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*Communications*



## MOTIVATION FOR CHANGE IN ASIAN FAME MEDIA GROUP OF MYANMAR

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### Abstract

In the current Myanmar market, print media is at an all-time decline. News publications have closed its doors and shut down printing in the past years. There are a lot of factors for this decline, one of them being cost of production. Not only is the cost of running a print journal is high, but the cost of producing quality news is also a factor, due to the fact that good journalists and reporters are rare. When these high costs are met with a declining demand for print media, some publications cannot justify having a print version of their brand - so they opt to produce news digitally instead where there are no printing costs and less overhead. The demand for print media has declined because of the easy access to news on social media. There are little regulations in building a digital media organization - one doesn't need a media license to have a Facebook page - which means market penetration for digital media is relatively high and easy. The leapfrogging of internet usage, the low price of phone data usage, and the easy and cheap access to smartphones in Myanmar also increased the population's consumption of news on digital platforms such as Facebook. However, researchers have notice some of resistant to change in the media industry. The owners and workers who working or even involve in media try to prevent change and still pay attention on traditional media platform. Therefore, the purpose of this study is researchers would like to understand the factors that effect to resistant to change. The methodology of this research is mix method which combine between quantitative research and qualitative research method for better understanding. The analyze collected data from interview and survey questionnaire. A mixed method involves the collection of both qualitative (open-ended) and quantitative (closed-ended) data in response to research questions or hypotheses (Creswell & Creswell, 2017).

**Keywords:** Motivation, Change, resistant, Myanmar

### Introduction

#### *1.1 Research Background:*

Today, in the era of the Evolution of the World today is Fast Coming. Well there is the use of Artificial Intelligence or (AI). Especially as IT's are being used World-wide. These results led to significant changes. Especially in the World of Business that needs to modify in order to cope with the Changes that occur Rapidly. At Present; it has changed into an Online System. Business needs to be adapted to keep up with changes.

Similarly, in international markets, such as the United States and Thailand, there seems to be a pattern of the decline of print media and the rise of digital media. Major publications such as Glamour, Teen Vogue, and Self has ceased its publications. Global newsrooms such as The New



York Times and Washington Post have increased its digital media divisions, and have implemented ways to monetize through digital media via paywalls (Edmund Lee & Rani Molla, Feb 8, 2018). Although there is still an opportunity for print media to thrive in niche markets, where there are existing and loyal audience, mass markets have shifted to their phone screens. In nearby markets such as Thailand, advertisers have followed where the audience is going - towards digital media. Seventeen Thailand had to shut down its publication, and instead be visible and engaging on different digital platforms such as website, Facebook, Instagram, Twitter, and YouTube (Hays). Data and content analysis are also deemed important for new media in Thailand, as they need to post the right content at the right time in order to be engaging to their audience. In order to monetize during this new era of social media, it is critical that publishers adapt to a new content marketing strategy that would engage with the new media audience.

In the current Myanmar market, print media is at an all-time decline. News publications have closed its doors and shut down printing in the past years. There are a lot of factors for this decline, one of them being cost of production. Not only is the cost of running a print journal is high, but the cost of producing quality news is also a factor, due to the fact that good journalists and reporters are rare. When these high costs are met with a declining demand for print media, some publications cannot justify having a print version of their brand - so they opt to produce news digitally instead where there are no printing costs and less overhead. The demand for print media has declined because of the easy access to news on social media. There are little regulations in building a digital media organization - one doesn't need a media license to have a Facebook page - which means market penetration for digital media is relatively high and easy. The leapfrogging of internet usage, the low price of phone data usage, and the easy and cheap access to smartphones in Myanmar also increased the population's consumption of news on digital platforms such as Facebook.

Asian Fame Media Group has plenty of potential to be successful in the digital era. It has all the right resources, and has brand trust and credibility from its audience and other stakeholders. But that is not enough in the highly competitive landscape of the Myanmar media market today. The clashes between the older, longstanding employees and the new generation employees have proven to be detrimental to the growth of the company. The deeper issue is that older generation employees are not incentivized or motivated to adapt to the company's vision of expanding to be a successful digital media. Although they may have years of experience in the journalism field, they lack the flexibility to learn more to overcome the different challenges that digital media brings.

