

**LOW STAFF MORALE AND HIGH TURNOVER IN
CONSTRUCTION COMPANIES**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2020**

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Thematic paper
entitled
**LOW STAFF MORALE AND HIGH TURNOVER IN
CONSTRUCTION COMPANIES**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
July 12, 2020



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ACKNOWLEDGEMENTS

First of all, I would like to thank my thematic advisor, Assoc. Prof. Sooksan Kantabutra, who provided me with a lot of valuable guidance in writing a thematic paper. In the thematic paper course, he explained the standard of the paper for us, and I am very honored that he is my advisor. He also gave me a lot of suggestions and supported me to complete the paper successfully, so I am very grateful to him.

In addition, I would like to thank the construction companies that accepted my interview for giving me the opportunity to interview their employees and research my subject.

Finally, I would like to thank all the interviewees for allowing me to collect reliable data and support my research, which enabled me to successfully complete the thematic paper.

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LOW STAFF MORALE AND HIGH TURNOVER IN CONSTRUCTION COMPANIES

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ABSTRACT

Staff morale and turnover play an important role in the company. High staff morale and low turnover are beneficial to the company's development, but on the contrary, low staff morale and high turnover will restrict the company's advancement. In this paper, the researcher conducted research on the phenomenon of low staff morale and high turnover in construction companies from the perspective of staff satisfaction. Low staff satisfaction will reduce staff morale, which will reduce employee motivation and productivity, while low staff satisfaction and low staff morale will cause a high turnover rate, which will lead to an accelerated decline in the company's productivity and business decline. However, construction companies need to further improve the problem in order to improve the working conditions of employees and improve the company's achievements.

KEY WORDS: Staff satisfaction/ Staff morale/ Turnover/ Motivation/ Construction companies

40 pages

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CHAPTER I

INTRODUCTION

1.1 Background

In recent years, with the continuous development of modern society, human demand for housing and infrastructure has been increasing, which has driven the growth of the construction industry and increased the investment of construction companies. Ofori (2000) mentioned that the continuous expansion of engineering projects determines the growth trend of the construction industry. For example, the government increased infrastructure projects, private companies increased engineering projects, and multinational companies increased investment in projects. However, construction companies are facing huge challenges in project management, which affects the execution of employees, as well as the resources, costs and schedules of the project, and lead to delays and claims (Shahrabi and Mohammadi, 2013). These phenomena are affected by staff morale and turnover.

Staff morale can show employees' attitudes and staff satisfaction, as well as their contribution to work. High morale will inspire employees' mentality, make them proactive and promote their efforts for the company's responsibilities and goals. Low morale will lead to employee slack, high complaints, low productivity and even increased turnover rate, which are serious problems and hindering the company's development (Linz et al, 2006). In terms of existing problems, the researcher will conduct research based on the hierarchy of needs framework to analyze employee motivation and mentality. It is proposed in the well-known book for human motivation theory, which is suitable for exploring the situation of corporate management and employee performance.

The researcher starts with Maslow's Hierarchy of Needs model and explores the problem at each level. In the company, its management and implementation status affect the various needs of employees, such as salary, benefits and working conditions affect the physiological needs; workplace safety and security measures affect the safety

needs; social activities and social opportunities affect the social needs; training, personal development program, bonuses and subsidies affect the self-esteem needs; suggest plans, participate in decision-making and realizing the potential affect the self-actualization needs. When employees fail to meet these needs, they usually feel frustrated, inactive and unenthusiastic about their work. This is mainly due to low morale caused by a lack of satisfaction with needs. However, staff dissatisfaction and staff low morale can also lead to a high turnover rate, which has a certain connection (Gawali, 2009).

In the paper, the researcher uses the research methodology to study the subject, which is a tool and method that can be used to investigate existing problems and new knowledge. According to Rajasekar et. al. (2006), it is necessary for researchers to design appropriate methodologies or methods to conduct research problems. It is suitable for investigating, collecting information, analyzing and demonstrating for researching objects. The purpose of the research is to explore specific topics, which requires an objective and systematic analysis in order to find evidence of the problem and propose solutions. Therefore, the researcher will use qualitative approaches to investigate the causes and factors of the problem through interviews, observations, and analysis. The first step is to collect the data, the second step is to transcribe the data, the third step is to observe the data, the fourth step is to code the data and the final step is to find supporting data. Through this kind of systematic analysis to find out the reliability support evidence of the research questions, and then put forward feasibility suggestions.

1.2 Problem Statement

With the progress of society, people's demand for housing and public facilities is increasing, especially in developing countries where the construction industry is developing rapidly. However, there are several problems in this industry, such as employee inactivity, lateness, absenteeism, resignation, etc. So how does this happen? What factors affect it? In this paper, the researcher studied and analyzed "Why are there low staff morale or high turnover in construction companies?"

CHAPTER II

LITERATURE REVIEW

Nowadays, with population growth and continued urbanization, the construction industry is booming, which has stimulated some companies to increase investment. Ofori (2000) mentioned that the current trends in the construction industry not only promote the development of construction companies but also promote the development of a wider industry, especially in Asia. However, it faces challenges in the process of development, because the project usually has time constraints, capital control, resource supply, and other issues. This will encounter certain difficulties in the implementation, so it is necessary to consider inspiring employees and increasing their work enthusiasm (Pinto and Slevin, 1988).

2.1 Staff Satisfaction

In a company, staff satisfaction can be reflected in staff morale. If employees are satisfied with the company, they will be willing to contribute to the company, but if employees are dissatisfied with the company, it will cause their negative emotions and affect their behavior. Prayogo, et al. (2017) pointed out that staff satisfaction refers to a person's sense of pleasure or emotion, which shows the happiness of employees and the degree of satisfaction of their needs. If employees are satisfied with their work, they will love work and their personal emotions will be better, but if employees are unhappy, they will be in a negative state and low morale. Gauvreau and Belout (2004) believed that a company's management style will have a certain impact on staff morale, and morale can be affected by staff satisfaction, such as well-being programs (Bowles & Cooper, 2009). Therefore, managers should consider employees' ideas and care about their emotions, provide appropriate management methods to ensure that employees are satisfied with the company, motivate them to contribute to their work, and are willing to work hard for the company's goals (Murray, 2008).

2.2 Low Staff Morale

Regarding staff morale, Shaban (2017) stated that morale is a special quality of people, it is the expression of people's attitudes, feelings, emotions and opinions. When employees perform better on these factors, their morale is relatively high, but in some cases, employees' performance is very low, which reflects low morale. However, staff satisfaction usually expresses how satisfied they are with the company, which is the result of various factors such as job characteristics, work environment and relationships with colleagues. Staff morale can show the enthusiasm and behavior of employees, which will affect work efficiency and productivity. Low morale can cause employees to be late and absent from work, and even lead to changes in employee turnover.

