

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The last chapter presents the general study and the main findings. The purposes of this study were to explore the motivation and the challenge of the overseas Indonesian workers in the mining companies in Laos. Employee motivation is a function of the management that has been one of the most important factors leads to effective production in an enterprise, company or organization. Despite other factors, high productivity depends on the level of effective employee motivation in the organization. The growing evidence shows that many organizations are struggling to make efforts to ensure effective employee's motivation that results in effective production. Motivation if delivered well can benefit the organization by improving its productivity; organizations can easily survive when employees are effectively motivated. It is important for any manager to know what motivates employees. Most organizations which consider motivations as one of their important management factors have good production. For this study, the data were collected by using open-ended question by interviewing Indonesian workers. Thus, this chapter discusses the findings of the study from chapter four (4), concludes and give the recommendation as deemed fit on the motivation and the challenge of the Indonesian workers in Laos.

5.2 Summarize of Findings

Recently, Laos was ranked as one of the most resource-rich countries in Asia. More than 570 mineral deposits have been identified, including gold, copper, zinc, and lead. During 2012, the mining and quarrying sector's contribution to GDP was 7.0%; during this reporting year. Reserves include gold 500 tons, copper 8 million tons and zinc 2 million tons. The mining sector accounts for 12% of government revenues and 10% of national income with 80% of foreign direct investment. Mining exports contributed 45% of the total exports of the country. In particular, the Sepon mine and the Phu Kham mines have contributed to 90% of the total mining production in the country. The Lao government has clear strategies and policies to promote mining in Laos in order to stimulate economic development and to eradicate poverty. Anyway, Lao still lack skill worker in various field and lead to the employer to seek for the overseas worker to solve the shortage of labor. According to Labor law in Laos, Employers have a duty, when creating a staffing plan within a labor unit, to give priority to Lao labor. However, if the demand for labor cannot be supplied by Lao nationals, the employer has the right to request the use of foreign labor. The ratio of acceptance of foreign labor within a labor unit must not be more than (15 %) fifteen percent of the total number of Lao laborers within a labor unit for technical experts undertaking physical labor and twenty-five percent of the total number of Lao laborers within a labor unit for technical experts undertaking mental labor. For large projects, priority projects of the government spanning five years or under, the use of foreign labor will be in accordance with the contract between the

project owner and the government. For foreign employees, according to professions that can be undertaken in participation with any country, namely countries within Southeast Asia if any, they must comply with specific legislation.

According to the previous record from the Indonesian embassy that already mentioned in chapter one (1), there is a large number of Indonesian workers who contributed to work in the mining companies in Laos. Therefore, the purpose of this research was to identify the motivation and the challenges of the overseas Indonesian workers in the mining companies in Laos. The data came from the interview of Indonesians workers who are currently working in the various mining companies Laos. Ten (10) Indonesian workers from different mining companies were asked some open-ended question within the semi-structured interview. The question was as through video call and all the conversation was recorded and transcribed. Then the transcribed was coding to create themes. The themes were found out as motivation and challenge factor to work in the mining companies in Laos. The result of this study contributes to an understanding of the motivation and the challenges of the Indonesian workers in the mining companies that worked in different locations that may have different perspectives.

Chapter one (1) started with a research background, statement of the problem, the definition of the term including the description of the oversea worker, oversea Indonesian worker. Chapter two (2) included the basic theory for this research that had relation to the motivation and the challenge of the oversea Indonesian worker and also describes the characteristic of mining companies in

Laos. The third (3) chapters contribute to the research design of this research, the methodology, data collection, instrumentation, and analysis. Chapter four (4) contained the findings from the current qualitative research of the overseas Indonesian workers' motivation and the challenges that they faced in the mining company in Laos and founded in several themes. Chapter five (5) addresses the interpretation of the data results and recommendation for the challenges and the motivation of oversea Indonesian worker in the mining company in Laos. However, during this research, the researcher finds out some factors that motivate the oversea Indonesian workers. Some themes were found in the results that address the research question in this study. The themes that emerge from the results are as follows:

Motivation factors:

1. Financial rewards
2. Career opportunity and development
3. Friendly working environment
4. Similarity

Challenge and conquest factors:

5. Language Barrier.
6. Religion Practice.

5.3 Discussion of Findings.

The result from the questionnaire data analysis as described in the previous chapter, chapter four (4). This segment of the final chapter will address the

significant findings of the research questions. The research question was to explore the opinion of the Indonesian workers in the mining companies in Laos about the motivation and the challenges that they faced and how to deal with it. Overall, the informants described their perception both in positive and negative ways related to their working experience and the social life in the host country. Thus, the results of this study show that there is some motivational and challenges factor of overseas Indonesian workers.

