

ROLES OF TRAVEL INCENTIVES ON EMPLOYEE MOTIVATION AND PERFORMANCE

บทบาทของการท่องเที่ยวเพื่อเป็นรางวัลที่มีต่อแรงจูงใจในการทำงาน และผลการทำงานของพนักงาน

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Abstract

Travel incentive is a type of the organizational reward that includes individual business meeting, group travel to offsite business meetings, as well as the travel and tours to any places outside the office. The influences of three factors related to travel incentives i.e. destination image, need for travel, and self-congruity on employees' perceived value on the travel incentives, their work motivation, as well as their job performance were tested in this research. Questionnaire survey was conducted. The 418 sets of data were collected from the employees of the firms located in central business districts. The structural equation modeling was performed to determine the relationships among major constructs. The results indicated that destination image influenced perceived value and job performance. Need for travel influenced both work motivation and performance of the employees. Self-congruity influenced perceived value and work motivation. Perceived value could influence work motivation. Finally, work motivation was found to influence job performance of the employees.

Keywords: Perceived Value, Destination Image, Need for Travel, Work Motivation, Job Performance

บทคัดย่อ

การท่องเที่ยวเพื่อเป็นรางวัลเป็นกลยุทธ์การจัดการขององค์กรแบบหนึ่งซึ่งครอบคลุมถึงการท่องเที่ยว ประชุม สัมมนา นอกสถานที่ทั้งที่ไปเพียงคนเดียวและไปเป็นกลุ่ม การวิจัยครั้งนี้มุ่งศึกษาบทบาทของปัจจัยสามประการที่เกี่ยวข้องกับการให้รางวัลเป็นการท่องเที่ยว กล่าวคือ ภาพลักษณ์ของสถานที่ที่จะเดินทางไป ความต้องการในการท่องเที่ยว และความสอดคล้องของการท่องเที่ยวกับอัตลักษณ์ส่วนบุคคล ที่มีต่อการมองคุณค่าของการท่องเที่ยวเพื่อเป็นรางวัล แรงจูงใจในการทำงาน รวมทั้งผลการปฏิบัติงานของพนักงาน โดยใช้การวิจัยเชิงสำรวจเพื่อเก็บข้อมูลจำนวน 418 ชุด จากพนักงานบริษัทที่ตั้งอยู่ในย่านธุรกิจ แล้วนำมาวิเคราะห์สมการเชิงโครงสร้าง ผลการวิจัยบ่งชี้ว่า ภาพลักษณ์ของสถานที่ที่จะเดินทางไปมีผลต่อการมองคุณค่าของการท่องเที่ยวเพื่อเป็นรางวัลและผลการปฏิบัติงานของพนักงาน ความต้องการการท่องเที่ยวส่งผลต่อแรงจูงใจในการทำงานและผลการทำงาน ส่วนความสอดคล้องของ

การรับรางวัลเป็นการท่องเที่ยวเกี่ยวกับอัตลักษณ์ส่วนบุคคลพบว่ามีผลต่อการมองคุณค่าของการท่องเที่ยวและแรงจูงใจในการทำงาน นอกจากนี้ยังพบว่าการมองคุณค่าของการท่องเที่ยวมีผลต่อแรงจูงใจในการทำงาน และแรงจูงใจในการทำงานก็ส่งผลโดยตรงต่อผลการดำเนินงาน

คำสำคัญ: การรับรู้คุณค่า ภาพลักษณ์ของสถานที่ ความต้องการการเดินทาง แรงจูงใจ ผลการทำงาน

Introduction

To remain competitive in the dynamic business context, job performance and productivity have been continuously emphasized. Rewards were found to play a significant role. Basically, the main purpose of reward is to provide positive consequences for the desired performance (Wilson, 2003). Several reward management programs have been designed and applied in various situations to various people in the firms. Travel incentive is one of the organizational rewards that are widely used in the firms. It includes individual business meeting, group travel to offsite business meetings, as well as the travel and tours to any places outside the work places with the main aim to promote performance, recognition, engagement, and even loyalty of the employees, customers, and business partners. Travel incentive may be given to the employees based on their work quality, productivity, creativity, innovative ideas, outstanding customer services, etc. Its consequences are not only for the employees who receive the rewards but also for other employees in the firm since the benefits could be learned through the social learning process. In Thailand, the MICE industry (Meetings, Incentives, Conventions-Congress, and Exhibition) is focused as the national policy. The inbound MICE is highlighted for both Thai and international firms. Destinations of the travels as organizational incentives can be both inside and outside the country. Various traveling and meeting programs are set

independently by the each organization. Different destination, timing, and programs are provided in different occasions to different groups of the reward receivers.