According to Zeynep and Huckman (2008), low morale can reduce employees' interest in work, especially when the company is unaware that employees contribute to work and tasks, which can make them helpless or shrink. Generally, employees with low morale are lack of passion, they are often late or absent from work, which simply cannot improve their work. Sauermann and Cohen (2008) stated that low morale is the result of management behavior. If the manager performs improper management or orders from superiors and subordinates, it will cause morale problems, which will affect the company's goals, profitability, productivity, and revenue. Therefore, once the company is mismanaged, it will show insufficient supply of needs, such as unfair salary policies, low benefits, low job security, and lack of promotion opportunities, which will reduce employee morale. Osama (2017) also pointed out that low employee morale affects productivity. Obviously, low morale has a negative impact, it will lead to low productivity and competitiveness, which may lead to unoptimistic phenomena or affect the company's financial situation. If the company plans to expand its business, it is undoubtedly a conflict. Regardless, the company's management should control the impact of low morale by observing employees' abilities and behaviors, understanding their core work and job potential, recognizing their efforts and praising their achievements (Ngambi, 2011).

2.3 High Turnover

Price (1977) stated that turnover is the frequency and proportion of staff leaving a group or company. If staff morale is very low, there will be a phenomenon of resignation, which will increase staff turnover rate. Abbot (2003) mentioned that low morale will lead to an increase in staff turnover, while unreasonable absences or resignations will increase costs and reduce productivity. This phenomenon is caused by the company's poor management and the employees' needs are not satisfied. As time accumulates, employee complaints will increase, which is an obvious manifestation of low morale. In severe cases, there will be staff fluctuations, that is resignation, which will affect the company's operations and decline the company's overall situation. Krackhardt and Porter (1985) mentioned that staff turnover will affect remaining employees in the organization, which will undermine team cohesion and cause a chain reaction of continuous decline in morale. Gardner (2009) also pointed out that the impact of the company's staff turnover on the team cannot be ignored, it will hinder the company's services and lead to failure to meet customer requirements. If the customer is not satisfied with the company's business, it means that there may be increased complaints. In short, staff satisfaction is different from morale, but it affects morale, which in turn affects the turnover. Therefore, the company needs to improve the needs of employees at each level, increase the enthusiasm and dedication of employees, and encourage them to contribute to work, which will improve organizational efficiency and increase company services.

2.4 Theoretical Framework

According to Chandler (2004), one of the most popular motivational theories is "A Theory of Human Motivation" published by Maslow, which is a well-known "Hierarchy of Needs" model involving five levels. This theoretical framework is applicable to the company's organizational management and employee incentives, and its value is that employees have practical significance for the needs of each level of the organization (Baron and Greenberg, 2003). Therefore, Maslow's hierarchy of needs is suitable for studying organization management and employee behavior. Researchers can conduct analysis and research from multiple directions. This is a good starting point for studying staff morale and turnover rate.

Maslow studied human motivation, its hierarchy of needs shows the human needs at different levels and reflects the degree of needs in various aspects, which is the embodiment of needs (Rosenbloom, 2005). Generally, employees will have expectations for needs, and the company's implementation will reflect their motivations, which will reflect the advantages and disadvantages of organizational management. If the employees are active, it means that they are relatively satisfied with the needs; but if the opposite, it means that they may lose confidence and the company must improve it. Therefore, the theory can try to explain the situation of motivating employees and the root cause of low morale and high turnover in the workplace.

Maslow (1943) stated that five different levels of the hierarchy of needs, including physiological needs, safety needs, social needs, esteem needs and self-actualization needs as shown in (Figure 2.1). Among them, physiological and safety belong to the basic needs, social and esteem belong to the psychological needs, and self-actualization belongs to the self-fulfillment needs. This can reflect the needs of human beings to describe the motivation of employees, and can also reflect how company management affects employee behavior.

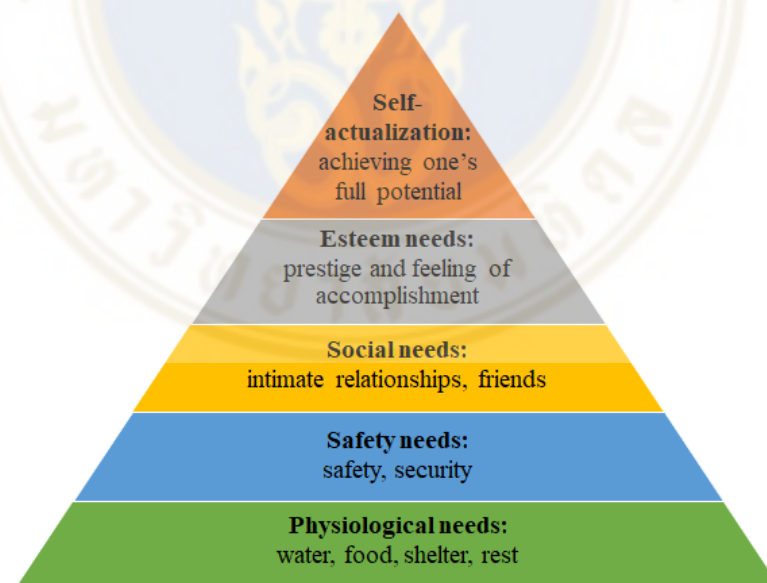


Figure 2.1 Maslow's Hierarchy of Needs

2.4.1 Physiological Needs

This represents the most basic needs for human survival, it is the bottom needs such as water, food, clothing, shelter and rest. Physiological needs can be

combined with work, for example, the company provides basic wages, benefits, reasonable working conditions and working hours so that employees can afford their own lives, obtain basic security, get the warmth they deserve and have sufficient time to eat and rest.

2.4.2 Safety Needs

This level represents safety needs, on the basis of physiological needs, safety needs are formed. Even if the basic needs of human beings are met, they still desire safety needs, and people will worry about their personal safety, employment issues, health, property, accidental injury, etc. In the workplace, the company should provide employees with a safe working environment and job security to avoid security threats. If there is less secure work, the company should provide additional compensation to employees. In addition, frequent overtime will cause fatigue and affect the health of employees, especially in the construction industry, so the company should provide corresponding measures.

2.4.3 Social Needs

This level represents social needs and can be called “love and belonging”. It is a sense of belonging, which can be family and close friendship. Roger (1970) stated that social needs can be interpreted as the love of relatives, the establishment of friendship, the expression of love with people around you and the expectation of each other’s love. In the workplace, the company should combine the social needs of employees to observe whether they feel lonely, isolated or depressed, and organize regular activities, such as buddy parties, sports, tourism, etc. Encouraging employees to participate in social activities, which can help them understand each other and enhance teamwork ability.

2.4.4 Self-Esteem Needs

This level is more advanced and represents esteem needs. It shows respect and recognition for employees, for example, respect, recognition, promotion opportunities, freedom, etc., these are categories that meet employees’ esteem needs. This level of needs is the sublimation of the first three-level of needs and is also a

breakthrough for the company. If the company provides employees with more self-esteem needs, it will better motivate employees, such as rewards, promotion opportunities, achievement medals, etc.

2.4.5 Self-Actualization Needs

This level represents the top level of needs. It reflects the full potential of a person and is therefore recognized. Generally, employees want to be praised and recognized by the company when they work hard, make a lot of contributions and implement a high completion rate. And people who are committed to self-actualization also have a strong ability to organize and solve problems. In the workplace, the company should provide employees with opportunities to participate in suggestions and decision-making to maximize their potential, and have the ability to identify the potential of employees and assign them to challenging jobs.