For this instance, what should we do to motivate or to urge employees in the organization to recognizing & accepting changes? Accordingly, brought to the topic of this particular research on "Motivation of employee to change". In accordance with the Case study of Asian Fame Media in Myanmar.

## ***1.2 Preliminary Study***

As Referred Current problems are the print media business has modified the format. Printing as an Online Mass Media Directly affecting the income and the number of employees Therefore problem of the print media business needs to be solved urgently in order for the business to survive. The reason for conducting preliminary, we did diagnosis Asian Fame Media's SWOT analysis.



**Table 1: SWOT ANALYSIS of Asia Fame Company**

<p><b><u>STRENGTH</u></b></p> <ul style="list-style-type: none"> <li>• Brand Popularity</li> <li>• Quality of Journalism</li> <li>• Loyal Employee &amp; Customers</li> <li>• Online Platform &amp; Digital Technology</li> </ul>	<p><b><u>WEAKNESS</u></b></p> <ul style="list-style-type: none"> <li>• High Cost</li> <li>• Popular Journal print shows decline in revenue</li> <li>• Shortage of work, insufficiencies</li> <li>• Obstacles of work, inefficacies</li> <li>• Many data in digital generation, which might be hard to focus on every groups of audiences</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Launch through new technology</li> <li>• Online marketplace is company income</li> <li>• Use the different technology to attract such as Social Media platform, Digital Television, Direct Message, GPS based geographic segmentation and etc.</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Newspaper business is failing and becoming “old fashioned” because of technology and digital generation</li> <li>• Printing and delivery cost in the long run</li> <li>• Instability of policy and revenue</li> <li>• Challenge for sustainable change</li> <li>• Long service employee lack of online psychology and knowledge</li> </ul>

The participants were chosen, not through random sampling, but purposely to show every angle of the company. Two out of the three participants are lifetime employees, so have been exposed to both sides of the company - before the change, and during the transitional. So, the sample of qualitative participants provide information of real situation.

That Wai San is the head of advertising sales, so she currently handles both print advertising sales and digital advertising sales. She is one of the few that understands the importance of digital marketing and digital transformation of the company, even though she is an older employee. That is why researcher chose her to be part of this study.

As a photographer at Asian Fame, Aung Zaw Min is one of the first people to have to adapt to technology, although he is a lifetime employee. When company did digital transformation, the way the camera is utilized to collect news, and the way the news is being captured has completely changed. The researcher picked him to know what challenges they face in getting news with new technologies.

Nway Oo is a new HR employee from millennial generation. Although she hasn't been with the company for long, she could give new perspective of the company that others haven't seen. She may feel resistance of all staff and that is why the researcher chose her to be in the study.

Researcher chose the 3 participants carefully, depending on their involvement with the current changes that the company is making with digital media and multimedia expansion. The participants' involvement with the company range from 10+ years to 1 year. The researcher has chosen 2 female participants and 1 male participant for this study. The age ranges from 25 to 35 years old. Each interview was conducted for approximately 30 minutes long, and the interviewer asked 6 questions for each participant. The interviews presented were conducted at the company's conference room. Interviewer tried to get answer from these persons by nature, comfortable and listen carefully.

### **1.3 Interview Questions**

Specifically, this study aimed to answer the following questions:

1. What kind of changed have you noticed in your company?
2. What is your perspective for the changes in digitalized transformation?

3. Can you describe the atmosphere in your workplace?
4. What are the barriers against changes?
5. What are the consequences; if you do not change into digitalized era?
6. How can the company facilitate change at this challenging Point of time?

