

**EMPLOYEES' SATISFACTION, MOTIVATION,
PRODUCTIVITY, AND WORKING CONDITIONS UNDER
COVID RESTRICTIONS AND HOW TO CREATE A PERFECT
WORKPLACE IN THE FUTURE**

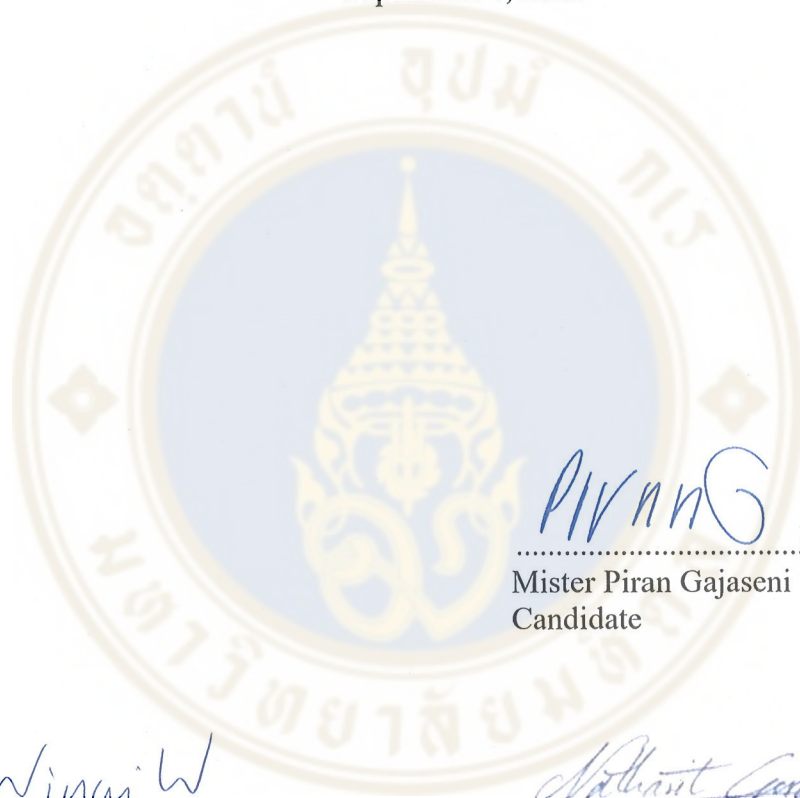


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Thematic paper
entitled
**EMPLOYEE'S SATISFACTION, MOTIVATION,
PRODUCTIVITY, AND WORKING CONDITIONS UNDER
COVID RESTRICTION AND HOW TO CREATE A PERFECT
WORKPLACE IN THE FUTURE**

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EMPLOYEES' SATISFACTION, MOTIVATION, PRODUCTIVITY, AND WORKING CONDITIONS UNDER COVID RESTRICTIONS AND HOW TO CREATE A PERFECT WORKPLACE IN THE FUTURE

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ABSTRACT

The impact of Covid-19 has forced most nations to employ new health regulations and restrictions in order to control and effectively contain the virus; nevertheless, in regard to these restrictions, the consequences derived from implementing these restrictions significantly affected the way people live; not only it affects their daily lives in general but also, particularly to their way or work. Due to this rapid structural change, some employees may experience certain impacts that affect the way they feel about the organization which leads to dissatisfaction, unmotivated, unproductiveness, etc. This paper will examine how each organization adapted itself to find a perfect solution to prevent negative feelings from happening to their employees.

KEY WORDS: Organizational Management/ Managing People/ Leadership, Motivation

24 pages

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CHAPTER I

INTRODUCTION

The term “Work from home” seems to be quite a common word that people frequently use nowadays, as it became normalized in recent times due to the Covid-19 pandemic restrictions that led many of us to only stay at home for the safety of our nation. However, not many people refer to that phrase prior to the year 2020 as most people were working exclusively in the office.