Although there have been previous case studies on staff morale and turnover, there are few studies on the construction industry. Therefore, the researcher advocates researching the factors and causes of problems existing in construction companies. This is the purpose of the researcher to make propositions based on a theoretical framework.

Proposition 1: The provision of physiological needs improves low staff morale and high turnover.

Proposition 2: The provision of security needs improves low staff morale and high turnover.

Proposition 3: The provision of social activities and opportunities improves low staff morale and high turnover.

Proposition 4: The provision of self-esteem needs improves low staff morale and high turnover.

Proposition 5: The provision of self-fulfillment opportunities improves low staff morale and high turnover.

After the proposition, the researcher has formed the following research questions development.

Research Question 1: Does and how the provision of physiological needs improves low staff morale and high turnover?

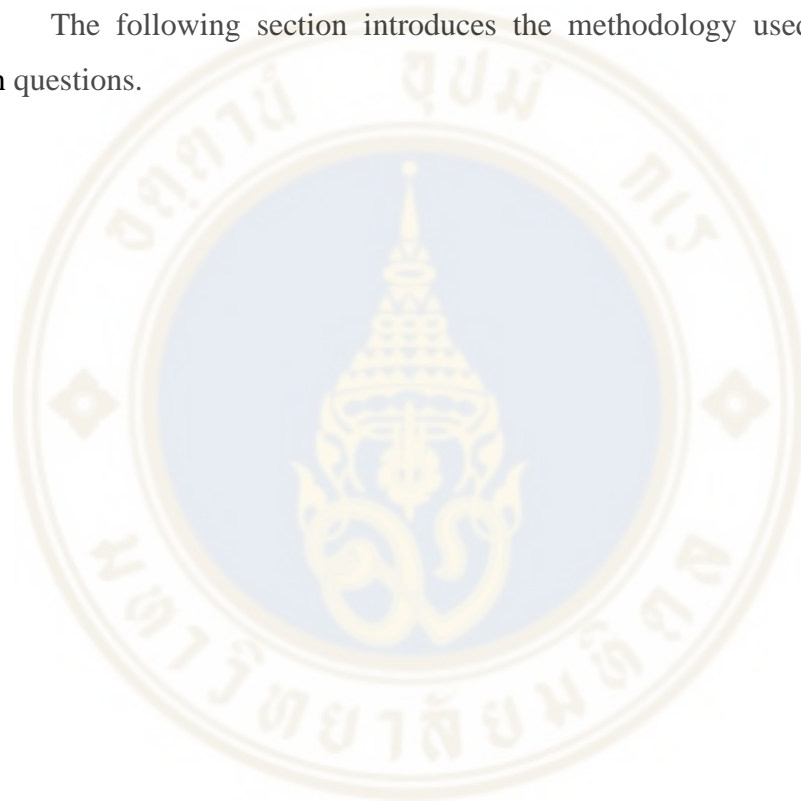
Research Question 2: Does and how the provision of security needs improves low staff morale and high turnover?

Research Question 3: Does and how the provision of social activities and opportunities improves low staff morale and high turnover?

Research Question 4: Does and how the provision of self-esteem needs improves low staff morale and high turnover?

Research Question 5: Does and how the provision of self-fulfillment opportunities improves low staff morale and high turnover?

The following section introduces the methodology used to answer the research questions.



CHAPTER III

RESEARCH METHODOLOGY

Rajasekar et al. (2006) believed that research methodology is a systematic method and tool, which is a theoretical method for studying new knowledge or new things. Researchers can use it to define, analyze, demonstrate and explain the phenomenon of things, and provide guiding suggestions. Therefore, this research is an effective method for existing problems. Creswell (2009) asserted that researchers usually conduct research through the quantitative (structured) approach, qualitative (unstructured) approach and mixed methods research.

In this paper, the researcher will choose the qualitative approach and the face-to-face interview method for data collection. Goundar (2013) mentioned that qualitative research methods can be used to investigate researched problems. It is suitable for studying deeper problems and topics, and researchers can study objects through experiments, observations, and analysis, and demonstrate related characteristics, attributes and factors. Thus, the researchers can better obtain the meanings of participants' answers through the approach, which is improving the accuracy of studies. Therefore, the qualitative approach can help the researcher effectively collect, observe and analyze data, and find evidence to support the proposed point of view, which greatly helps the researcher understand the problems and helpful for the research.

3.1 Interview Method

To study the paper, researchers will use semi-structured interview methods and set up open-ended questions to communicate with interviewees, and then collect data by voice recording and taking notes. It is worth noting that the respondents who were interviewed by the researchers are the employees of the construction company. Researchers have face-to-face conversations with them, obtain data through their expressions, descriptions and behaviors, and then observe and analyze the data. The

informant details are shown in (Table 3.1) and the open-ended questions are shown in (Table 3.2).

Table 3.1 Details about informants

No.	Informant	No.	Relationships with the company
1	Project Quality Inspector	1	Employee
2	Engineer	4	Employee
3	Purchaser	1	Employee
4	Accountant	1	Employee
5	Administrative and Translator	1	Employee
6	Project managerial staff	2	Employee
Total		10	

Table 3.2 Interview questions

Maslow Hierarchy of Needs Framework		
Hierarchy of Needs	No.	Questions
Physiological Needs	1	How do you think the basic salary can satisfy your life, and the company pays you on time?
	2	Can you accept current working conditions?
	3	Are you satisfied with your current welfare? How about it?
	4	When your basic salary or benefits cannot meet your needs, will it affect your work passion?
Safety Needs	5	How do you think it is safe to work at the construction site?
	6	What do you think of the security measures provided by the construction company?
	7	Does and how your company provides life insurance and accident insurance for employees or workers?
	8	How do you think working on site is harmful to your health?
	9	Does and how the company holds buddy parties?
	10	Does and how the company has a sports day?

Table 3.2 Interview questions (cont.)

Safety Needs	11	Does and how the company organizes employees to travel?
	12	How do you think there are many social opportunities in a construction company?
	13	How the company organizes social activities for its employees?
Self-esteem Needs	14	Does and how the company provides transportation or accommodation supplements?
	15	Does and how the company offers reward programs?
	16	How do you think are there many promotion opportunities in the construction company?
	17	Does and how the company provides training and individual development program?
	18	How does your company implement KPI?
Self-actualization Needs	19	How do you think have more opportunities to make suggestions in the company?
	20	How do you think have more opportunities to participate in decision-making in the company?
	21	Does and how it affects your work passion if your potential or work ability is not recognized?

3.2 Data Collection

There are two main forms of data, depending on how its closeness to record events. One is the primary data, which can constantly stimulate our senses to objects through sound, sight, taste, smell, touch. This kind of data experienced or recorded is the closest to the real situation, it has high reliability. The other is the secondary data, which is a written material that explains or records the main data and its reliability is relatively low. However, the researcher will use reliable face-to-face communication to collect data. This method allows both parties to have in-depth conversations and collect available information, which is highly flexible and adaptable.