	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6
	What kind of changed have you noticed in your company?	What is your perspective for the changes in digitalized transformation?	Can you describe the atmosphere in your workplace?	What are the barriers against change?	What are the consequences if you do not change in the digital era?	How can the company facilitate change at this challenging point of time?
Daw Thet Wai San Manager, Sales & Marketing	The biggest change is working on paper to working more with technology. As a media, we have also changed from being a weekly print media to updating news everyday online. In terms of advertising, clients have also shifted from buying traditional printing ads to buying online advertising. In terms of audience, they are now expecting a new standard of getting news instantaneously. Regarding our competition, all media outlets are now fighting to have the best and most informative news	I see it as a good change. Because of the instant information that digital platforms give, we have the ability to get information quickly and learn faster than before. But the side effects of this is that each person should use technology for the good of society and not to deteriorate it.	Organization is a very family type business. But the organization is trying to be more systematic by implementing formats and guidelines to operate better	It has a lot to do with mentality. Also we need people who are comfortable with technology and have knowledge on digital platforms in order to successfully change into digital.	We must change, in order to keep up with the rest of the world.	In addition to providing the infrastructure needed to properly implement digital strategies, we need to motivate the existing employees and ask them what they need.
Daw Nandar Nway Co HR Supervisor	There has been high employee turnover and lessening motivation among some employees. But the good side is that because of that, we can see which employees are the shining stars of the organization	Organization has good foundation for digital transformation. But, in order to execute properly and also be ahead of the curve, we need the proper manpower in the organization.	The organization has fewer employees than before, so we can see which remaining employees are just doing the bare minimum, and which employees are going above and beyond for the organization. There seems to be a clash between these two groups of employees.	We need to let go of traditional practices and need to absorb new practices. If the person cannot do that, the organization should let go of that person.	It will affect our company and brand. In terms of income, if we are losing income in our precious printing business and gaining income in our digital business, we should be properly maintaining the digital side in order for us to be profitable.	We need to train our employees to be at the top of their game on social media. The company should also be responsible for any expenses that will lead to future growth and profitability of the business.
U Aung Zaw Min Photographer	We have shifted towards doing more video production, when we only used to write a lot of articles before. We have also partnered with a lot of other companies such as applications and broadcasting channels. I can also see that we are shifting more towards digital publishing.	I believe that every company is doing digital transformation one way or another during this time. It is critical that we must change.	In my own surrounding, we have cameramen who can see what other people don't. We also have hardware specialists who can understand technology and electronics well. We also have digital marketing people who understand what the public thinks and likes. That is my current work environment.	In my opinion, change doesn't happen smoothly and there will always be things or people going against the change. But when time passes, I believe we will get through the challenges and will have a strong team	Digital transformation is a step ahead for our culture. We must take that step. If we don't take that step, we will be left with targeting those people who also have not embraced the new digital change, so as a for-profit company, it might be a smaller market and smaller profit margins for us.	The company should fulfill any investments needed in equipment and training existing employees, in order to implement any future digital strategies to follow.

**Picture 1:** Interview answers, content analysis, are listed as following

## Research Objective

The purpose of the current study is to identify factors affecting on the motivation to change for the Asian Fame Media in Myanmar.

## Literature Review

Many studies have been conducted to investigate The Motivation Theory, there are three theories of employee motivation formulated during the 1950s are recognized as the best known, which are represent a foundation, Hierarchy of Needs Theory, Two-factor Theory, McClelland's Theory of Needs (Robbins & Judge, 2017). Hierarchy of Needs Theory, also called Maslow's hierarchy of five needs- physiological, safety, esteem, and self-actualization ---- in which need is substantially satisfied, the next need becomes dominant. The Two-factor theory, which called motivation hygiene theory, is a theory that relates intrinsic factors to job satisfaction and associates extrinsic factors with dissatisfaction (Robbins & Judge, 2017). But come to the motivation to change, there are not so many studies conducted as in English publish, especially in the field of employee motivation to change, which is usually related to heathy physical and psychological theory, such as quite drugs, smoke or alcohol. As the case study focus, the most related independent variables are as follows as a lot of researchers find the reasons why the motivation to change is low, for example, the resistance to change, chain of command, and how to support change, like the perceive organizational change. The relevant details about the theories and finding are as follows:



## ***2.1 Resistance to Change***

During the movement for new challenges, organizations need to involve with changes by moving from the known to the unknown field. The uncertain future discourages organizational members to support change as there will be impact on people's competencies, coping abilities and worth. However, the compelling reason can convince the organization members to do so (Cummings & Worley, 2015).