Several researches were conducted to verify the overall performance of the travel incentive programs and how to set the travel incentive programs with highest benefits. However, motivation process of the travel incentives on the employee performance seemed to be overlooked. Many researches were done in the individual level. The terms destination image, need for travel, self-image gaining from the travel have been studied in private tourists, who selected and paid for the travel on their own. Perceived value of the travel incentives, travel destinations and business meeting programs as well as the suitability of the image of the destination and image of employees, as called self-congruity, were not much emphasized in Thai business context. As such, the question, "How destination image, need for travel, and self-congruity influence the employees' perceived value on the travel incentives, their work motivation, and their job performance?" was emphasized in this research. The understanding of this relationship would help the firms to design the effective travel incentive programs. The results of the travel incentive programs would not only to satisfy the employees but, in turn, would also induce the prolong benefits from the increased job performance of the employees.

Research Objectives

To understand the motivational process of the employees on the travel incentives, three objectives were proposed as follows:

1) To identify the relationship between destination image, need for travel and employee's self-congruity on employee's perceived value towards travel incentives, work motivation and job performance.

2) To identify the relationship between employees' perceived value on the travel incentives, work motivation and job performance.

3) To identify the relationship between employees' work motivation and their job performance.

Research Hypotheses

Five hypotheses were proposed as follows:

Hypothesis 1: Destination image influences perceived value, employee's work motivation, and job performance.

Hypothesis 2: Need for travel influences perceived value, employee's work motivation, and job performance

Hypothesis 3: Self-congruity influences perceived value, employee's work motivation, and job performance

Hypothesis 4: Employee's perceived value influences employee's work motivation and job performance

Hypothesis 5: Employee's work motivation influences employee job performance

Scope of Research

This research aimed to understand employees' perception on the details and consequences of the travel incentive programs provided by their firms. Destination image, need to travel, and perceived self-congruity of the employees was focused as the independent constructs. Mediating roles of perceived value and work motivation were proposed while employee job performance was expected to be the consequence of the practices of the travel incentives. Questionnaire survey was designed. Employees who work in any organizations that apply the travel incentive programs were targeted. However, travel incentives as sales commission of all types were not included in this study which made the exclusion of salespersons, employees who worked in sales department that had a chance to get the travel incentives as sales commissions and all kinds of customers, dealers, retailers, etc. The unskilled workers who had no opportunity to get the travel incentives were also not included in the study. Structural equation modeling was applied as the main data analysis tool.

Review of the Literature and Related Researches

Incentives, Motivation, and Job Performance

Motivation has been emphasized in management and organizational behavior for a long period of time. Researchers agreed that motivation is the key to the performance of the employees since it leads employees to put their efforts to the work. Without motivation, job performance would be low. Vroom (1964) explained, in his expectancy theory, that motivation is the results of attraction of

the reward, the self-confidence on achieving the required job, and the possibility to get the reward if the job is achieved. The attractiveness of the reward is called "valence", level of performance that would be rewarded is called "instrumentality", and work effort that would lead to the required performance is called "expectancy." Expectancy refers to the estimation of an employee to accomplish the desired job. If the employees see that the job can be done well when sufficient effort is given, expectancy is high. Instrumentality is the employee's estimation on the possibility of the desired job to lead to the reward. If the employee confidents that he would get the reward if he could accomplish the job well, instrumentality is said to be high. Valence, the last component, refers to the degree of the desirability or preference on the reward. The high desirability of the reward is said to be high valence.

According to Vroom, each component has its own probability, varying from zero to one i.e. from no possibility to full possibility. Motivation is the product of the three components. If the possibilities of all components are full, motivation to do the work would be 100 percent. In contrast, if even one of the components is zero, the employee would have no motivation to do that job (Lunenburg, 2011). Based on the expectancy theory, employees' motivation and job performance depends largely on the rewards as well as the employees' perception on their capability and situational factors. Travel incentive as a type of organizational rewards is expected to motivate employees. Consequently, several positive feelings such as success, achievement, work competence, self-esteem, self-actualization,

job enrichment, satisfaction, etc. would be enhanced together with the working performance.

Travels as Incentives

Organizational rewards can be either monetary or non-monetary. Monetary rewards can be given in three types which are 1) cash; 2) merchandise; and 3) travel incentives. Cash includes gift voucher, discount coupon, bonus, extra payment and cash itself. Cash is good in term of ease of use. The cash receivers can use it directly, easily, and instantly. However, as cash is the basic form of the incentives, employees could predict about it. It may be unable for "cash" to activate the surprising or exciting feeling or even superb memorization on it. Merchandise, as the second type of monetary reward, refers to any gifts, souvenirs, or any kinds of goods that are given as a reward for the desirable behavior. As merchandises are various, different kinds and different prices of merchandises can be selected and given to different reward receivers. However, the merchandise may be perceived as low value if it does not match well with the receiver's wants.

Travel incentive is the third type of monetary rewards which includes individual business meeting, group travel to offsite business meetings, as well as the travel and tours to any places outside the office. Travel incentive does not only attract and impress the reward receivers but it also helps enhancing the self-image of those who receive it. The Incentive Research Foundation (IRF, 2013) reported that about 50% of the US organizations adopted the travel incentive strategies. Most firms that did not offered the travel incentive

programs reported that "cost" is the main reason that prohibited them from doing so.