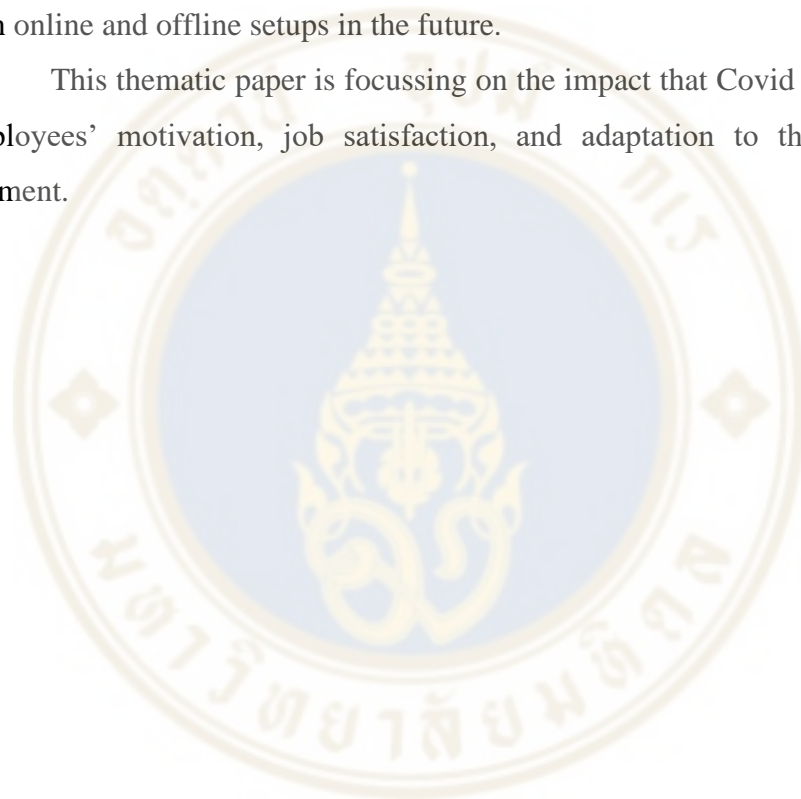
Remote Work seems to change the narrative of work arrangements for an unforeseeable future, if not forever. Ever since the birth of the Covid-19 pandemic, many businesses were forced to adapt to the new phase of working online by the restrictions to stay at home as a mandatory basis for a certain period of time. What first started as an emergency measure to minimize the spread of Covid-19 is now starting to make positive business senses for various reasons. And is soon to become a new norm in the future of the workplace with many multinational corporations looking into making remote work a permanent feature. It will not be long until other regional organizations start to follow soon. (Wiriyapong, 2021). From personal experience, I, myself also experience such a shift in the work arrangement, previously working in the hospitality industry to do personal business focusing solely on online channels and working mostly from home.

This shift in the work arrangement also has an effect on the way we study at CMMU as well. As I am one of the students of CMMU who enrolled during the very start of the COVID-19 pandemic, the majority of my studying time that I had were put to be remote through Zoom. During the end of my fourth semester, I heard that all of the students will have to go back to campus to study in the actual classroom in the final semester of my study. It was the end of a long-awaited day for some of us since we have not been to the campus since our first semester. However, after a long period of time getting used to the new system, some of the students were more willing to spend their time studying online instead. Students reported that they lost the motivation to go to the

campus since staying online is an easier way to manage their time and money to spend on unpredictable traffic in the capacity city of Bangkok. They also point out that they were able to maintain a good relationship with their classmates without the need to see them, as they would prefer to meet after class as an option. On top of that, they also mention that they refuse to go back to the campus after rationalizing every positivity and negativity involved in an onsite study arrangement.

From this personal experience with studying online, I wonder what would happen in the case of professional work processes if they were given the choice choose between online and offline setups in the future.

This thematic paper is focussing on the impact that Covid restrictions have on employees' motivation, job satisfaction, and adaptation to the new working environment.



CHAPTER II

LITERATURE REVIEW

2.1 Individual Needs

According to Maslow's Hierarchy of Needs, basic human needs can be separated into 5 levels Physiological, Safety, Belongingness, Esteem, and Self-actualization. Maslow's concept is that people are motivated by their needs from the ground up which are biological needs such as food and shelter at the beginning of the hierarchy to the sense of life accomplishment and fulfillment at the very top. (Fowler, 2014). Needs from the lower bracket must be fulfilled in order to proceed to the next step of the ladder. Everyone could reach the highest level of self-actualization if they were to complete the lower steps first. However, negative life experiences such as job dissatisfaction and disappointment may be the cause that one cannot progress to the next steps, which causes fluctuation to one going up and down in the limbo of hierarchy. (McLeod, 2022)



Figure 2.1 Maslow's Hierarchy of Needs

Source: Joshua Seong / Verywell (2022)

2.2 Satisfaction and Motivation

Herzberg's Motivation: Two-Factor Theory implies that there are two factors that any organization can use to influence the satisfaction and motivation of employees in the workplace namely Motivating Factors (the presence of motivators causes employees to work harder, usually found within the job itself such as recognition, responsibility, opportunity) and Hygiene Factors (The factors that if not present cause employees to work less hard such as salary, relationship with colleagues, policies). These two distinct measures support the idea that one person can be happy with some aspects of their job but might be unhappy with others, ultimately leading to satisfaction and motivation in the workplace. (Nickerson, 2021). Satisfaction creates loyalty, confidence, and ultimately higher-quality work from those who are being employed. However, satisfaction is rarely a straightforward outcome of an incentive program. Even if they win the weekend vacation for having the best sales, employees are unlikely to experience much greater joy in their day-to-day job. There is more to that. (Tietjen and Myers, 1998).