## ***2.2 Perceived Organizational Support***

Perceived organizational support (POS) is the degree to which employees believe the organization values their contributions and cares about their well-being and fulfills socioemotional needs.

Receiving the favorable or unfavorable treatment by the organization's intent to the employee's attribution can generate the perceived organization support and it can provide the social exchange process between the feeling of employee and the achievement of the organization for its goals and objectives. It also can contribute to a better identification and commitment to the organization for the socioemotional needs to help the organization succeed (Kurtessis et al., 2017).

## ***2.3 Chain of Command***

The definition of a chain of command is an official hierarchy of authority that dictates who is in charge of whom and of whom permission must be asked. An example of chain of command is when an employee reports to a manager who reports to a senior manager who reports to the vice president who reports to the CEO.

Chain of command is one of the seven key elements of organizational structure. The organizational structure means how job tasks are formally divided, grouped, and coordinated. In the organizational structure, it includes 7 key elements such as work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization, and boundary spanning. Among the elements, the chain of command is defined as an unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom except on the situation of life or death.

## ***2.4 Motivation for Change***

Motivation is the accountability process of individual's extreme forces, persistence of effort and direction to achieve a goal. In this research, the intensity stands for how a person makes strong efforts, however keeping high intensity cannot lead to favorable job-performance outcomes for the organization without the proper direction and maintain effort to the organizational goal.

Change is simply making things different. Planned change has been described with proactive situation and many of them are directly linked to the employee demands. Most of the change are intentional and goal-oriented activity within organization. The planned change makes the organization improve adaptability to fit with its environment or employee behavior.

Motivation for change is the processes that account for an individual's intensity, direction, and persistence of efforts toward the planned changes within an organization.



## ***2.5 Resistance to Change and Motivation to Change***

As Kurt Lewin described that the successful change in organizations should follow three steps: unfreezing the status quo, change to a desired end state, and refreezing the new change to make it permanent. This model is essential during every stage of change within an organization. During the change process, there are conflicts between the status quo and unknown change. According to Kotter's eight-step plan which has been founded under Lewin's three-step model for more details approach for implementing change. There are common mistakes which have made by managers within the change initiating stage and they forget to remove the obstacles first. (Cummings & Worley, 2015).

As there is no previous research work conducted in the media industry about motivation to change, the research result showed that the enforcement of motivation can directly rely on the decreasing amount of resistance to change during the process of change while driving forces are increasing to change the status quo. It is like a reverse for each side.

## ***2.6 The Relationship between Perceived Organizational Support***

One of the most controversial theories in the history of management, the two-factor theory, which is related to intrinsic factors of job satisfaction and extrinsic factors with dissatisfaction, and it is also called Frederick Herzberg's motivation-hygiene theory (Kurtessis et al., 2017). The following elements are included as intrinsic, achievement, recognition, the work itself, responsibility, advancement, growth while extrinsic are as follows company policies, supervision, relationships, work conditions, remuneration, salary security.

According to the research result, direct performance occurs from the perceived organizational support to the motivation for change. The above theories strongly show the relationship between the factors and effect of the change management throughout the degree of change to move forward to the organizational goal from their individual goals with the intrinsic and extrinsic factors.

## ***2.7 The Relationship between Chain of Command and Motivation for Change***

According to the two factors theory, the motivation to make a movement includes providing employees with direct performance feedback from the work itself, establishing client relationships where employees have the opportunity to learn, giving employees control over their own schedules, giving employees control over organizational resources, granting employees the permission to communicate directly with people in the organization, instead of insufficient chain of command, and providing employees with personal accountability for their own performance (Kurtessis et al., 2017).