Travel incentive can be defined as trip or offsite meeting that is sponsored by the company in an attempt to reward employees for their effort and/or performance. Travel incentive can be given as a free trip to an attractive tourist place to the top form employees or as a business trip to several places, local or abroad, to the high performing employees as a part of the job or even an offsite meeting. It may be given to individual employees or the whole organization. Travel incentives play a role of a showcase for the employees whose performance meet or exceed the production goals. Pizam and Holcomb (2008) provided a simpler definition of the incentive travel as the travel, trip, offsite meetings provided by the companies to employees to motivate them to enhance their performance. To create the most effective travel incentive program, Severt and Breiter (2010) suggested that the program should be designed to emphasize on the recognition of the reward receivers.

In human resource management perspective, travel incentives can be designed as a loyalty program, incentive program, or recognition program. The main objectives are to promote the desirable behavior and performance of the employees. Increasing in the organizational performance and profit as well as the customers' satisfaction is expected as the outcomes of the travel incentive program. Traditional incentives such as cash, gifts, bonus, day off, etc. could motivate the employees right after getting such incentive but its effects may fade away in the short period of time since it may be perceived as the compensation for their performance and effort. In contrast, travel

incentives seem to provide a long-lasting effect that can reinforce the employees for a longer period of time.

Shinew and Backman (1995) stated that travel incentives have a 'trophy value.' Employees who receive travel incentive would get not only the effects of the reward itself but the proud and respected feelings are also experienced. Social and psychological value, in addition to the monetary and functional value are expected to be developed when the travel incentives are given to an employee. The effects of the peer pressure and social recognition to the reward receivers are also expected.

Perceived Value of the Travel Incentives

In marketing point of view, customers would perform their purchase decisions and other related behaviors if they perceive the value of the product as high. With the same logic, if the employees perceive the value of the travel incentive as high, they would also be motivated to enhance their work effort. Therefore, perceived value on the travel incentives would, more or less, affect employees' motivation and their job performance. To make it precise, the term "perceived value" would be used for "perceived value on travel incentive" hereafter in this paper. For the traveling industry, destination is comparable as the product that the customer would like to obtain. Visiting a place of destination means that the person would get direct experiences on the place, tourist activities, local culture as well as the services from the hotel, the restaurant, and other tourist service providers. Thus, a person would form a positive value on the destination (Prebensen et al, 2013). If the traveling to

the destination is a reward that an employee receives from the organization, the employee would also develop the value on that travel incentive.

Prebensen et al (2013) mentioned three dimensions of perceived value on travel, i.e. functional value, social value, and epistemic value. Functional value covers the value for money, service fee, and the quality of the attractions. Social value includes social, emotional, and psychological benefits obtained from the destination especially social approval and social image gaining when visiting the destination. Epistemic value emphasized on the fulfillments of the sense of well being and curiosity. The three dimensions of destination perceived values of Prebensen et al were applied in this study.

Factors Influencing Perceived Value of the Travel Incentives

Travel incentives are different from the traditional forms of rewards. For the travel incentives, reward receivers have to spend their time and effort to do lots of activities to travel while the end results are knowledge, experiences, refreshing, and other psychological benefits but not money or any tangible gifts. Three related factors i.e. the destination image, need for travel, and self-congruity are proposed as the influencing factors that affect perceived value, work motivation, and job performance.

Destination Image

"Image" is emphasized in various disciplines such as psychology, social psychology, marketing, and management as the key construct to understand people. Image refers to the cognition, belief, affection, and impression

toward an object, a person, or even a brand. Image is based largely on human perception. Image could shape and guide a person to perform behaviors that are related to such perception (Ayyildiz and Turna, 2013). The concept of "image" is also applied in the tourism industry. This concept can be called "country image" or "destination image." Lawson and Baud-Bovy (1977 cited in Jenkins, 1999) mentioned destination image as the expression of knowledge, impression, prejudice, imagination, and emotion of a person toward a place that he or she wants to travel to.

Several researchers categorized the image of the travel destination into three dimensions i.e. cognitive, affective and beliefs (such as Prayag, 2008; Hosany, 2006; Baloglu and Mangaoglu, 2001). Cognitive destination image includes knowledge and information regarding the destination such as quality of life of people, socio-economic status, technology, communication technology, information technology, educational level, and modernization of the place or the country. Destination beliefs includes the appealing scenery, history and development of the country or place, quality of the attractions, variety of the place to see and activities to do, quality of the accommodation and overall value for money. Affective destination image refers to how a person feels about the place or the country such as like/dislike the place, feel happy or unhappy staying or visiting the place, feel about how much people are trustworthy and friendly, as well as the impression on the place on people, safety feeling, and so on. The feeling can be varied from very favorable to very unfavorable (Gartner, 1993).

Destination image would, undoubtedly,

affect employees' perceived value on the place and willingness to visit the place. In the case that the travel is sponsored by the organization as the travel incentive, work motivation would be induced to obtain the travel incentive and job performance would be, consequently, expected. Thus, the first hypothesis can be proposed as, ***"H1: Destination image influences perceived value (a), employee's work motivation (b), and job performance (c)."***

Need for Travel

Need for travel is a psychological need to travel which includes the needs to escape from everyday environment and to obtain psychological rewards that will be obtained through traveling. Several researches mentioned two functions of need for travel i.e. needs to relax including need to escape, to learn, to experience and so on as the first function while the need to socialize with people and learn about the different culture as the second function.