Figure 2.2 Herzberg's Motivation: Two-Factor Theory

Source: Simply Psychology

2.3 Teamwork

A team can be referred to as a collective group of individuals who has common goals or pursuits that each member can develop a bond and meaningful relationship with one another to achieve certain objectives together. Members must cooperate with one another in a group context to achieve shared objectives by utilizing each other's knowledge and skills. One of the primaries of teamwork is to focus on a common goal and a clear purpose. To build and maintain a healthy, productive team environment, successful teamwork relies on synergy amongst all team members, establishing an environment in which they are all motivated to contribute and participate. Team members must be agile enough to function in cooperative situations where goals are reached through collaboration and social interdependence rather than personal, competitive aims. (Luca & Tarricone, 2001).

2.4 Leadership

Leadership can be described as a capability that not everyone can obtain at first, but it can be learned over time through experience dealing with different scenarios. The mentioned capability contains certain characteristics such as charisma, charm, strategic, analytical, and well put combined to form a person who possesses the ability to lead the team forward to progress toward the given mutual goals. Finkelstein (2017) describes amazing leaders as those ones who pay a significant amount of time to listen. They raise problems and challenges, then ask questions to evoke solutions from the entire team. They recognize and reward effort and innovation and inspire everyone in the team to do the same.

2.5 Cross-Cultural Management

In 1980, Geert Hofstede developed a framework to differentiate between various national cultures and cultural characteristics, as well as their impact on a business environment called Hofstede's Cultural Dimensions Theory. Such a framework contains 6 cultural dimensions which include power distance, uncertainty

avoidance, individualism-collectivism, masculinity-femininity, short vs. long-term orientation, and restraint vs. indulgence whose goal is to identify the differences of each dimension in the business context. Hofstede's work is useful outside of sociology to topics such as cross-cultural psychology, international management, and cross-cultural communication as well. (Nickerson, 2022).

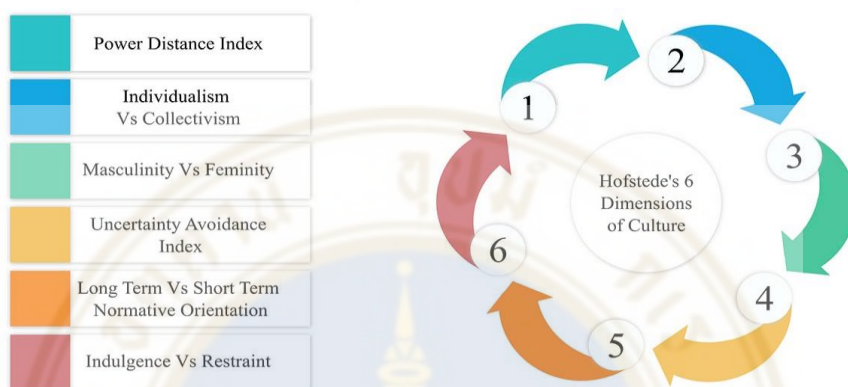


Figure 2.3 Hofstede's Cultural Dimensions Theory

Source: Simply Psychology

CHAPTER III

RESEARCH METHODOLOGY

This thematic paper is focused on insightful and subjective based opinions regarding the topics of motivation, satisfaction, discipline, and productivity of employees who had experiences dealing with the Covid-19 restrictions that prevent them from working normally. Those types of information cannot be found by gathering data through surveys or questionnaires. As a result of that, for the purpose of this study, the qualitative interviews are conducted to obtain the best possible data that matches the narrative of this research. Qualitative research is a way to help the interviewer to understand the perspectives, insights, and background of each candidate to determine the underlying rationale behind one's opinion.

As this study is focusing on the “future” of work arrangements after the Covid-19 pandemic, the best candidates to gain a new perspective on the old norm is to ask those who work with an organization that experienced a significant impact during the restriction such as F&B industry or an agile new interesting organization like start-ups. Thus, the selected candidates for this research will be those who work in the industries previously mentioned.

3.1 Sampling Plan

The main objective of this research is to examine how much of an effect Covid-19 restriction has on employees who were forced to adapt to the new working environment online. Therefore, the candidates need to have some first-handed experiences with the effect that change had on their day-to-day operations. Three of the chosen work for start-up companies that are based in different countries as this research is measuring the impact of what the covid restriction has on the employees, as overall satisfaction, motivation, teamwork, and so on will be analysed.