The researcher bases on the hierarchy of needs framework to define research and identify questions to be interviewed. In order to avoid aimless conversations between researchers and respondents, the researcher prepares a dialogue plan in advance, including accurate wording of key questions and categorizing respondents. In other words, the

researcher is prepared as the way of the conversation is conducted, the wording of the question and its description, stand-by plan when necessary, and specify the method of recording and categorizing the responses to the survey respondents. The researcher proposes a working analytical framework to show the connection of theory, searching questions or supporting data collection, and consequences as shown in (Table 3.3). It helps researchers to conduct systematic analysis.

Table 3.3 A section of a working analytical framework

Maslow Hierarchy of Needs Framework			
Hierarchy of Needs	Supporting Coded Data	Consequences	
		Low Staff Morale	High Turnover
Physiological Needs	How do you think the salary, working conditions, welfare or basic benefit can satisfy you? ANS: <i>“The salary can meet my current status, but it does not meet my future needs, and sometimes the company cannot pay on time. If overtime is frequent, it is unacceptable because work is only a part of life and I don’t want to be only work in my life.”</i>	Affect	Affect
Safety Needs	How do you think the safety or the security measures provided by the construction company? ANS: <i>“I felt unsafe and there were potential safety hazards when I was walking on the worksite. People working on the job site will have a certain impact on their health.”</i>	Affect	Affect
Social Needs	How is your company provide social activities or opportunities for employees? ANS: <i>“The company invited us to dinner, but there were few. The company takes us to travel to other province once a year and we don’t have sports day yet.”</i>	Affect	Affect
Self-esteem Needs	How is your company provide transportation, accommodation, rewards, job promotion, training or KPI?	Affect	Affect

Table 3.3 A section of a working analytical framework (cont.)

Self-esteem Needs	ANS: <i>“The company arranges transportation and apartments for employees, but we don’t have rewards yet. About rewards, although there is an opportunity, it is difficult to obtain because some jobs have only one position. We have the training once a year and our KPI is mainly to supervise employees’ attendance and work completion.”</i>	Affect	Affect
Self-actualization Needs	How do you think you have more opportunities to make suggestions or participate in decision-making? How affect your work passion if your potential is not recognized? ANS: <i>“We don’t have many opportunities to make suggestions, and few opportunities to participate in decision-making. If my potential is not well utilized, or there is no good future, I will consider changing jobs.”</i>	Affect	Affect
Interviewee	All Informants (10 employees)		
Data Type	Interviewed (10 employees)		

3.3 Data Analysis

The researcher uses open-ended questions to communicate with each respondent and collects answers to generate qualitative data for researching questions. In order to effectively research the subject, the researcher collects data with informants from different companies, including Chinese and Thai, and then use note-taking or recording technology to record for analysis. After collecting the data, the researcher transcribes the data interviewed and conducts the overall framework analysis in written English. The researcher also integrates all the data based on the hierarchy of needs model, observes its relationship with the research questions, and then file the relevant answers to find supporting data to each need level.

In order to achieve effective coding, the researcher repeatedly studied the interview data. The first is to filter and classify the data, the second is to find the evidence corresponding to the proposition, the third is to integrate the data with the same attributes and categories, and finally to correlate the relevant data to the needs of all

levels. After that, the researcher will obtain supportive data on the research topics through the overall analysis of the collected data. These data are used as evidence to explain the reasons and factors that affect the low morale and high turnover rate to achieve the purpose of demonstration. The process of data analysis is shown in (Figure 3.1).



Figure 3.1 The process of data analysis

This kind of qualitative approach is suitable for the investigation of the research subjects. The researcher should create a good atmosphere and control emotions to allow participants to answer freely and openly, which can effectively collect the respondents' views, opinions, experiences and behaviors on the subjects. Then, the researcher conducts a rational analysis of the collected data and find out reliable supporting data.

The next section describes the discussion of the findings from the collected data for research questions.

CHAPTER IV

DISCUSSION OF THE FINDINGS

In terms of the collected data, the researcher discovered the factors that affect the problems of the construction company and each level has its supporting evidence. Through the proposed problems and the collected data, the researcher is committed to analysis and summary in order to provide solutions for the construction company. The following findings list the reasons and factors for the low morale and high turnover rate.

4.1 Propositional Questions of Physiological Needs

In terms of physiological needs, the researcher conducted interviews on basic wages, benefits and working conditions. The data collected shows that most people think that the basic salary can meet the current life, but some people think that they cannot save money or don't meet future needs, and even a few people are not satisfied. This may affect employees' motivation to work. The following is the positive evidence presented by the interviewees.

Civil Engineer: *"The basic salary can satisfy my life."*

Electrical Engineer: *"The basic salary is enough and the company pays on time."*

Project Managerial Staff: *"I think the salary can satisfy me."*

Assistant of the Project Managerial Staff: *"The salary is satisfied with my standard of living."*

Although the basic salary can meet the current situation, but employees are not satisfied with the long-term view. This shows that the expectations of employees have not been met, and the company still has disadvantages in motivating employees, which may affect employees' passion.

Accountant: *"The salary can satisfy my standard of living and the company*

pays on time, but it's too low compare with the industry standard."

Purchaser: *"The salary can meet my current status, but it does not meet my future needs, and sometimes the company cannot pay on time."*

Administrator and Translator: *"The salary is sufficient for my standard of living, but it is difficult to save money. In the beginning, the company would pay on time, but there have been wage arrears later."*

A few interviewees were dissatisfied with their salary because they did not meet expectations and were insufficient to pay for their living expenses. This will directly lead to low employee morale.

Project Quality Inspector: *"The company pays on time, but the salary is not satisfied, because it's too low."*

Electrical Engineer: *"My company pays me on time, but the cost of living too high and the salary could not reach up to monthly expenses."*

Regarding working conditions, most employees said that heavy work and overtime are unacceptable. They feel that overwork will affect their lives and low wages cannot raise their interest.

Project Quality Inspector: *"I don't accept if we have heavy work, because I don't have time to do extra work and the salary is too low."*

Purchaser: *"If overtime is frequent, it is unacceptable because work is only a part of life and I don't want to be only work in my life."*

Accountant: *"The current workload is a bit bigger compared to my salary. In the finance department, I have to do overtime at the end of the month all the time. But if the frequency is not high and overtime is not too late, it is acceptable."*

Some interviewees felt that their welfares were not enough or even have no relevant benefits. This reflects a company's treatment of employees, and also reflects an unfair state. If employees don't get the needs they want or get the benefits they deserve, it will reduce their motivation.

Project Quality Inspector: *"Not really, if I leave my job, I will not have any retirement. Now just like an insurance."*

Electrical Engineer: *"My welfare is not satisfied."*

Administrator and Translator: *"There is no other welfare besides the salary, so I'm not very satisfied about."*

Project Managerial Staff: *“We don’t have welfare yet, so I’m not quite satisfy it, but I can continue to work.”*

Project Managerial Staff: *“We don’t have welfare yet, so I’m not quite satisfy it, but I can continue to work.”*

At work, if the basic benefits of employees are not satisfied, they will have no intention of doing more work, which will affect the progress of the work and cause a decline in employee morale. Many respondents answer similarly.