Relationships between need for travel and other behavioral and attitude constructs have been investigated in previous researches. Josiam et al (2004) found the relationship between motivational factors and travel behavior. Yoon and Uysal found significant relationship between motivation, and destination loyalty, from their research in 2005. Thompson and Schofield (2007) found significant effects of need for travel on satisfaction and intention to return to the destination. Regarding these previous research findings, the effects of need for travel on perceived value and work motivation and performance can be proposed as, ***"H2: Need for travel influences perceived value (a), employee's work motivation (b), and job performance (c)."***

Self-Congruity: Matching of the Travel Image and Employee Self-Image

In the marketing point of view, the products, either goods or services, have its own image. Specific attribute of the place such as long history place, dreaming scenery, friendly people, expensive prices of goods and allowance, high fashion place, etc. may influence people to have some special feelings that enhance positive self-concept when they have an opportunity to visit such impressive places. The association between the overall image of traveling and self-image of a person who visit the place is not different from the association of the product image and self-image when a person has a chance to own a brand name or luxury product. If the product image fit well with the self-image of the person, the positive self-image would be enhanced. Self-image of a person who has a chance to visit a place with high positive image would also be higher. The matching between the travel image and person's self-image is called "self-congruity." The term "self-image/ product image congruity," "self-image-congruence" as well as "self-congruity" have also been used (Sirgy et al, 1997).

Johar and Sirgy (1991) found the relationship between self-congruity and value-expressive appeals especially when the destination is unique. Moreover, it was found that people were motivated to travel to the place when high self-congruity is experienced. This is because the selected destination could satisfy the self-esteem, social approval and social consistency of that person. As such, the influence of self-congruity with the destination place on perceived value, work motivation and job performance are expected. Thus, it can be proposed that, ***"H 3: Self-congruity***

influences perceived value (a), employee's work motivation (b), and job performance (c)."

Relationships between perceived value, employee work motivation, and employee job performance are illustrated in previous researches. Phillips et al (2013) investigated the relationship between tourists' perceptions of destination image, value and satisfaction their behavioral intention. The significant relationship between perception of value, satisfaction

and revisit intention were illustrated. Chen and Tsai (2007) found the indirect influences of the satisfaction and perceived value on travel behavior intentions.

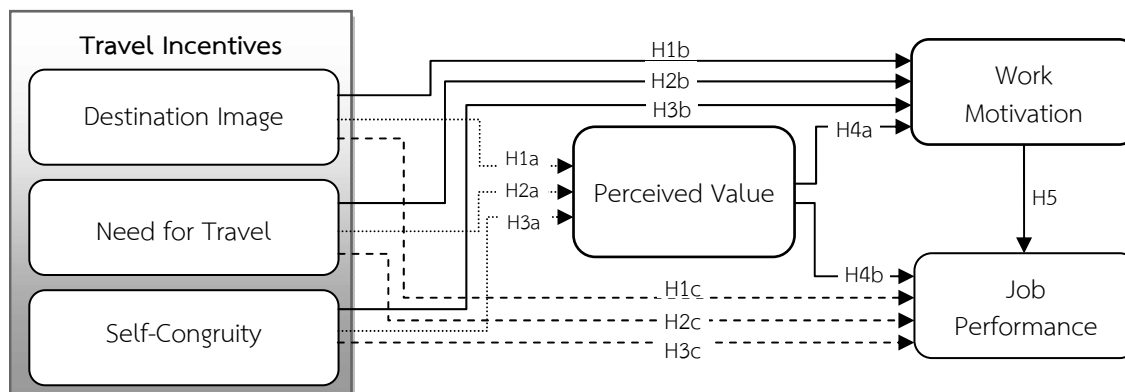
Thus, the next two hypotheses are proposed as:

H4: Employee's perceived value influences employee's work motivation (a) and job performance (b)

H5: Employee's work motivation influences employee job performance.

Relationships among constructs can be proposed in Figure1.

Figure 1: Research Framework



Research Methodology

Questionnaire survey was applied. The "Travel Incentive Survey" questionnaire was developed. Population and sample, questionnaire development and pretest and data collection were designed.

Population and sample

Employees who work for the organization that applied the travel incentive programs were targeted as the population of the study. There were no constraints on the types of industry, firm sizes, management policies and leadership styles and so on. However, the salespersons, retailers, dealers and any kind of the custom-

ers of the firms were excluded of the study. Convenience sampling was applied since the employees in all levels who had a chance to get travel incentives were focused, each would have the same chance to be selected.