The three case studies are as follows with some slight adjustments to the name of certain individuals and companies involved.

Candidate A

Helen is a Thai woman aged 25 who has some experience studying and working internationally. She is currently working at an international start-up technology company that was founded in Turkey, based in Singapore, and has 25 offices around the world. The company's mission is to create a Multichannel Growth Management Platform that helps clients with the digital marketing process. Helen stated that she was working as a Marketing and Event Manager in the Bangkok office under the supervision of a Russian country manager to manage a team full of international co-workers from various countries in Asia.

Candidate B

Thomas is a 26-year-old Thai man who has been working in Japan since he graduated with his bachelor's in 2019. He is now working at an e-commerce company in Japan as an Investigation Specialist. His primary tasks are to oversee the seller's account, solve complaints, and investigate potentially fraudulent illegal products. He is currently working in a team full of international employees, but the head of his department is managing in a Japanese style.

Candidate C

James is a businessman aged 26 who is working as a Vice President of a famous restaurant in the Phayathai district. He recently established his own Shabu Shabu restaurant targeting those who want healthy buffet meals at an affordable price. His responsibility is to do business planning, branding, marketing, and managing people from a different background who is working for his Thai organization.

3.2 Interview Questions

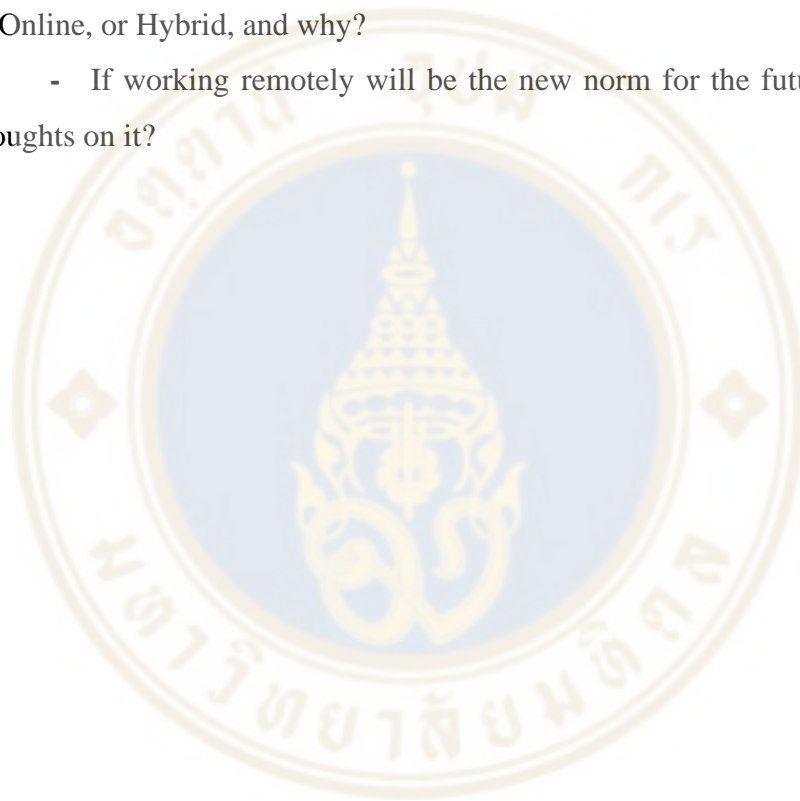
In this research for a deeper insight into the mind of employees, each qualitative question is crafted using the concept from the literature review which includes Maslow's Hierarchy of Needs, Herzberg's Motivation: Two-Factor Theory, and Hofstede's Cultural Dimensions Theory, Teamwork, and Leadership to determine the factors that impact employees and how to manage people under covid restrictions.

Participants were allowed to openly discuss any positive or negative feedbacks that they received during the specific period of time during the transition to the new work arrangement of remote work.

Please introduce yourself and tell me about your job and the responsibility that you have in that role.

- What is your work arrangement?
- What is your current work routine?
- Do you like the current work arrangement of remote work?
- Does your organization have any requirements for employees to follow during WFH?
 - Do you feel more or less pressure during working from home?
 - What are your thoughts on these policies?
 - Have you bought anything new that is related to work?
 - Did your organization provide any support or compensation for their employees to help with the new working setups?
 - Do you like traveling to go to the office or do you prefer working anywhere you want remotely?
 - Does working from home add any expense to your income or does it reduce your cost of living?
 - How do you manage to maintain a working relationship with someone who you never met?
 - Is it difficult for you as a team member to adapt to this new work arrangement?
 - Have you ever met your team in real life and what do you feel about them?
 - Have you ever discussed anything about the current working arrangement with them?
 - After working like this for a long period of time, do you feel comfortable and still have the motivation to work or not?
 - Does the workplace have any effect on your day-to-day tasks?
 - Do you think your productivity drop or increase when working remotely?

