourism as being as a part of activity pre/post meeting, exhibition, and convention. The business company that supports incentive tourism is called Destination Management Company (DMC); the main duty is arranging travelling program based on customer's need (Mongkolwanich & Chattiwong, 2017). In the fast pace of globalization, most of DMC organizational structure is changed to be Online Travel Agency instead of being as Travel Agency (TA) because of the change in tourists' behavior. However, the key success of DMC, for being survived, is employee. Employee of DMC must work under

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pressure with high potential, abilities and competencies to deliver the services and to satisfy the customers in order to earn more profit as incentive tourism providers of MICE industry.

As a consequence, DMCs have to prepare and support their employees to work for and also to satisfy on their job. If the employee satisfies on his/her work, he/she also would like to deliver the full service to satisfy customers; employees' job satisfaction significantly affects customers' satisfaction (Nazeer et al., 2014). The satisfaction of employees is referred to the perception of environmental psychology with physical characteristics and environment situation. If DMCs support employees to satisfy their working; the employees will work efficiently and effectively for organization (Tsai & Wu, 2010). In addition, DMCs should motivate and encourage employees to have empathy, responsiveness, respect, teamwork, and internal service quality (Ariani, 2015). From this reason, researcher is interested to explore the factors that can motivate employee's job satisfaction which DMCs should be suggested to motivate their employees.

Literature Review

Employee's job satisfaction is important for organization because each employee has different characteristics. The organization must understand employee to foster and support them for the increment of job satisfaction level (Nazeer et al., 2014). Moreover, employee's job satisfaction is an equipment to deliver the efficiency of employee to produce the quality of job and provide the best service to customers (Ariani, 2015). Hoppock (1935) informed that the satisfaction of employee can be generated because of tangible facilities such as tools, facilities, wage, and intangible facilities such as environment, organizational support and progressive. In addition, satisfaction affects the being of happiness in duties and carriers (Huak, Pivi & Hassan, 2015; Ariani, 2015). Lotunani et al. (2014) refers to Spector (1997) who informs the characteristics of job satisfaction as shown in table 1.

Table 1: Characteristics of job satisfaction

Job satisfaction characteristics	Description
Wage	The satisfaction of salary and salary increasing
Promotion	The satisfaction of getting a promotion
Supervision	The satisfaction of controlling form supervisors
Compensation	The satisfaction of commission, bonus, health insurance, wage and gratuity
Reward	The satisfaction of special gift or other extra
Working condition	The satisfaction of policy and procedures in workplace
Working partner	The satisfaction of coworkers
Working atmosphere	The satisfaction of workplace environment
Communication	The satisfaction of communication in organization

Moreover, Tsai & Wu (2010) studies the relationship between organizational citizenship behavior, job satisfaction and turnover intention. The result shows that the factors of job satisfaction consist of compensation, characteristics of job, self-satisfaction, and mentoring system

and working partner. In addition, Chen (2012) studies integrated service quality model in quality improvement: an empirical study of employee's satisfaction for hot spring industry. The result shows 5 factors of employee's job satisfaction; working atmosphere, compensation, management system, motivation and organization's vision.

The reflection in job satisfaction affects efficiency and effectiveness of employees in organization. The results do not show only the effect of employee satisfaction towards customer service development and the customer satisfaction but also create the employee commitment and employee loyalty (Tsai & Wu, 2010). However, many researchers study the employee's Job satisfaction motivators in different organization. The result presents the perception and evaluation of employee in job satisfaction as shown in table 2.

Table 2: Summary of literature review toward employee's job satisfaction motivators

Authors	Title	Employee's Job Satisfaction Motivators								
		Working atmosphere	compensation	Management System	Motivation	Organization Vision	Characteristic of Work	Progressive	Supervisor and co -	Self-Satisfaction
Tsai & Wu (2010)	The Relationships between organizational Citizenship behavior, Job satisfaction and Turnover intention		✓				✓		✓	✓
Pantouvakis (2011)	Internal Service Quality and Job Satisfaction Synergies for Performance Improvement: Some Evidence from a B2B Environment	✓	✓		✓	✓	✓	✓	✓	
Chen (2012)	Integrating Service Quality Model in Quality Improvement: An Empirical Study of Employees Satisfaction for Hot Spring Industry	✓	✓	✓	✓	✓				
Venema (2013)	Learning Orientation and the Service-profit Chain: Exploring the Link between learning Orientation,		✓				✓	✓	✓	