Project Quality Inspector: *“The company pays on time, but the salary is not satisfied, I want more salary.”*

Purchaser: *“If the basic salary or benefits cannot meet my needs, it will be affected my work passion.”*

Accountant: *“This will affect my passion. I will try my best. If the salary is higher, I will have more work enthusiasm, but if not, it will reduce the motivation to work.”*

Electrical Engineer: *“If the company provide the benefits cannot meet my needs, I will consider to work for a new job.”*

Project Managerial Staff: *“If we have too many tasks and cannot meet my expected salary, I don’t want to continue working.”*

Assistant of the Project Managerial Staff: *“I cannot accept extra work, and my salary is low. On the other hand, working on projects is also very dangerous.”*

Through the analysis of the above physiological needs, the salary provided by the construction company can basically meet employees’ living standards, but it is limited to the current situation, and the employees are not satisfied with a long-term perspective. However, some employees are dissatisfied with benefits, and heavy work or overtime will take up a lot of personal time, which is usually unacceptable to employees. It will affect staff morale when these physiological needs cannot fully meet their needs. In the study, the researcher discovered the basic factors that cause low morale and high turnover in construction companies, but also have different effects at other levels. The follows the researcher will analyze safety needs.

4.2 Propositional Questions of Safety Needs

Safety needs are very important for construction companies, which involve safety and security measures. The researcher investigates the aspects of safety, security measures, health risks and insurance to judging the collected data. The data shows that construction companies lack awareness of precautions. If they are not done enough in this regard, employees will feel unsafe in the subconscious, which will reduce employees' passion for work. As a high-risk industry, construction companies should pay attention to it. The following data shows that most employees believe that the worksite is dangerous.

Project Quality Inspector: *“Not really, because it is dangerous. Everyone knows that the workplace is not safe at all and accidents can happen all the time.”*

Civil Engineer: *“The job site has many buildings and machines with dangerous.”*

Purchaser: *“I felt unsafe and there were potential safety hazards when I was walking on the worksite.”*

Accountant: *“To me, I’m working in the office and the working environment is relatively safe, but for the construction site, they have safety problems.”*

Electrical Engineer: *“In construction, there are many dangerous things.”*

Administrator and Translator: *“I think there should be protective measures on the project, but I still feel scared when someone stands on such a high work site.”*

Engineer: *“Working on a construction site is very dangerous, but our company has appropriate security measures and I am strictly on the rule.”*

Assistant of the Project Managerial Staff: *“The project is not safe and there is an accident that occurred.”*

Project Managerial Staff: *“The project is not safe at all.”*

Working on the project site is not only dangerous but also hazardous to health. As the respondent answered, it is very dangerous to perform tasks on the project and working in this field also has certain harm to the body, such as dust, sparks, toxic gases, etc. However, health is also a part of safety needs, which will affect the mood of employees if it does not improve in time.

Project Quality Inspector: *“On the project, dust is harmful to your lungs, because if you work outdoors, you will breathe pollutants, and now the air is also polluted.”*

Civil Engineer: *“It’s harmful to your health at the site.”*

Purchaser: *“People working on the job site will have a certain impact on their health, but it’s okay if you work in the office. In China, the construction industry is also classified as a high-risk industry.”*

Accountant: *“My current workplace is not harmful to the body, but the workers working on the site are very harmful. For example, formaldehyde in buildings, which can affect the health of workers.”*

Electrical Engineer: *“The dust and electric sparks on the site are very harmful to people’s health.”*

Administrator and Translator: *“There are mainly dust on the site, if working at a higher site, it will also bring dangers.”*

Engineer: *“1) The risk of falling material scraps. 2) The risk of breathing due to dust. 3) The risk of falling from a high place.”*

Assistant of the Project Managerial Staff: *“The environment on the project site is not clean and the air is not fresh enough.”*

Project Managerial Staff: *“The project is harmful to the body, such as dust, paint, smell, etc.”*

Through interviews, the researcher learned that most companies bought insurance for employees, but there are still cases of uninsured. Insurance can provide additional protection for employees and avoid some risks, which is commendable and can increase employees’ commitment to work. However, some insurance is not accident insurance, which may be the type of insurance selected by the construction company according to the degree of hazard of the project, but for the construction industry, accident insurance is required. The following is evidence of the company buying insurance for employees, followed by evidence of no insurance.

Project Quality Inspector: *“They have provided insurance for workers.”*

Purchaser: *“As far as I know, insurance should be provided.”*

Accountant: *“As far as I know, our company has paid insurance for workers, we have the medical insurance that we can go to designated hospitals to reimburse, but I’m not sure about accident insurance.”*

Electrical Engineer: *“We have the normal insurance, but we don’t have special insurance.”*

Administrator and Translator: *“Everyone in our company has insurance such as accident insurance, but medical insurance does not.”*

Engineer: *“Yes, my company have bought accident insurance for employees.”*

Project Managerial Staff: *“The company helped us get insurance to insure against risks.”*

The following are examples of employees without insurance. One is a civil engineer who has worked in the company for nearly a year, and the other is a project managerial staff. Regarding safety issues, everyone reports that the construction industry is low in safety and harmful to health. In fact, companies should buy insurance for everyone. If employees do not have insurance, they will feel that there is no guarantee of safety. If other colleagues do and they do not, they will also have conflicts in thinking and reduce staff satisfaction with the company.

Civil Engineer: *“I haven’t got insurance yet.”*

Assistant of the Project Managerial Staff: *“I’m a normal staff, I don’t have insurance yet.”*

However, regarding the security measures, two interviewees from different companies expressed satisfaction. They said that the company attaches great importance to security protection and provides better security measures, but the feedback from others is the opposite.

Administrator and Translator: *“The company attaches great importance to security measures and has dedicated personnel to manage it.”*

Engineer: *“Our company has good safety standards, but most accidents are caused by the negligence of workers. The risks on the construction site are high, so prevention is very important.”*

Almost all respondents think that security measures are not enough. Some of them think it can only reach 50%, while others think it is completely inadequate. In the high-risk industry, if safety measures are not sufficient, the safety will not be guaranteed and employees will also doubt the company and affect their enthusiasm for work.

Project Quality Inspector: *“The company provides safety measures, but not many. Because at the construction site, you must check the safety of the employees, but*

only the camera monitors.”

Civil Engineer: *“Our site is normal, because it is not fully safety.”*

Purchaser: *“According to previous accidents, only 50% of the company is able to provide workers with safety measures.”*

Accountant: *“Because I am in charge of the company’s financial work, I have paid the bill for the purchase of security products, but the purchase rate is not high.”*

Electrical Engineer: *“The company should prepare tools for employees to prevent danger, but I don’t think it is enough.”*

Assistant of the Project Managerial Staff: *“Security measures are in the middle, not good and not bad.”*

Project Managerial Staff: *“The safety measures of our project are only 50%”.*

In fact, everyone wants to be safe, especially in construction companies, employees are more worried about personal safety. According to the analysis of safety needs, most employees believe that construction is a high-risk industry. The interviewed companies provide insurance to them, but there are still cases that are insured. This is undesirable because companies do not buy 100% for each employee and lack of other security measures. So, the security measures of the construction company are not enough. In fact, insurance is a guarantee for employees after an accident, but it must also be prevented in advance, such as adding protective fence, providing fire protection systems and using artificial intelligence control systems. Poor security measures will disappoint employees to the company. Therefore, safety needs are one of the basic factors that lead to low morale.