Two techniques for sample size determination were utilized. First, the formula, $n = Z^2pq/E^2$ was used. With the 95% level of confidence ($Z_{95\%} = 1.96$), accepted error of 5% and proportion of success equaled proportion of failure ($p = q = 0.5$), the sample size of 400 ($n = [1.96]^2 \cdot 0.5 \cdot 0.5 / [0.05]^2 = 384.16 \approx 400$) was determined. Another technique was based on the minimum requirement of the degree

of freedom for the analysis with the structural equation modeling in which 5 to 20 samples per variable should be determined. As there were 70 variables in the measurement model, with five samples per variable, the sample size of 350 was determined. The results from both techniques were about consistent. The sample size of 350 to 400 would be acceptable. Hence, the sample size of 400 was targeted.

Questionnaire Development and Pre-test

Questionnaire was developed in five parts. First part emphasized the general information about the past experiences on travel incentives in term of the destinations, activities, purposes, required performance, as well as the frequency of reward adopted. Part 2, Part 3, and Part 4 measured major constructs proposed in the research framework. In part 2, three dimensions of the destination image i.e. cognitive, affective, and beliefs on the destination were measured. The measurement items were modified from Ayyildiz and Turna (2013). The respondents were asked to think of the most impressive travel destination or the destination that they would like to go. Then, two dimensions of the need for travel were measured. Five items measuring relaxation and four items measuring socialization were modified from Prebensen et al (2013). Respondents were asked to rate relaxation and social needs in each characteristic. Five-point category scales varying from 1 (low) to 5 (high) were assigned.

Part 3 measured self-congruity and three dimensions of perceived value. The measurements of the self-congruity were modified from Yim et al (2007), Han and Hyun (2012), and Sirgy

and Su (2000). Eight measurement items were included. Three dimensions of the perceived value were measured. Four items were used to measure social value, six items for functional value and seven items for epistemic value. All items were modified from Prebensen et al (2013). Five-point Likert scales varying from 1 (strongly agree) to 5 (strongly disagree) were assigned.

Part 4 measured employees' work motivation. Category scale varying from 1 to 5 i.e. "1" Very little; "2" Little; "3" Moderate; "4" Strong; and "5" Very strong was assigned. The measurement items were modified from the MWMS: Multidimensional Work Motivation Scales (Gagné et al, 2014). For the employee's job performance, the measurements were modified from the perceived performance scale of Sarmiento et al (2007). The employee were asked to rate their job performance on the eight characteristics by comparing his or her performance with the average performance of all employees in the organization or work unit. The five point rating scales varying from 1 (poor) to 5 (excellent) were assigned.

Part 5 asked about the personal data of the respondents. Gender, age, education, working position, and work tenure with this current organization were measured.

Questionnaire was translated into Thai. Three experts, two university lectures and one manager of a firm that provided the travel incentive programs checked for the content validity. Then, the questionnaire were pretested with 100 employees who, previously, received travel incentives. Three firms that provide the travel incentive program to their employees were purposively selected. All of them were not located in the survey data collection areas

i.e. Silom, Sathorn, Rama 4, Asoke, and Sukhumvit to ensure that the pre-test respondents would not be the survey respondents.

The Cronbach's alpha coefficient analysis and the exploratory factor analysis were performed to ensure the reliability and construct validity of the measurements. Satisfactory Cronbach's alpha analysis results were illustrated the coefficients of all constructs as well as their dimensions varied from 0.704 to 0.902 which exceeded the cutoff point of 0.7 as suggested by Nunnally (1978).

Table 1: Reliability of the Measurement Items

Construct	Cronbach's Alpha	No. of Items
Destination Image	0.902	18
Need for travel	0.844	9
Self-congruity	0.822	8
Perceived Value	0.900	18
Job performance	0.793	8
Work motivation	0.891	9

The exploratory factor analyses (EFA) were, then, performed. All seventy items measuring all constructs were put in the EFA model. Twelve factors with 63.491 percent of variance explained were derived. Most of the measurement items were loaded as proposed except two items measuring affective destination image and relaxation motivation was found to load with other factors, not the proposed ones. Thus, these two items were removed. A total of 68 measurement items were used in the survey.

Data Collection

Data were collected in the central business districts (CBD) of Bangkok Metropolitan. Five areas, i.e. Silom, Sathorn, Asoke, Sukhumvit, and Rama 4 were selected since these areas were the Bangkok CBD that composed of several skyscrapers in which large numbers of the business firms in different types are located. In-person drop off was applied. The data collection was performed during the lunch time in which the employees left their offices for lunch in the surrounding areas. The employees of the firms who got out their offices were approached. Three screening questions were used to make sure that the approached people met all required criteria to be the respondents i.e. "Are you working in any firms around here?", "Do you work as a salesperson?", "Is the travel incentive programs available to the employees in your firm?" The employees who answered "Yes" to question 1 and 3 and answered "No" for question 2 were included as the respondents of the survey. The data were gathered on the volunteer basis. The questionnaires were distributed to those who agreed to cooperate in the survey. The respondents were asked to spend 5-10 minutes to complete the questionnaire and return it immediately to the surveyors. Small souvenir was given to each respondent. A total of four hundred and twenty five sets of data were gathered. Seven questionnaires were found incomplete i.e. the data on the main constructs were missing. Thus, they were discarded from the data analysis. Only 418 sets of data were used for the further data analysis.