- Do you feel satisfied with the current work process? If not, please tell me what you would like to change.
- Please tell me the advantages and disadvantages of remote work.
- Does remote work have ever positive or negative feedback on your work-life balance?
- Do you think it is more convenient to work from anywhere you want?
- Do you feel more or less stressed working remotely?
- If you can choose one working arrangement which one do you choose Onsite, Online, or Hybrid, and why?
- If working remotely will be the new norm for the future what will be your thoughts on it?



CHAPTER IV

FINDINGS (DATA ANALYTICS)

4.1 Candidate A

After an interview session on 7/6/2022 via a telephone call, Helen stated that, before the Covid restriction, she was working closely with her team at the T-One building in the Thong Lor area where it was a mandatory procedure for every employee to come to the office. Before she had to commute from the home in Sathorn by a personal vehicle which takes roughly an hour round trip which she claims was tiring and unnecessary. However, things changed during the restriction, as she felt less stressed, more satisfied, and more productive overall from working from home. She reported that working from home gives her more sense of freedom and independence to perform her daily routines which had previously been closely monitored by her supervisor, which by doing improves her job satisfaction and morale to work harder. She points out that when working remotely only necessary conversations were spoken within the team: no gossiping, no chit-chatting, no procrastination, and only work-related conversations were carried out; that is the reason why she believes that her work productivity has improved since working from home. She mentioned that although the benefits outweigh the drawbacks of needing to spend hours commuting to the workplace, she believes that she still wants to go to the office to meet up with her colleagues from time to time to hang out and exchange information that can be useful for work. When working alone for a long period of time, Helen felt a lack of sense of belongingness. She felt that when working at the office there is always someone having her back to motivate and support her when needed, unlike working from home. She suggests that to maximize the benefits of both onsite and online, the organization should find a middle ground between the two work arrangements. She said that the current hybrid format works best since it can help employees with the benefit of better communication, motivation, and support that onsite working offers while having the independence and freedom that employees need.

4.2 Candidate B

After an interview session on 8/6/2022 via a telephone call, Thomas stated that his initial work arrangement was instructed to work in the warehouse to perform his daily tasks, but due to the Covid restriction, he had been working exclusively online since he joined the company one year ago. To add more context to the case, he lives in a suburban area of Hokkaido prefecture, and traveling for work will take him more than 30 minutes to the city centre of Sapporo where his office is located. He stated that he really enjoys working from home although some of his tasks have been dealt with several degrees of difficulty since his role requires him to inspect and examine the products. By working from home, inspections were to be done online using only pictures and video footage which he said was not one hundred percent accurate like seeing the actual products. Apart from the difficulty they faced, overall, he felt extremely satisfied with his current working condition. He stated that he now has more work-life balance, less stress, able to save more money. His overall satisfaction came from the fact that he did not need to travel to the office and interact with people which he deems to be unnecessary for his work process. By not having to go through these steps each day, he said that he had saved more mental energy to focus on only what he had to do instead which helps to increase his productivity, motivation, and satisfaction. In his case, he believes that the only time people need to get together is when exchanging important information since this method will limit the time procrastinating and distracting by others. According to Thomas has a major disadvantage which is the sense of belongingness in the company. He believes that the more people work online, the less organizational citizenship they will feel. For that reason, he believes in the future people will tend to change their job more frequently if this remote work trend were to still be popular. He added that the current work arrangement of the hybrid setting is perhaps the best one in the current scenario. For the company to minimize misinformation and miscommunication during working from home, there should be one or two days a week when the team should come together and exchange certain information together. He also suggests that as human beings are social animals, it is against our nature to not get together at all.