## **Methodology**

### ***3.1 Methodology***

The research adopted mixed methodologies covering both qualitative and quantitative approaches to analyze collected data from interview and survey questionnaire. A mixed method involves the collection of both qualitative (open-ended) and quantitative (closed-ended) data in response to research questions or hypotheses (Creswell & Creswell, 2017).

The participants of this study were chosen with purposive method under non-random sampling. According to the research purpose, the selection of participants is based on factors of working years, job levels, departments and gender. Three participants for interview are one marketing manager (female), a HR supervisor (female), and a photographer (male). Each participant's interview



was dominated by six questions and lasted for half an hour. With the consent of the participants, the interview was recorded throughout. After the interview, the researchers sorted out the recordings, translated them from Burmese into English and analyzed the content.

### ***3.2 Research Questionnaires***

Based on the collected interviews, the researchers identified three independent variables (IVs) in the research. After referring to the relevant researches of other scholars, the definitions of the three independent variables are determined. According to the research content and referring to other literature definitions, the researcher defined the definition of dependent variable (DV) in this research.

The questionnaire was designed according to the definitions of independent and dependent variables (IVs and DV). Each definition is decomposed into inseparable keywords, and each keyword corresponds to a question in the questionnaire. The questionnaire adopts 5 Likert scale.

### ***3.3 Preliminary Diagnose and Pilot Study***

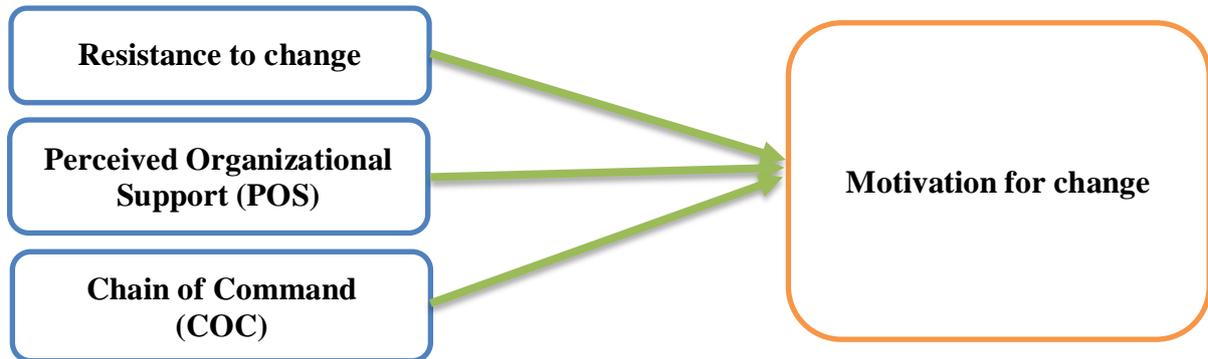
At starting this research, researchers first interviewed the personnel of the target enterprise to explore perspectives of target population to identify in-dept information on the company. The interview was freestyle and took six questions as the main line. Three people were interviewed, including senior management, middle management and ordinary employees. With approval, the interview process was recorded. In order to prevent the occurrence of language barriers, the mother tongue of the interviewee: Burmese was used in the whole interview process. After the interview, the researchers translated the interview and rearranged the answers. Through sorting out and combining with the actual situation of the enterprise, three independent variables are determined.

Based on definitions of previous studies, independent and dependent variables were defined. The research team completed questionnaire based on definitions. With the designed questionnaire, a pilot test was applied to determine the internal consistency from a similar target population with 35 participants (n=35). This study set the target population with 140 participants.

### ***3.4 Data Collection***

Data collection was completed through survey questionnaires. The target population is 140 participants from total 500 employees. Compared with the sampling method took in the preliminary experiment, the research experiment will take all staff in the publisher as participants. The data collating process will be fulfilled with questionnaire. In order to ensure the face validity of the questionnaire, all questions were translated from English into the participants' mother tongue: Burmese. The questionnaire was completed within one day, and the statistic work was conducted after the completion. For the convenience of SPSS statistics version 16, some items have been coded, for example, gender: 0 represents male, 1 represents female.