Most samples were female with 61.6 percent and the rest were male which was

38.4 percent with the age of 30 to 45 years old and less than 30 years old with 42.3 and 39.4 percent. The rest were 46 to 60 years old with 17.4 percent while only 1 percent was more than 60 years old. Most respondents held bachelor's degrees followed by above bachelor's degree and below bachelor's degree with 63.8, 24.9, and 11.4 percent, respectively. Most samples work for their current organization less than 5 years and 5 to 10 years with 47.4 and 34.0 percent followed those who work for 11 to 20 years and more than 20 years with 10.8 and 7.8 percent. For the work position, most of them were officers/operators followed immediate supervisor, manager, business owner, top manager/CEO, and others with 65.5, 14.6, 9.2, 6.6, 3.6, and 0.5 percent, respectively. Most respondents traveled under the travel incentive programs 1-2 times in the past three years which was 32.0 percent followed 3 to 4 times (20.3 percent) and more than 4 times (20.3 percent) while the rest 27.4 percent reported that they did not get any travel incentives in the past three years. For the types of the travel incentives, the top three were local individual business meeting, offsite group meeting in local destination, and individual business meeting abroad with 25.42, 15.41, and 12.63 percent, respectively. Most respondents travel to Asian countries followed by European countries, America, and others with 56.04, 22.80, 9.34 and 11.81 percent, respectively. Mean and standard deviation of the major constructs varied from 3.77 to 4.27 which were higher than the midpoint of 3.00.

Table 2: Means and Standard Deviations of Major Constructs

Construct	Mean	Standard Deviation
Destination Image	4.27	0.47
Need for Travel	4.23	0.57
Self-Congruity	3.77	0.68
Perceived Value	4.04	0.52
Work Motivation	4.04	0.52
Job performance	4.01	0.48

Data Analysis and Results

Confirmatory Factor Analysis

Sixty-eight items measuring destination image, need for travel, self-congruity, perceived value on travel incentive, work motivation and job performance were put in the CFA model. All 418 data were used for this analysis. Six fit indices, i.e. χ^2/df , GFI, IFI, TLI, CFI, and RMSEA, were considered to determine the fits of the CFA model. Satisfactory CFA results were illustrated. The chi-square per degree of freedom of 2.344 was less than the cutoff point of 3.0. Three fit indices, i.e. IFI, TLI, and CFI were greater than the required level of 0.90 (0.935, 0.923, and 0.934, respectively). The root mean square error of approximation (RMSEA) of 0.057 was also less than the required level of 0.08. The good fits of the CFA model were illustrated. Even though the goodness of fit index (GFI) showed the value of 0.848 which was less than the required level of 0.90, it would be no problem since the GFI was commonly varying by the number of data. As the data used for this CFA model were 418 sets, it is possible for the GFI to be less than the requirement. The good fits of the measurement model would ensure the construct validity of the measurement. Thus, the quality of the data was shown. The data

was good enough for the construction of the structural equation modeling and hypotheses testing in the next stage of data analysis.

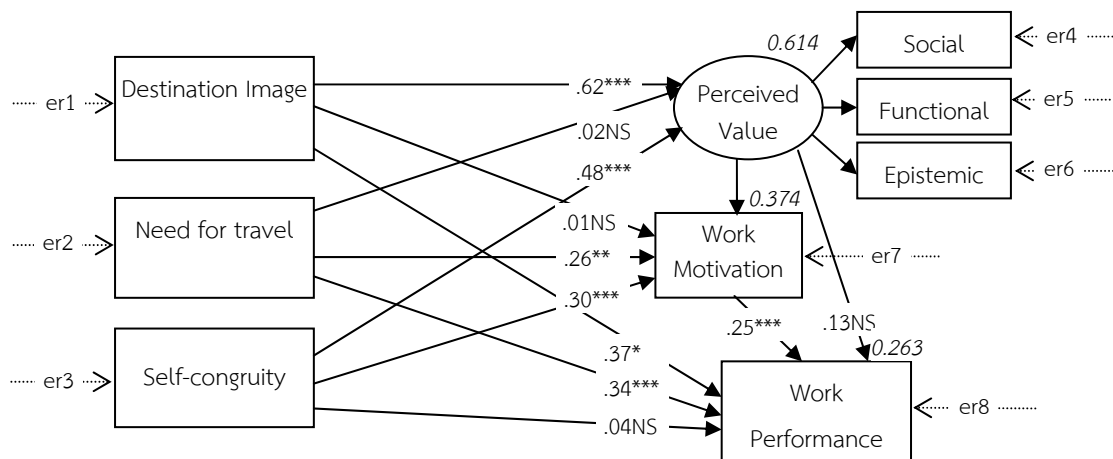
Structural Equation Model and Hypotheses Testing

To test the proposed conceptual framework and all hypotheses, a structural equation model was constructed. As the total of 68 measurement items were used while 418 data sets were obtained, the mean scores of all variables were put in the model. This was to avoid the insufficiency of the degree of freedom since the numbers of variables i.e. measurement items were large. The three independent variables were treated as the exogenous variables. Three endogenous variables were emphasized. The second order construct of perceived value were composed of three first order dimensions i.e. social value, functional value, and epistemic value. Work motivation was treated

as mediating variable where job performance was appointed as dependent variable of the model.