4.3 Candidate C

After an interview session on 18/6/2022 at his restaurant in Phayathai, James mentioned that the Covid restriction left his organization to change its structure a lot since prior to that his restaurant only do onsite food service and catering service, there is nothing such as delivery service before. James stated that in his current work, there is no policy for regular employees to be working online as they are working in the restaurant industry, only in some special cases for the management team to be allowed to work remotely. To him, working remotely does not have any effect on his stress level, but he believes that working from home for a certain period of time does have an effect on his mental well-being. On top of that, he had spent more money at home in his earlier life at the office. He mentioned that food was mainly what he had spent his money on from ordering food online which cost higher than dining in. With regards to his thoughts on productivity, he reported that working from home can be a double-edged sword if not under proper control. On one hand, having freedom, travel cost reduction, and flexible time management are good, on the other hand, some people's mental and physical health may be affected when only staying at home as they can have difficulties separating work and their normal life when two things are connected in their home. In his case, he became more stressed, and less active, and not getting enough vitamin D3 from the sunlight surely brought him a glimpse of depression. He said that, if one has other things at home to take care of this could be a major distraction such as kids or pets or else gaming. It may be more difficult to manage self-control and discipline as the environment might not provide the best working atmosphere. He added that, when dealing with business, it is better to discuss or negotiate face to face as it gives more sincerity, and the chemistry is key which working remotely cannot provide. For the past couple of months that he had been working online, he believes that it does more harm to him than working at the office. Contrary to his earlier statement, he still believes that working in a hybrid format is always better when given work flexibility from the employee's perspective but as a business owner himself, it is not necessary the best case as productivity may be one of the major concerns. James concludes that he is fine with both options as long as it works best for both employers and employees.

4.4 Benefits of working under Covid restriction

The adaptation from the crisis that led the majority of people to work online does provide several benefits that may reshape the way we work forever. The new working standard will be established as the world begins to recover from the pandemic. Many people will decide to work remotely or may have to. (Wiriyapong, 2021). Based on the qualitative research from the three candidates that were interviewed earlier, there are several benefits of remote work that show the linkage between the three selected candidates. All three participants express the same opinion regarding having more freedom and time for not having to be monitored by others and spending less time travelling to the office. This expression of independence correlates with Herzberg's Hygiene Factors which describe having less strict supervision, better work-life balance, and a better working environment as contributing factors to higher job satisfaction in general. Though a slight contrast can be spotted in the case of James since he is in a management position which can have a less positive impact on the work process from working remotely.

In terms of team building, in a time like this, a flatter hierarchy can help the team progress better as a whole since the information can be transferred in a timelier manner without needing to go through unnecessary steps to get a message across from the bottom to the top, especially when face-to-face interaction is limited. On top of that, with less seniority, the employees will feel more comfortable sharing their opinion which results in an open conversation and a better relationship among the team. Building a successful business team is not about setting more policies or more controls on the employees. At times stripping away bureaucracy helps better team arrangement as all can work as one group. (McCord, 2017) This helps to create a disciplined team about the fundamental set of behaviours that works perfectly given the current circumstance of the crisis.

Meanwhile on the organizational side, having a clear vision and good goal-setting plan of what they want employees to achieve does contribute to better success in team management in the online format which helps increase job satisfaction and productivity when working from home. As supported by Helen and Thomas, when working remotely, only the necessary conversations that are work-related were being

carried out throughout the working hour which helps to prevent prolonging the unnecessary extra time that could be used to do something else more useful.

Another positive point for the organization side is the means of having a virtual workplace which contributes significantly to the lesser monthly fees that the organization has to pay to get an onsite office in the most convenient place possible, especially in a capital city like Bangkok where rents are mostly hefty.

4.5 Drawbacks working under Covid restriction

Though it seems like working under Covid restrictions may provide some additional benefits to both employees and employers, the drawbacks of working online are still prominent, more importantly, should not be ignored. Providing more freedom and time while maintaining clear goals to the employees is encouraging and proven to increase team morale and motivation, but it also comes with significant costs that directly affect the employees. One of the drawbacks that cause job dissatisfaction, demotivation, and unproductivity is the issue of mental well-being. Most employees that work from home report experiencing negative effects on their mental health, such as isolation, loneliness, and difficulties leaving work at the end of each day. (Robinson, 2021). Similarly, in the case of James, he became more stressed and depressed from working all by himself at home where he reports feeling less productive in his surrounding environment. Even the majority of the interviewees for this research report that they have more freedom and time to manage their own work-life balance and their productivity increases. However, some people like James who believe that working from home led them to be easily distracted to fully focus on working may need more support from other team members and supervisors to maximize their full potential like working in the office. Another point from providing employees with less needed time to be with the team (at least face-to-face), creates the cause that came from having lesser interactions and conversation outside the scope of work led to the lack of sense of belongingness or the feeling of inclusion to the team or the organization. The sense of belongingness is the third step of Maslow's hierarchy of needs that referred to a human emotional need for interpersonal relationships, affiliating, connectedness, and being part of a group. (McLeod, 2022). The findings show that traveling to the workplace may be

time-consuming or inconvenient to some, but ultimately it is a common space for the employee to hang out and have activities, not just a place that is only fixed for the employees to be working, but it is a place where employees can express their sense of identity, commitment, and citizenship towards their own organization where it is irreplaceable through online channels. The negative impression of the lack of sense of belongingness can be linked with Herzberg's Motivation Two-Factor Theory as well. According to Herzberg's Hygiene Factors, having fewer interpersonal relationships with the teams such as having fewer job-related conversations and social exchanges in the workplace and during relaxed break periods with colleagues can have negative effects on job satisfaction, motivation, and productivity. Not having a physical common space can be one of the demotivators for some employees to not be satisfied with their job as well.