### 3.5 Hypothesis and Statistical Analysis Methods



Based on three independent variables (IVs) and one dependent variable, the current study generates the hypotheses as follows.

Ho1: Resistance to change does not have any statistical influence on motivation for change.

Ha1: Resistance to change influences motivation for change.

Ho2: Perceived Organizational Support (POS) does not have any statistical influence on motivation for change.

Ha2: Perceived Organizational Support (POS) influences motivation for change.

Ho3: Chain of Command (COC) does not have any statistical influence on motivation for change.

Ha3: Chain of Command (COC) influences motivation for change.

Cronbach's alpha will be adopted after the preliminary experiment. After the Cronbach's alpha index meets the expectation and meets the validity standard, it can be implemented in the whole target research group. After the collection of questionnaire data, the correlation analysis will be conducted on the relationship between the three independent variables and dependent variables respectively. If the measurement results are significant, the cause and effect relationships are calculated by regression statistical method.

### Results

In first hypothesis which measure the relationship between resistance to change and motivation for change. The result that researchers get from the questionnaire is reflect that there are negative relationship between resistance to change and motivation for change. We can conclude that the more resistance to change occur in people will lead to less motivation for change. Second hypothesis is testing relationship between perceived organizational support and motivation to change. In this hypothesis, there are positive relationship between perceived organizational support and motivation to change. We can say that the more organization can support employee to change something easier the more motivation for change can occur in particular employee. The last hypothesis is to test the relationship between chain of command and motivation to change. There are positive relationship between chain of command and motivation to change. Based on employee's reflection researchers found that if the person who place on the top of chain of command is open for change, employees also tend to open for change. On the other hands, if the person who place on the top of chain of command has some resistance to change, employees also have resistance for change too.



## Discussion

This research paper just collects the data in Myanmar context which we can identify as developing country and manage under soldier government. It may lead to some bias in term of media control if compare with democracy country. If compare the result with the hypothesis in this research which included by 3 Independent variables and 1 dependent variable. The 3 independents are included by Resistance to change, Perceived Organizational Support (POS) and Chain of Command (COC). On the other hands dependent variable is motivation for change. The first hypothesis, relationship between resistance to change and motivation for change. The result is negative which can confirm on Cummings's study. During the movement for new challenges, organizations need to involve with changes by moving from the known to the unknown field. The uncertain future discourages organizational members to support change as there will be impact on people's competencies, coping abilities and worth. However, the compelling reason can convince the organization members to do so (Cummings & Worley, 2015). The second hypothesis, relationship between Perceived Organizational Support (POS) and motivation for change which represent the positive relationship. This result also confirm on the study of Kurtessis which describe direct performance occurs from the perceived organizational support to the motivation for change. The last hypothesis is relationship between Chain of Command (COC) and motivation for change, which this study also show the positive relationship between these two variables same as Kurtessis's study which describe two factors theory, the motivation to make a movement includes providing employees with direct performance feedback from the work itself, establishing client relationships where employees have the opportunity to learn, giving employees control over their own schedules, giving employees control over organizational resources, granting employees the permission to communicate directly with people in the organization, instead of insufficient chain of command, and providing employees with personal accountability for their own performance (Kurtessis et al., 2017).

## Conclusion

All of three factors independents variable have relationship with dependent variables. The independent variables are contained by resistance to change, chain of command and perceived organizational support. Dependent variable is motivation for change. However, this research is conduct under the context of Myanmar media industry, if we use this research apply to other context some result may not represent for other contexts. However, researchers recommend further study to board the target group because this research paper just focus only in Myanmar context which have many limitation and uniqueness in nationality, political and technology. This may lead to inaccurate data if apply to other countries especially for developed country.

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