The SEM could be constructed perfectly. The problem of the insufficiency of the degree of freedom was not shown. The results showed that the data fitted well with the proposed model. All fit indices were exceeding the cutoff points recommended for the SEM model. The chi-square per degree of freedom was 2.870 which was less than the upper limit of 3.0. All fit indices exceeded the requirement of 0.90 i.e. 0.970 for goodness of fit index (GFI); 0.972 for incremental fit index (IFI); 0.944 for Tucker Lewis index (TLI) and 0.972 for the comparative fit index (CFI). The root mean square error of approximation (RMSEA) was 0.067 which was less than the cutoff point of 0.08. Structural equation model and the coefficients in the path analysis are presented graphically in Figure 2 as follows:

Figure 2: Structural Equation Model and Path Analysis



Remarks: $\chi^2=65.999$; $df=23$; $P=0.00$; $\chi^2/DF=2.870$ GFI=0.970; AGFI=0.929; IFI=0.972; TLI=0.944; CFI=0.975; RMSEA=0.067; R² are shown in italic; the numbers shown in the figure are the unstandardized coefficients; * $p<0.05$; ** $p<0.01$; *** $p<0.001$; NS = Not Significant

As all fit indices were satisfactory, the fits of the SEM model was illustrated. Structural relationships among variables in the model were proved to be valid. All hypotheses could

be tested. The estimated coefficients, standardized coefficients together with the critical value and multiple R-square of all structural relations are presented in details in Table 3 as follows:

Table 3: Structural Relationship Estimated

Hypotheses and Paths in the Model				Estimated Relationship Coefficients	t-value	p-value
H1a	Destination Image	→	Perceived Value	0.615 (0.405)	3.92	***
H1b	Destination Image	→	Work Motivation	0.006 (0.003)	0.033	0.974
H1c	Destination Image	→	Job performance	0.371 (0.243)	2.244	0.025
H2a	Need for travel	→	Perceived Value	0.017 (0.019)	0.21	0.833
H2b	Need for travel	→	Work Motivation	0.262 (0.233)	3.08	0.002
H2c	Need for travel	→	Job performance	0.338 (0.382)	4.46	***
H3a	Self-congruity	→	Perceived Value	0.476 (0.659)	12.589	***
H3b	Self-congruity	→	Work Motivation	0.299 (0.324)	4.349	***
H3c	Self-congruity	→	Job performance	0.040 (0.056)	0.685	0.493
H4a	Perceived Value	→	Work Motivation	0.282 (0.221)	2.405	0.016
H4b	Perceived Value	→	Job performance	0.127 (0.126)	1.249	0.212
H5	Work Motivation	→	Job performance	0.253 (0.321)	5.855	***

Remarks: For the Estimated Relationship Coefficient, figures shown in each cell indicate the un-standardized coefficients where that shown in the brackets are standardized

*** t-values are significant at $p < 0.001$.

R2 Job performance=0.263; work motivation =0.374; Perceived value =0.614

For Hypothesis 1, only two proposed relationships were significant i.e. the relationship between destination image and perceived value ($\beta=0.615$; $p=0.001$) and job performance ($\beta=0.371$; $p<0.05$). Thus, Hypothesis 1 was partially supported by the data. Two significant relationships proposed in Hypothesis 2 were found which were that between need for travel and work motivation ($\beta=0.262$; $p<0.01$) and job performance ($\beta=0.238$; $p<0.001$). Hence, hypothesis 2 was partially supported by the

data. Hypothesis 3 proposed the relationship between self-congruity and mediating and dependent variables. Two significant relationships between self-congruity and perceived value ($\beta=0.476$; $p<0.001$) and that with work motivation ($\beta=0.299$; $p<0.001$) were found. It could be concluded that Hypothesis 3 was partially supported by the data. For Hypothesis 4, only one relationship between perceived value and work motivation was found ($\beta=0.282$; $p<0.05$) while the relationship between perceived value and

job performance was not found. Therefore, Hypothesis 4 was also partially supported by the data. Significant relationship between work motivation and job performance was found ($\beta=0.253$; $p<0.001$). As such, Hypothesis 5 was supported by the data.

Considering the standardized coefficients that were presented in the parentheses in Table 3, the effect size of each variable on the endogenous variables could be verified. Need for travel was found to have higher influence on job performance than work motivation and destination image while self-congruity and perceived value had no direct influence on job performance. Self-congruity was found to have higher influence on work motivation than need for travel and perceived value while destination image had no direct influence on work motivation. Moreover, multiple R^2 indicated that sixty-one percent of perceived value on the travel incentive could be explained by destination image, need for travel, and self-congruity ($R^2=0.614$) while 37.4 percent of work motivation ($R^2=0.374$) and 26.3 percent of job performance ($R^2=0.263$) could be explained by the variables in the model.