The final drawback that can be drawn from this research is the fact that Cross-Cultural Management in Hofstede's Cultural Dimensions Theory is presented even in working from home. According to the interview with Thomas, who has a more individualistic mindset and wants a low power distance index. While working in Japan, a country that is famous for having Collectivistic culture and a considerably high-power distance index, there is no exception for not experiencing Hofstede's Cultural Dimensions, even when working remotely. As Thomas still expresses the mismatch between his personal ideology and his organizational culture which causes him to prefer the method of working online even though his work can be done harder in order to avoid the Japanese working culture where collective effort from everyone in the team is cherished, he deemed that as an ineffective approach due to the fact that his mental energy is drained on too many unimportant interactions. Similar truth can be found in the case of James, as he expresses his idea of managing his organization in a high-power distance and a high uncertainty avoidance index in the context that he works for a Thai organization where employees need to be monitored. He tends to feel somewhat uncomfortable to be working remotely without strict supervision since he usually obliged by the rules and policies that restrict him from external distractions. Working online changes the way he likes to work, providing James (who has a high-power distance index and a high uncertainty avoidance index mindset) with more freedom can cause a mismatch that is harmful to his job satisfaction, motivation, and productivity.

CHAPTER V

CONCLUSION & RECCOMENDATION

5.1 Conclusion

To summarize this research that is on the personal experience and feelings towards the policy shift and adaptation caused by the pandemic crisis, there are many points from the insights of each interview that can be addressed regarding how to manage people, what makes one feel satisfied and belonged in the organization, what is their priorities and struggles when it comes to working.

As for the work arrangement, cases show that we are still not ready for the full implementation of the virtual workplace as of now as it shows that not every organization nor employee sees it as a long-term solution that could be made into a new standard practice. There are still debates to be made on which working arrangements work best since there are multiple considerations to be made such as tasks, workflows, inclusion, employee preferences, team management, types of business, and so on before implementing one on the absolute end. Judging from the insights of this research, every interviewee's statement suggests that both online and offline have different pros and cons to consider upon implementation, hybrid workplace would be the most effective method to maintain employee satisfaction, motivation, productivity, work-life balance, and well-being, given that it can maximize the benefits while minimizing drawbacks from both work arrangements. It is a present trend that has the potential a be a model that employees will be looking for when finding a new job. According to PwC Thailand, an increasing number of Thai organizations will be adopting the hybrid working model this year. On top of that, a global survey from PwC reports that, over the past 1 year, more than half of the businesses that adapted to the new hybrid format exceeded the performance and productivity index. (Kate, 2022). As many businesses have been focusing on more flexible working conditions as we start to recover from the pandemic as they can dramatically increase production and employee satisfaction. (Gratton, 2021). So far, the best working arrangement to date is the hybrid model as it shows a significant

improvement in employee satisfaction, motivation, and productivity over other models that were implemented during the pandemic.

5.2 Limitation

In this research, the main objectives are to examine personal experience and thoughts in certain regards that are suitable for the topic of one's satisfaction, motivation, productivity, and working conditions under covid restrictions, the scope in which each opinion is found may vary depending on the industry that the individual contributor of this research was working in at the time. For instance, James who was working predominantly in the food and beverage industry may express different concerns compared to Thomas who was working in the e-commerce industry as it is due to the nature of the food and beverage industry that is to serve the products and services right at the customer's hand to provide the best experience possible to the clients. Furthermore, since the scope of this research covers a large portion of a geographical location, the covid restriction in some countries or even regions may be different from one another. To illustrate my point, though both Helen and James were working in the same country, the management styles are vastly different due to the cultural differences between the two organizations as Helen was working in an international company that has employees from around the world while James's employees are mostly Thai people. Thus, cultural differences do play an important role in one's organizational culture and management style.