Motivational Factors.

Through analysis from (Smith, 2015) has revealed that employees would not stay with one employer for many years without seven (7) factors as: (1) the desire to help people, (2) a positive working environment, (3) job fulfillment/gratification, (4) learning and enrichment program, (5) convenience/flexibility, (6) advancement opportunity and (7) financial stability. According to Hilson & Banchirigah, 2009 stated that employees from the mining companies in Ghana are motivated by intrinsic and extrinsic factors with particular emphasis on pay or remuneration. Good pay was identified to be the best motivating factor for employees in the mining industry. In contrast, in this study, the informant in the interviews ranked four (4) factors which motivate them to work in the mining company in Laos, these four (4) factors are: (1) financial rewards, (2) career opportunity and development, (3) friendly working environment, and (4) similarity.

First, the financial rewards were expressed one hundred percent from the participant as the motivation factor in the mining companies in Laos. the

informants expressed that the reason why they choose to work in the mining company in Laos because of the financial rewards such as the basic salary, allowances, bonuses. Moreover, the company covers all basic need for them during working on-site such foods, transport from camp to the office, uniform, PPE (Personal protective equipment), cleaning service, and so on. This form of the reward system has proven to be highly motivating, based on the simple idea we humans strive to do perform better if we are able to acquire what we want (Bengtsson & Hedberg, 2012). Having a motivational compensation also may lead to the retention of the employee. According to Bau & Dowling (2007), the reward could get more people to become interested in working at the company and, above all, it means that they have employees who want to stay in the company.

Second, Career opportunity and development which make them motivated to work in the mining companies. Ninety percent of the participants stated that they have the opportunity to learn new things in this company because the company always provide new training skills for them. This is obtained from the experiences and training offered by the company. Training that provides by the company is the foundation of the career development and it can help the employee develop their certain skills, make them have more confidence to try something new in their task will lead them to deal with stress, frustration, and conflict. These factors bring them an opportunity to have better performance and make them feel satisfied with their work and have the motivation to continue their work. According to Cole (2002), getting more knowledge leads to the high morale of the employees, its increased confidence and motivations. Then, it may lead to the

lower turnover also, because it brings a sense of security at the workplace which in turn reduces employee turnover and absenteeism is avoided. Baah and Amoako (2011) stated that the opportunities for personal growth and advancement help employees to find their worth with respect to the value given to them by the organization. It can increase the Motivational level of employees which will ultimately raise the internal happiness of employees and that the internal happiness will cause motivation and satisfaction.

Third, a friendly working environment is another factor that motivated them to work in the mining company. As nine of ten from the participants mentioned that they have to work with the people that come from different background and nationalities they must have a good relationship and trust each other both in the working hour and after working hour to create the good atmosphere at their workplace and make them motivated to work. Feelings of dissatisfaction may start to surface if the relationship with coworkers is not good in the workplace. An employee feels emotionally or socially detached at work and cannot seem to fit into the organization's culture or blend with other colleagues in that case. At that time, the employees prefer to find a different job than try to approach the issue directly. Workplace relationships and interaction have an impact on employee motivation. Satisfaction and retention. Negative attitudes can lead to isolation and loneliness, which may instigate an employee's desire to resign. Thus, Dotan (2007) stated that when employees have trustful friends at work, they can get help or advice from their friend, co-workers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work. Also,

employees in friendship tend to engage in altruistic behaviors by providing co-workers with help, guide, advice, feedback, recommendation, or information on various work-related matters (Hamilton, 2007).

Fourth, the similarity was another factor to motivate them to work in the mining companies in Laos. Looking at national factors such as the political stability of the host country (Yurkiewicz and Rosen, 1995). The destination country, lifestyle and political situation were considered to be quite relevant motivational factors. The current political situation in the home country/host country could also in some cases influence the motivation of the employee. As 80 percent of the participants underlined that the political in Laos are stable, have a similar culture and the location of the country. Overseas workers are often taken for enjoyment, traveling, exploring and challenging oneself with new environments in a different country. At the same time, people are confused, worried, and not ready to face the obstacles, especially those associated with unfamiliarity and, more importantly, the way they live and work.

Challenge and conquest factors.

Today, burnout signifies feelings of physical and emotional exhaustion, alienation from others, and reduced personal accomplishment. In this study, even if the employee in the mining company was established some factors which make them motivated, they also expressed the challenge factor. As mentioned above, when the researcher asks about the overseas Indonesian workers in the mining company in Laos, the participants answer that there is a lot of stress, pressure and

some problems between them and coworkers who have different backgrounds, race, language, and culture. Thus, through the interview, some theme was found out as the challenge factors faced by the Indonesian workers such as the language barrier and religion practice.