4.3 Propositional Questions of Social Needs

Regarding social needs, the researcher surveyed companies from company gatherings, sports days, travel, social opportunities and corporate social responsibility. In addition to basic needs, employees also need social needs, and the company’s provision of social needs for employees will affect their loyalty to the company. When they get more social opportunities, they will be passionate about their work, that is,

motivate employees and increase morale. However, the findings of social needs collected from the interviews indicate that the construction companies lacked supply in this regard.

Some interviewees said that the company has parties, but relatively few. In fact, partner gatherings can increase the familiarity between employees, increase the relationship between leaders and employees, and improve teamwork skills. The company provided the buddy parties as follows:

Project Quality Inspector: *“My company has taken part in parties with other companies.”*

Civil Engineer: *“Yes, a few times.”*

Accountant: *“Our buddy party is relatively rare, the department used to hold occasionally during the holidays, but the company has not held it. One year since I joined the company, I have only encountered one annual celebration.”*

Project Managerial Staff: *“The company invited us to dinner, but there were few.”*

Administrator and Translator: *“The company has a few parties, such as Christmas or holidays.”*

However, half of the respondents reported that the company did not organize parties. This will make employees feel that they have no opportunity to communicate emotions and they will also feel bored.

Purchaser: *“I see the company’s publicity have it, but I haven’t met it yet.”*

Electrical Engineer: *“We don’t have parties yet.”*

Engineer: *“My company doesn’t hold a party.”*

Assistant of the Project Managerial Staff: *“No have buddy parties yet.”*

Many interviewees reported that they did not have sports days and travel opportunities, which showed staff dissatisfaction. If the company lacks social activities, it will appear very monotonous, which may affect the emotions of employees, and appropriate activities will increase the unity between employees.

Project Quality Inspector: *“My company doesn’t have sports day and travel yet.”*

Purchaser: *“We don’t have this kind of activity yet.”*

Electrical Engineer: *“Our company doesn’t have sports day and travel.”*

Administrator and Translator: *“Sports day and travels are not really.”*

Assistant of the Project Managerial Staff: *“No have both of sports day and travel.”*

Project Managerial Staff: *“We don’t have sports day yet.”*

Civil Engineer: *“We don’t have travel yet.”*

However, the uneven distribution of construction companies can also affect staff satisfaction. For example, an accountant reports that their company’s sports activities are designated for participation, and not everyone can participate. This shows an uneven social activity.

Accountant: *“As far as I know, we have sports days, but not everyone can participate. The sports day is a company designated by the company’s superiors to participate. It is mainly a form of friendship with other companies, and no sports are held within the company. I have heard from the company about travel, but I have not had the chance to join.”*

In addition, only a few companies provide employees with group sports and travel. For example, three employees reported that there was a sports day or travel opportunity in the company.

Engineer: *“My company organizes an annual sports event and travel once a year.”*

Project Managerial Staff: *“The company takes us to travel to other province once a year.”*

Civil Engineer: *“We have a few sports day.”*

Social activities or opportunities can improve employees’ social needs. However, almost all interviewees indicated that they had few social opportunities. Some respondents said that the company has a small number of donations, while others said they have no corporate social responsibility. This shows that the social needs of construction companies are far away from the actual needs and cannot meet the needs of employees.

Project Quality Inspector: *“Not really, they don’t really care about social responsibility and activities.”*

Civil Engineer: *“I have no social opportunities because I work on the construction site, even if I work in the office.”*

Electrical Engineer: *“We have few opportunities to encounter society and social responsibilities.”*

Administrator and Translator: *“As a construction company, we have few social opportunities and no relevant corporate social responsibility activities.”*

Engineer: *“The opportunity to meet society in the construction companies are quite small.”*

From the collected data, the researcher found that there are few social opportunities in construction companies. Some interviewees indicated that there are donations, but only have donations are not enough. The company should coordinate with other corporate social responsibilities and carry out appropriate social activities to enhance employees' sense of responsibility.

Project Managerial Staff: *“I have less chance to contact outside such other companies, and now we don't have too many social responsibilities, only fewer activities to help children and donate to temples.”*

Assistant of the Project Managerial Staff: *“We have very few opportunities to connect with the outside world and meet new friends, only a few donation activities.”*

Accountant: *“Because I work in the office, I don't have many opportunities for social activities, but as far as I know, our company has organized activities to help poor schools. I have seen promotional photos, but since I joined this company, I have not seen and participated.”*

Purchaser: *“As far as I know, there was a shipwreck in Phuket, Thailand., at that time our company organized translators to take part in the rescue work.”*

Civil Engineer: *“The company had donation or Tambun (A Thai culture, it's like doing good deeds).”*

Engineer: *“Our company organizes social activities, such as donating goods for children in poor villages.”*

At the level of social needs, construction companies provided employees with a small number of buddy parties and corporate social responsibility, and a lack of sports days and travel activities. Almost all respondents feel that there are few social opportunities, which indicates that social needs are not good. If employees only have work and not enough social activities, it will affect their morale. Therefore, social needs provided by the company are a factor that affects morale.

4.4 Propositional Questions of Self-Esteem Needs

Regarding self-esteem needs, the researcher conducted interviews mainly in terms of subsidies, reward programs, promotion opportunities, training, individual development programs, and key performance indicators (KPIs). These aspects can reflect the company's respect for employees. Employees who are highly respected tend to be more loyal to the company and are willing to contribute to the company. However, if the degree of respect is low, it will affect staff morale and turnover.

The employees of the construction company interviewed by the researcher basically have transportation services. For some remote project sites, they not only provide transportation, but also provide accommodation to increase the convenience of employees' work and solve problems in their lives.

Project Quality Inspector: *"The company arranges transportation and apartments for employees, hoping they can concentrate on their work."*

Purchaser: *"The company provides employees with partial accommodation and transportation subsidies."*

Engineer: *"My company provides transportation services and accommodation for employees."*

Assistant of the Project Managerial Staff: *"We are provided with transportation, catering and accommodation."*

Project Managerial Staff: *"The company support transportation and accommodation to staff."*

However, some respondents did not receive compensation in this regard. The civil engineer said she only got transportation provided by the company, but no accommodation. The accountant said that the staff who worked in the office didn't have this benefit and the company only provided for projects in other provinces. Other staff or informal staff were not provided.