Authors	Title	Employee's Job Satisfaction Motivators								
		Working atmosphere	compensation	Management System	Motivation	Organization Vision	Characteristic of Work	Progressive	Supervisor and co -	Self-Satisfaction
	Internal Service Quality and Employee Satisfaction in the Service Sector									
Viswanathan and Chopra (2015)	Study on Factors Affecting Job Satisfaction, Loyalty, and Commitment Among Managerial Staff with Reference to e-Publishing Organization in ITES/BMP Industry			✓		✓		✓	✓	
Rajput, Singhal & Tiwari (2016)	Job satisfaction and Employee Loyalty: A Study of Academicians	✓			✓			✓		✓

Source: Synthesized by researcher

Methodology

This qualitative research uses the semi-structure interview questions to conduct in-depth interview with 18 key informants from 5 MICE cities; Bangkok, Chiangmai, Khonkean, Phuket and Pattaya. The 18 key informants are selected by purposive sampling which comprise of 2 representative from Thailand International Cooperation Agency (TICA), 1 representative from Association of Thai Travel Agent (ATTA), 1 representative from educational institution, 7 representatives as the position of general manager in DMCs, 4 representatives as the position of MICE department manager and 3 representatives as the position of human resource manager of DMCs. The investigation of credibility in qualitative data followed by the concept of Noppakesorn et al. (2008) uses data triangulation method which uses different sources of information in order to increase the validity of a study. The investigation by using data triangulation method has three involvements: time, space, and person. The use of different time is in-depth interview 18 key informants who work in various duties in DMC during December 2017 - February 2018. Moreover, the use of space concerns different 5 cities of MICE to collect the data. However, the different key informants influence the variety of information in the study.

Results

From in-depth interview of 18 key informants, the result shows the motivators' information to support the employee's job satisfaction which consist of 12 factors as shown in table 3.


Table 3: Motivators' information towards employee's job satisfaction

Motivators	Key informants																		total	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
Meeting and sharing experience	✓									✓			✓					✓		4
Incentive trip	✓	✓					✓	✓	✓	✓		✓	✓		✓		✓	✓		11
Seminar and field trip	✓	✓				✓		✓				✓					✓	✓		7
Wage	✓	✓				✓	✓		✓				✓		✓		✓		8	
Commission	✓				✓				✓		✓				✓		✓		6	
Bonus	✓								✓	✓	✓				✓		✓		6	
Health insurance	✓								✓	✓	✓				✓		✓	✓	7	
Family working style		✓	✓				✓	✓	✓		✓	✓	✓		✓		✓	✓	11	
Freedom and flexibility		✓					✓										✓		3	
Promotion		✓				✓	✓												3	
Gratuity					✓														1	
Modern facilities							✓			✓									2	

Source: Synthesize by researcher

According to table 2, the result shows there are 11 counts as the highest frequency counted from key informants who answer the motivation factors of employee's job satisfaction which are incentive trip and family working style. For the second rank, wage is the second highest number which is 8 counts. Seminar and field trip is the same as health insurance which have 7 counts. Commission has 6 counts which equals to bonus to motivate employee's job satisfaction. However, there are 5 factors to motivate employee's job satisfaction which consist of meeting and sharing experience, freedom and flexible, promotion, modern facilities and gratuity with 4, 3, 3, 2, and 1 count, respectively.

Moreover, 12 answers are classified into 4 categories: 1) Compensation has 5 components - commission, bonus, health insurance, wage and gratuity, 2) Management system has 2 components - modern facilities, and promotion, 3) Motivation has 3 components - incentive tourism, meeting and sharing experience, and seminar and field trip, and 4) Working atmosphere has 2 components - family working style and freedom and flexible.



Discussion

The employee's job satisfaction motivators in DMC consist of compensation, management system, motivation, and working atmosphere. Firstly, compensation is the most important as being as employee's job satisfaction motivators because employee always works hard for completing duties responsibility. The compensation mentioned by Tsai & Wu (2010), Pantouvakis (2011), Chen (2012) and Venema (2013) includes commission, bonus, health insurance, wage and gratuity. Secondly, management in organization should support and facilitate the employees to work comfortably and quickly. In addition, employees should receive the promotion suitably based on their potential, competency and responsibilities. From this reason is supported by Chen (2012) and Viswanathan & Chopra (2015) who mentioned that organization must provide the convenience to support all employees during their working in organization. Moreover, getting promotion is another management system that organization should concern to motivate employees. Thirdly, motivation is another factor to enhance the employee's job satisfaction level, as studied by Pantouvakis (2011), Chen (2012) and Rajput, Singhal and Tiwari (2016). The important of motivation is to foster employee for learning, gaining new experience and sharing the idea with supervisor, co-worker and partner. The motivation factor includes incentive trip, meeting and sharing experience, and seminar and field trip. Finally, working atmosphere, as mentioned by Pantouvakis (2011), Chen (2012) and Rajput, Singhal & Tiwari (2016), shows the trend of new evolution organization which develops employee's job satisfaction by integrating family working style, teamwork activities, and freedom and flexibility.

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