Firstly, the language barrier. According to Imberti (2007), language is the key to a person's self-identity, it enables the person to express emotions, share feelings, tell stories, and convey complex messages and knowledge. Language is our greatest mediator that allows us to relate and understand each other, it can be defined as a system of conceptual symbols that allows us to communicate and provides us with a significant frame of reference and a relational context that sustains our identities. The impact of the language barrier cannot be evaluated using simple measures such as dollars spent on interpreters or days lost in translating documents. Instead, the actual cost has to be seen in terms of the way it misrepresents and damages relationships. These in turn then impose pressures and constraints on the strategies pursued by the company and the organizations and systems they consequently adopt.

Secondly is religion factor, a significant role in embracing religion or spirituality has to do with internal motivation. Anger, fear, and hurt could motivate someone to seek out those unlike and uncomfortable feelings and find happiness, love, and security in religion. Someone could easily find a belief that gives him/her hope, as many religious minorities are subjected to a range of overlapping stereotypes, assumptions, and negative opinions regularly. Religion in some countries tended to inhibit cultural adaptability (Novera, 2004) which

would be the only reason that they would consider religion as a factor to be considered. In countries that have strong religious affiliations, it can sometimes become difficult to adapt (Tarakeshwar et al., 2003). The majority of the participants though stated that religion was not much of a factor. Religious beliefs and philosophies can be practiced anywhere in the world. It is up to the individual to not allow this to be an obstacle.

5.4 Managerial Implication.

Many companies face motivation issues now, and consistently maintaining high levels of motivation in the workplace can be challenging as this research has helped to show the multiple benefits to having a motivated employee in the mining sectors. Having an active motivated employee will help to reduce turnover and the costs related to it. It will help an organization to build on the commitment. For these reasons, it is important to identify and reduce the stress and pressure that is unique to the overseas worker in the mining companies.

There was a smaller number of researches about the strategies that the mining companies in Laos can use to reduce the stress and the turnover of the Indonesian workers. The objective of this study was to identify the factors that motivate overseas Indonesian workers to work in the mining companies in Laos. This study demonstrated that there are specific factors that predominantly motivate the overseas Indonesian workers to work in the mining companies in Laos and some challenges factor. The knowledge of this can now be by a multitude of Individuals:

- a. It can be used by the human resources teams of multinational companies to ensure that their recruitments strategy, with regard to the overseas worker, take into consideration these key factors and the overseas worker company policy is aligned accordingly.
- b. Management at multinational companies has visibility to the factors that motivate overseas workers to work in the company, to give a better chance of being able to fill positions appropriately if they are able to meet the needs of the overseas worker.
- c. Overseas Indonesian workers who may consider as future assignments may consider the results of this research when making their decision to accept an assignment.

5.5 Limitation.

There are some limitations to this study. First, this study was conducted in the mining industries only. Generalization of findings towards other companies or industries may be done but with caution. Future studies may replicate this research throughout various participants from different nationalities, not only overseas Indonesian workers. The research also must conduct in various organizations, not only private or public organization, non-governmental organization and also across the industry for a better generalization. The results of the research study included data gathered from only those respondents who voluntarily agreed to participate. Participation by overseas Indonesian worker representatives in the study was strictly voluntary. Lack of response potentially increases sample bias by excluding data from individuals not participating. The participants represented

those most interested in the study and not necessarily of the underlying population.

In addition, motivation is a very complex concept since definitions cannot be refined to certain variables listed by the researcher. Any attempt to define these variables would not be not easy as each individual has their own perception of what motivation means to them. Therefore, determining what exactly motivates employees can be considered to be somewhat subjective.

5.6 Recommendations for Future Research

The result of this research study suggested significant motivational and challenge factors which motivate the Indonesian workers in the mining companies in Laos. This study had some limitations offering the opportunity for future research. This study does not cover different perceptions related to different lengths of an international assignment. Individuals' beliefs, attitudes, and, as a result, also their motivations may change for regular business trips, short international assignments, and long or very long international assignments. The effect of the length of stay may be an opportunity for future research. In consideration of the fact that the majority of participants were male, I first recommend that future researchers purposively seek out more female participants so comparisons between men and women can be analyzed. Second, because the participants tended to focus on the Indonesian worker, I recommend future researchers also purposively seek out more participants from local employees that have the same positions to make the comparison between the motivations of local

employees versus the motivations of Indonesian employees. Third, in order to receive a variety of experiences across multiple nationalities, I recommend future researchers try to interview participants from different nationalities. Finally, although I interviewed ten participants, I recommend expanding the population in order to interview, analyze and interpret the comments, views, and experiences of more people so one can begin to understand the motivations of employees and how those motives may or may not impact to an employer.