5.3 Recommendation

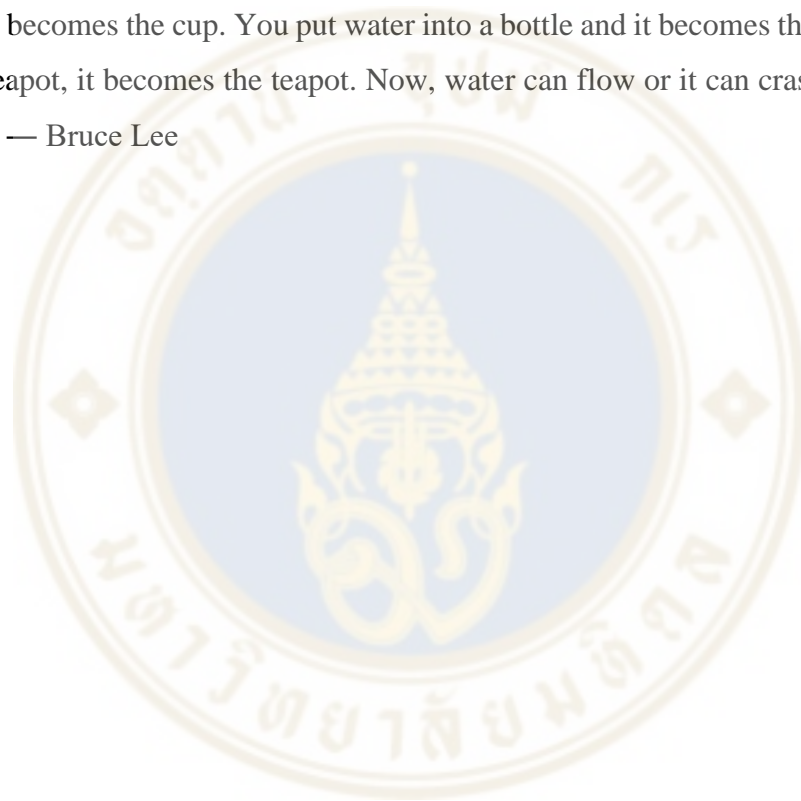
One thing to point out is that many organizations still lack sufficient support regarding the health and well-being of their employees. Good health and well-being are one of Maslow's Safety Needs which are two of the basic needs along with Physiological Needs. According to the interviews, none of the organizations provides this type of support which is crucial to keep employees in a happier state. The only type of support that is provided is financial support from Helen and Thomas's organization to help support them with their increased spending due to working from home. However,

it may not be as stimulating as it seems since one of the main stimulations that employees need is the one that is actually about their livelihood and wellbeing. According to an American Psychiatric Association survey in May 2021, just one in every five employees stated that their employer had provided additional mental health services since the outbreak began. The majority of employees who work from home report poor mental health consequences such as isolation, depression, loneliness, and problems getting away from work when the work period ends. This is a concern for both employers and employees. It can be summarized that safety needs regarding health and wellness, especially mental health, have been practically overlooked by many organizations when working from home. (Robinson, 2021). This can cause employees to have a negative feeling of abandonment towards their employees which if not properly managed can cause harm to both parties. To improve upon that issue, one recommendation for the organizations is to use the emerging solution called digital therapeutics or a more commonly known term in Thailand as Telehealth. Currently, there is a start-up firm called Good Doctor Technology that offers this service to the company and puts an emphasis on improving the quality of health of its client's employees. The way it works is they provide unlimited medical-related support with the actual medical professionals on top of the insurance program through the integrated mobile application using a chat system. Collaborating with Good Doctor Technology to offer this kind of service to employees helps the staff that needs medical support but do not have time or do not feel at ease to visit the doctor regarding their mental health issues. Thus, creating a long-term bond between employees and employers by providing necessary support which helps to fulfil the Safety Needs which then turns the focus of the employees to climb the higher ladder of Maslow's Hierarchy of Needs to the next level of Belongingness needs which is building good relationships. Additionally, increasing job satisfaction, productivity, and motivation as good relationship within the organization progresses. To summarize, providing fundamental health support to the employees will have a significant impact which causes positive consequences that benefit both the employee and the organization side.

Another recommendation for both the organization and employees (especially the ones that operate overseas) is that it is important to adapt themselves to the context of the surrounding environment in which they operate to prevent a mismatch in

the working culture with the locals which may lead to the problems of dissatisfaction, unmotivated, and unproductiveness. “When in Rome, do as the Romans do”, is the phrase commonly used when one visits another place one should follow the customs of the local people. It is the same practice in the business world since it is a necessity to have the adaptive skills to adapt to the majority of the team. Otherwise, you may find yourself struggling in a new or unexpected environment in this constantly changing day and age.

“Empty your mind, be formless. Shapeless, like water. If you put water into a cup, it becomes the cup. You put water into a bottle and it becomes the bottle. You put it in a teapot, it becomes the teapot. Now, water can flow or it can crash. Be water, my friend.” — Bruce Lee



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