Civil Engineer: *"My company only has a transportation supplement but doesn't care about our accommodation."*

Accountant: *"There is no subsidy for office staff such me, but for employees on project sites in other provinces, the company will provide transportation and accommodation subsidies. I have made reimbursements in this regard when dealing with finances."*

Administrator and Translator: *“The company have provided subsidies for formal employees, but not for part-time employees.”*

Electrical Engineer: *“The company did not provide subsidies, but I hope they can provide gas charges for us.”*

The reward program is a key way to motivate employees, it can increase employees' interest in work and recognition of the company. However, the researcher learned through interviews that only a few employees stated that the company provided rewards, which was obviously insufficient, and it was difficult to meet the employees' esteem needs.

Accountant: *“I know that our company evaluates employees every year and rewards outstanding employees.”*

Project Managerial Staff: *“We have provided the reward program.”*

Two respondents stated that rewards were determined based on working years or the New Year bonus, while the other respondents indicated that there were no rewards.

Engineer: *“My company rewards employees who have worked for ten years, but employees with one to three years have no chance.”*

Assistant of the Project Managerial Staff: *“About staff rewards, it just a New Year bonus.”*

The following employees stated that they had no rewards, among which the electrical engineer and administrator & translator had never heard of it and were unclear. This shows that the construction company lacks ways to motivate employees, which will affect the attitude of employees to work hard.

Project Quality Inspector: *“We don't have yet.”*

Civil Engineer: *“No, I usually work on time, so the company should provide us with rewards.”*

Purchaser: *“The reward program is not available yet.”*

Engineer: *“Our company lacks rewards, and I have never received it.”*

Electrical Engineer: *“I'm not sure about the reward, I have been working here for almost a year, but I have never heard of it.”*

Administrator and Translator: *“I don't know about the reward program, since I came to the company, it has never conveyed this message.”*

Generally, promotion opportunities can motivate employees and increase their enthusiasm for work. But only one interviewee thinks they have a chance for promotion, and the premise is that the company has taken over several projects.

Purchaser: *“I think we have a job promotion opportunity when the company gets more projects.”*

Most of the other respondents stated that the company had few opportunities for promotion, it was difficult or there were no vacancies. These will reflect the company’s respect for the work of employees. If the company lacks promotion opportunities, employees will feel that the future is not bright. Especially when their efforts are not rewarded, they will feel frustrated, and as time accumulates, it will cause resignation.

Project Quality Inspector: *“Yes, although there is an opportunity, it is difficult to obtain because some jobs have only one position.”*

Civil Engineer: *“I think we have job promotion opportunities, but until now I haven’t gotten yet, it’s very difficult.”*

Engineer: *“Yes, my goal is to get a higher position, but this is not easy. However, I have to study more to get a higher level of professional engineering license.”*

Assistant of the Project Managerial Staff: *“The company’s promotion opportunities are limited and it is not easy to obtain.”*

Project Managerial Staff: *“There are no vacant positions in the company, so I have no chance of promotion.”*

Administrator and Translator: *“Our job promotion opportunities are not too many.”*

Accountant: *“I don’t think we have any chance for promotion.”*

Training and individual development programs are also a way to motivate employees. It can improve the confidence and ability of employees, while they will appreciate the opportunities provided by the company and be willing to contribute to their work. But if the training or development plan is insufficient, it will not improve the skills of the employees and will also affect productivity. The following shows that the respondents have less training.

Engineer: *“My company has trained every year.”*

Administrator and Translator: *“Our company has less training.”*

Project Quality Inspector: *“Yes, we have the training once a year.”*

Assistant of the Project Managerial Staff: *“We have training once a year.”*

If the company does not provide training or development plans for employees, they will not be able to keep up with the trend. Because the times are moving forward and technology is maturing. Therefore, employees also need to improve their skills, otherwise, they will reduce productivity. If there is no progress, employees will not have enough workability, which will also produce negative emotions. The following evidence indicates that the interviewed company did not provide training. The researcher hopes that the company takes seriously and organize training for employees.

Civil Engineer: *“The company has no training yet.”*

Purchaser: *“As far as I know, the company currently does not provide any training.”*

Accountant: *“I think the company lacks training. Since I came here to work, I have never received organizational training. I have to learn by myself.”*

Electrical Engineer: *“We don’t have training yet.”*

Project Managerial Staff: *“We have not trained yet, but I think there will be in the future.”*

KPI can monitor employees’ attitudes, attendance and work completion status. It can constantly motivate employees and encourage them to move forward. Among the employees interviewed, some respondents have experienced the KPI system, but each company’s rules are different and too simple. The following is evidence that the company implements the KPI system.

Project Quality Inspector: *“Our KPI is to supervise employees to work hard until the work is completed.”*

Accountant: *“KPI is evaluated by our leader, who will give a score based on the employee’s work level and productivity.”*

Administrator and Translator: *“Our KPI is mainly to supervise employees’ attendance and work completion.”*

Assistant of the Project Managerial Staff: *“We have human resources to manage KPI, such as monitoring employee performance.”*

Project Managerial Staff: *“Our KPI is to check the working conditions of workers, and I am always responsible for this work.”*

However, another part of the respondents' feedback indicated that the company implemented a poor KPI, some companies did not pay too much attention to performance, and even two respondents were unclear about the company's KPI, which showed the company had management problems. If the company does not communicate well with employees, it will show weak supervision and also cause employees to slack off its work, thus affect their morale.

Engineer: *"The KPI of our company is to evaluate the work of employees in 6 months or twice a year."*

Purchaser: *"As far as the current KPI implementation is concerned, the company's focus is not on job performance, but on attendance."*

Civil Engineer: *"I'm not sure about the KPI in my company."*

Electrical Engineer: *"There are KPIs in our organization, but I don't see how the company implements them."*

The self-esteem needs of construction companies tend to provide transportation services and some KPIs, but it is obvious that the imbalance of compensation and insufficient implementation of KPI. These companies are weak in training, individual development plans, rewards and job promotion. To some extent, this will affect employees' ideas, and a lack of respect will reduce employees' passion for work. The longer it takes, it will be resulting in low morale and employees will consider quitting.

4.5 Propositional Questions of Self-Actualization Needs

Regarding self-actualization needs, the researcher investigated the opportunities for staff suggestions, staff participation in decision-making, and the realization of staff potential to reflect Maslow's highest-level needs. This showed the weakness of construction companies' self-fulfilling needs. Only a few interviewees had the opportunity to make work suggestions for the company, while others said that there were fewer opportunities and depended on the acceptance of the boss and the position of the staff.

Project Quality Inspector reported about the suggestion program: *"Not really, my boss is not listening to me too much."*

Accountant: *“We don’t have many opportunities to make suggestions.”*

Administrative and Translator: *“My current position has no opportunity to provide any suggestions.”*

Most respondents rarely participated in decision-making, which showed the company’s management style and acceptance. Even if there was an opportunity to participate, it still needs to follow the leader’s decision.

Accountant: *“I have few opportunities to participate in decision-making.”*

Engineer: *“I will participate within the scope of my job, but there are not many opportunities.”*

Administrative and Translator: *“I only participate in my own responsibilities, such as buying office supplies, but not in other areas.”*

Electrical Engineer: *“My company gives employees the opportunity to participate in job reviews but cannot decide.”*

Purchaser: *“I think we have opportunities for participating in decision-making, but it is necessary to seek the views of leaders.”*

At work, some employees have no chance to participate in decision-making, so they work silently. Even if they want to communicate with the boss, it may be the result of a failure.