Conclusion and Discussion

In this research, destination image was found to have significant influence on perceived value and job performance. This finding was consistent with Ayyildiz and Turna (2013) and Gartner (1993) who found from their previous researches that the destination image had significant impact on perceived value, intention to travel, intention to visit the destination. The difference was that perceived value in this research was not on the destination itself but it was on the "travel incentive" which is a

reward that gave a chance for the employee to travel. Moreover, destination image was shown to influence job performance in this research. Previous researches indicated that image of the destination could affect intention of people to make more travel and visit the destination. As most travel incentives were given based on the performance of the employees, previous performance made employees won the travel incentives. Thus, the current and future performance would help them to obtain such reward in the future. Thus, it was undoubtedly that positive image of the destination affected employees' job performance and their value on travel incentives as well.

The second finding was on the significant influence of need for travel on work motivation and job performance. Demand on travel was said to be a psychological need to gain relaxation and connection to people in different nature and culture (Prebensen et al, 2013). This kind of need is basic and common for humans. Employees would have, more or less, needs to travel. Under the travel incentive program, the employees could fulfill their needs to travel since the firms sponsor them to travel. As such, needs to travel should motivate employees to put more effort to their work. Consequently, job performance would be higher under the travel incentive program. This finding was in line with the previous research results such as Thompson (2007), Josiam et al (2004), and Yoon and Uysal (2005) who found the relationship between need for travel and satisfaction, travel behavior, intention to visit and loyalty to the travel destination.

The third finding was about the effects of self-congruity on perceived value and work motivation. Self-congruity is the matching of the

travel image and self-image of a person who receive the travel incentive from the firm (Sirgy et al, 1997). If the employees perceive that the travel incentive is the symbol of success that differentiates them from other employees, they would gain more positive self-image. Even though the employee could travel on their own, psychological consequences were different since traveling under the travel incentive program was not only travel but also would come up with the feeling of proud, success, achieve, competitive advantage, and so on. High self-congruity would be illustrated if the employees feel that traveling under the incentive program could reflect "who they are", "how much they succeed", and "what capability they have", etc. Thus, self-congruity was found to positively affect perceived value and also enhance work motivation. Even though the self-congruity could not affect job performance directly, the indirect influence of self-congruity on job performance via work motivation was shown.

Lastly, the influence of perceived value on work motivation was illustrated. This result was not different from the findings in previous researches. Also, significant relationship between work motivation and job performance was consistent with lots of researches in the past. For perceived value, even though its direct relationship with the job performance was not found, the indirect effect via work motivation was presented since perceived value was significantly related to work motivation while work motivation itself was significantly related to job performance. These findings were in line with the study of Phillips et al (2013) who found the significant relationship

between tourists' perceptions of destination image, value, and satisfaction their behavioral intentions as well as the study of Chen and Tsai (2007) who found the indirect influences of the satisfaction and perceived value on travel behavior intention.

Research Contribution & Recommendation

For academic contribution, some psychological and marketing constructs such as destination image, country image, product-country image (PCI) or country of origin (COO), tourism destination image (TDI), perceived value were applied in the management context. Therefore, the findings from this research would, more or less, broaden the knowledge in management field. If the managerial people viewed the employees as customers in term of the benefits gaining from each individual employee and applied an appropriate management strategy to take care of the employee, the firm would be able to win the mind of the employees. Effort, creativity, performance, could be expected as the results. This might be another way to enrich the potentiality and performance of the employees.

For managerial implication, significant roles of destination image on perceived value towards travel incentives and job performance would inform management people about the destination to be selected. Budget and expense should be balanced when the destination for travel incentive is selected. It would not be only "any place" to travel, but the selected places must be a preferable place in the employees' point of view. The travel incentive would be perceived as more value if the firm allow the employees to get involve with the destination selection.

Need for travel i.e. need to relax and need for social is another factor to be concerned. The activities that allow employees to relax, to meet with people, to approach to the nature, culture, and people might be added, may be at the cost of the employees, to meet with the need for social and relaxation of the employees. In addition, as the self-congruity provided a significant influence on perceived value and work motivation, it would be promoted to become an organizational culture. If both firm and employees valued the travel incentives, the self-image of the employees who received travel incentives would be enhanced. All other employees can learn and identify the way the employee think, perform, and value through the social leaning process. Consequently, the performance of the all employees would be higher.

For public policy making, the government may set up some policy to promote the travel incentive programs in the firm levels. As the travel incentives includes several types of traveling both in Thai and abroad. The government may promote the travel incentive in Thailand. Some financial and taxation benefits may be offered so that the firms that offer travel incentive programs could be able to save their cost and, also, take less financial responsibility. This would be helpful since the major problem of the travel incentive program is on the expense. If the firm can save their expense, they may create and apply more travel incentive programs.

Finally, regarding the constrained resources and the concern on the parsimonious of the model, some constructs were not included in this study. Some more interesting constructs that can be included in the future

research such as ease of traveling, traveling expense, language capability, culture difference, information on the attractions, etc.

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