As a result of utilizing these recommendations, the implications for the Human Resources field might be many. For example, employers seeking to retain competent and productive employees might use this research to improve their employee engagement policies, programs, and practices.

By intentionally seeking out of the various background of the participant, future researchers will provide insight to employers who are looking to recruit, hire, and retain hardworking young employees who are willing to grow with the company, organization, or association and progress the work of the employer. Similarly, by interviewing participants from a wide range of ethnic backgrounds, future researchers will give employers the ability to implement good employee engagement programs, policies or practices that can potentially sway good employees away from competitors.

5.7 Conclusion

It is important for a multicultural company to understand that the motivation and the challenge of the overseas worker that have different backgrounds. The

business world has evolved quite rapidly which has resulted in globalization becoming a key strategic requisite for most organizations (Altman & Baruch, 2012) therefore, the management of an effective international workforce is increasing of paramount importance to maintain a competitive advantage for an organization (Pinto et al., 2012). With this increased demand for internationally mobile employees, of equal importance is being able to assess an employee's intention to work abroad and understand the factors that motivate them to become an overseas worker. The outcome of 10 interviews conducted with the overseas Indonesian workers who work in Laos, especially in the mining sector, however, would consider a future assignment and revealed that the following factors are considered to be motivating them to work abroad.

- a. Financial rewards appear to be a quite fundamental motivating factor to the overseas worker when coupled with attractive features from other factors like career opportunities, favorable destination country, lifestyle, and experience.
- b. Career opportunity and development appeared to significantly motivate many overseas workers. There is the argument that career growth and skills development may not be hindered by staying in the home country however it appears to be quite evident that experience and the type of skills developed as a result of an overseas assignment motivate the overseas worker to accept assignments of this nature.
- c. Similarity appears to be quite fundamental for the overseas worker to choose the country for work such as the destination country; lifestyle and

political situation were considered to be quite relevant motivational factors. The current political situation in the home or the country destination could also in some cases influence the motivation of the overseas worker to continue or stop working.

- d. Language and religion are less motivational to the decision in some cases, but it has become the main challenge for the overseas worker like loss of rhetorical skills is always present as the use of humor, symbolism, sensitivity, negotiation, persuasion, and motivation requires a very high level of fluency. This may undermine credibility and trust, and the second language user, in particular, might gain an unmerited reputation of being fickle, unreliable and deceitful

A relatively newly added factor that raised from this study was the influence that company policy and other external factor have on the overseas Indonesian workers' motivation to work in Laos. With the current instability in many factors appears to have become an increasingly growing motivational factor. Overseas workers are more risk-averse and less likely to take the chance of uprooted themselves if they are not sufficiently aware of what they are getting themselves into and the type of support they can expect from the company that is offering them the assignment. If companies take into consideration all of the above motivational factors, they should have better success at attracting and placing overseas workers into future international assignments.

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Appendix A.

Letter requesting participation

Hello,

My name is PADITSAVANH THAMMAVONGSITH, and I am a Master student from **Atma Jaya Yogyakarta University, Indonesia**. Currently, I am conducting a research study about *the motivation and challenges of overseas workers in Laos. (A case study of overseas Indonesian workers in the mining companies in Laos)*. The purpose of this letter is to request your participation in a case study, where I will be interviewing the overseas workers from Indonesia who were in this scope.

The interview will take approximately 60 minutes. The interview will be recorded, with your permission, to help in transcribing. The voice recording will be transcribed by me. Only I will hear the recordings. You will be permitted to review the transcript of your interview to correct any errors or remove any information you wish to redact.

Participants for this research project have been purposefully selected based on their experience and background. Your participation in this study will make a unique contribution to the study of this critically important issue within your company. Your participation in this study will be held in confidence. Your name will not appear on the transcript, the published report, or any follow-up articles or publications.

If you have any additional questions or would like to discuss the research prior to participating, feel free to send me a message with this social Media:

Facebook account: Padit TMVS

Line Account ID: @padi92

What's app Number: +62089536330540

Regards,
Paditsavanh.

Appendix B.

Interview Protocol question

Appendix B Semi-Structure Question Guide

1. Why did you decide to work overseas?
2. How does this job help you meet basic needs like food, a place to live, clothing, living cost, etc.?
3. Describe how do you experience about work contract, health policy, workplace, accommodation, and environment?)
4. Please describe how your job helps you for social interactions between your coworkers, family members, friends and etc.
5. What is a sense of accomplishment for you as far as the job is concerned?
6. Describe how does this job help you pursue your talent?
7. What obstacles do you experience while you work in Laos? (Non-cultural/cultural) How did you overcome these obstacles?
8. Is there anything more that you would like to share about the working experience that I did not ask you today?