Civil Engineer: *“We don’t have the opportunity to propose and participate in decision-making, because we have decision-makers”*

Assistant of the Project Managerial Staff: *“We have to ask the manager and cannot make a decision.”*

Project Quality Inspector: *“I have given suggestions, but it’s not really working and successful.”*

And when the company does not realize the potential of employees, it will make them feel lost and feel that their ability is not recognized, which will reduce their loyalty to the work. The following situation can prove this.

Purchaser: *“It will impact to my work passion.”*

Administrative and Translator: *“If I do a lot of work and the company does not recognize it and raise my salary, it will affect my enthusiasm for work.”*

Electrical Engineer: *“I always hard work, but I’m not sure how much managers recognize my potential.”*

The company's low recognition of employee potential will affect staff morale. Seriously, this will cause employees to lose confidence and lead to high turnover rate. According to the data collected from the interviews, most interviewees emphasized that if their ability and potential are not recognized, it would affect their love for work and they would consider changing jobs.

Project Quality Inspector: *"If my company cannot recognize me, I want to change jobs."*

Civil Engineer: *"If they can't recognize my ability to work, I don't want to work here anymore."*

Accountant: *"If my potential is not fully recognized or there is no bright future, I will consider changing jobs."*

Engineer: *"If the company doesn't feel the importance of me, I will find a new job."*

Assistant of the Project Managerial Staff: *"If the company cannot find my potential, I will consider changing jobs."*

Project Managerial Staff: *"If my job is well done and the company doesn't care about it, I won't stay here."*

Through the above analysis, the construction company's opportunities to provide employees with suggestions and participate in decision-making are seriously insufficient, and it is impossible to clearly identify the work potential of employees. Many interviewees did not have the opportunity and some interviewees believed that even if they participated, it was also the leader who made the decision. The questions they answered about personal capabilities and potential were very similar, that is, if the company could not identify employees, they would consider resigning. Therefore, this is an important factor that causes employees to resign.

CHPATER V

MANAGERIAL IMPLICATIONS AND CONCLUSIONS

5.1 Managerial Implications

Staff morale and turnover rate play an important role in construction companies, which will affect the company's development. High morale will promote the company's operations, project expansion and stimulate the prosperity of the organization. On the contrary, low morale will cause many negative effects, such as low employee passion, work delays, employee absenteeism and resignation, etc., which will lead to low productivity and business decline of the company.

The research in this paper has drawn the reasons and factors for the problems studied. According to Maslow's five needs levels, the construction company's employee needs have certain problems at each level. In particular, low morale is the most obvious, which will lead to a high rate of resignation. The following are the reasons for low morale and high turnover rate.

- 1) The salary, benefits or working conditions provided by the company cannot meet the needs of employees;
- 2) The workplace safety and security measures of the project are insufficient;
- 3) The lack of employees' social activities and opportunities;
- 4) The efforts of employees have not been given sufficient respect;
- 5) The lack of opportunities for employees to make suggestions and participate in decision-making, and insufficient identification of employee potential.

These shortcomings bring disadvantages to the work, and its negative effects make the company's management chaotic and reduce the company's output. Therefore, the company must pay attention to improving the situation to increase employees' work passion. In work, these problems may occur frequently, but as a manager, you must have a certain degree of professionalism to discover and solve problems. Generally, there are certain companies whose goal is to increase revenue or

scale, which reflects the importance of management issues. However, low staff morale and high turnover can be prevented in advance and the company can continuously improve the satisfaction and confidence of employees by improving the management model, thereby enhance the vitality of the company.

5.2 Conclusions

In the construction company, there is a phenomenon of low morale and high turnover. The researcher has studied and demonstrated through the paper, starting with selecting the topic, then searching for the problem and reading the relevant literature. In the literature, the researcher learned that the construction company is facing huge challenges, as well as the viewpoint of low morale and high turnover. The researcher selects qualitative approaches to conduct research, collect data through interviews, and then analyze and demonstrate. In this process, the researcher identified the reasons and factors for the low morale and high turnover rate of employees. The following is a summary and suggestions for each level.

First, physiological needs are one of the basic factors that cause low morale and high turnover. According to the data analysis of the interview, the salary provided by the construction company can basically meet the living standards of employees, but some people still feel that welfare is not good, they are not satisfied with the treatment from a long-term perspective and they cannot accept heavy work and frequent overtime. Therefore, construction companies need to maintain the basic needs of employees to improve staff morale, such as providing corresponding benefits, allocating work reasonably and working overtime appropriately. If the company requires employees to extra work that needs to obtain their consent and give certain compensation.

Second, safety needs are also one of the basic factors that cause low morale and high turnover. The data analysis indicates that the construction industry is dangerous and the working environment at the site is harmful to humans. The security measures provided by the construction company are obviously not enough. They bought insurance for employees, but there are still cases of uninsured. Therefore, construction companies should improve staff morale by increasing safety and security measures. As a dangerous industry, they have to provide protection for everyone. However, insurance is only a

guarantee after the event, so they also need to provide adequate preventive measures to avoid accidents.

Third, social needs are an important factor that cause low morale and high turnover. The data analysis reflects that construction companies lack the social needs of employees. They only provide a small number of buddy parties, travel and donations, but other social activities and opportunities are not available, which reduces employees' love for the organization. Therefore, it is necessary for construction companies to motivate employees from the perspective of social needs, organize social activities and provide social opportunities, because socialization can enhance employees' responsibility, teamwork, work enthusiasm and mutual understanding between colleagues.

Fourth, self-esteem needs are a serious factor that affects employee morale and causes changes in employee turnover. The data analysis shows that construction companies tend to provide transportation and accommodation. They have KPI systems, but they are not fully implemented. They also lack incentives such as job promotion, training and personal development programs. Normally, employees will have negative emotions when their efforts are not recognized or the individual is not improved, which greatly reduces their morale and cause lateness, absenteeism and resignation. Therefore, construction companies need to improve these practical problems by increasing their promotion opportunities and focusing on their personal development space in order to improve their satisfaction and loyalty.

Finally, self-actualization needs are a critical factor affecting low morale and high turnover. The researcher concluded at this level that construction companies lacked opportunities for employees to participate in suggestions and decision-making, and lacked recognition of employee achievements. The analyzed data shows that only some employees have the opportunity to make suggestions, but most decision-making is determined by managers and the respondents consider changing jobs if the company cannot identify their potential, which is a serious matter. Therefore, construction companies must change the current situation, such as organizing suggestions programs for employees, encouraging employees to actively participate in decision-making, praising employees for their efforts and potential. This will increase staff satisfaction, thereby increasing staff morale and reducing turnover rate.

However, similar problems often occur in organizational management. When the company provides employees with insufficient benefits, safety, respect, and self-fulfillment. This will directly reduce staff morale and increase turnover. Therefore, construction companies should improve and optimize management to change the current situation.



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