HOW TO INCREASE CABIN CREW 'S MOTIVATION AFTER THE COVID-19 CRISIS IN THAILAND

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ABSTRACT

Another factor that can influence job and organizational performance is human motivation. Currently, the COVID-19 pandemic has had a significant impact on the aviation industry, including the cabin crew. Therefore, this article will examine the factors that will motivate them to return to work after more than two years of a terrible crisis by focusing on the employees' needs and expectations pertaining to the organization's work after this epidemic.

This research focuses solely on after-COVID-19 situations to identify the previously mentioned topic theme. In addition, 16 cabin crew members, including pursers and cabin crew, participated in qualitative interviews for this study.

All of the interviewees agreed that if salaries were reduced, the amount of work should also be reduced.

KEY WORDS: Motivation / Cabin crew / After Covid-19 / Thailand

37 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	**ii**
ABSTRACT	**iii**
LIST OF TABLES	**vi**
LIST OF FIGURES	**vii**
CHAPTER I INTRODUCTION	**1**
1.1 Problem Statement	2
1.2 Research Question	3
1.3 Research Objectives	3
CHAPTER II LITERATURE REVIEW	**4**
2.1 Theoretical Review	5
2.1.1 Maslow's Hierarchy of Needs During Covid-19	5
2.1.2 Hierarchy of Needs and Cabin Crew's Motivation	7
CHAPTER III RESEARCH METHODOLOGY	**10**
3.1 Research Methodology	10
3.2 Instrumental Development	11
3.3 Data Collection	12
3.3.1 Sampling Technique and Sample Size	12
3.3.2 Collection of Data	13
3.3.3 Data Validity	13
3.4 Data Analysis	14
CHAPTER IV RESEARCH FINDINGS AND DATA ANALYSIS	**15**
4.1. Maslow's Hierarchy of Needs	15
4.1.1 Physiological Needs	15
4.1.2 Safety Needs	16
4.1.3 Social Needs	16

CONTENTS (cont.)

	Page
4.1.4 Self-Esteem Needs	17
4.1.5 Self-Actualization Needs	17
CHAPTER V CONCLUSIONS AND RECOMMENDATIONS	**19**
5.1. Recommendations	19
5.1.1 Improve the Fulfillment in Physical Needs	19
5.1.2 Plan to Evaluate Employee Satisfaction	19
5.2. Conclusion	20
REFERENCES	**22**
APPENDICES	**25**
Appendix A: Working Analytical Framework: Perspectives of Purser	26
Appendix B: Working Analytical Framework: Perspectives of Cabin Crew	31
BIOGRAPHY	**37**

LIST OF TABLES

Table		Page
3.1	Example of Interview Questions for: Air Purser 6 people	11
3.2	Example of Interview Questions for Cabin Crew 10 people	12
3.3	Demographic Information of Interviewees	13
5.1	Summarize the 3 major reason that can decrease the motivation of cabin crew after covid-19 crisis in Thailand	20

LIST OF FIGURES

Figure		Page
2.1	The Pyramid of Maslow's Hierarchy of Needs	5

CHAPTER I
INTRODUCTION

Motivation is a major aspect that encourages people to offer their best effort and contribute to achieving business goals. Positive motivation will make employees work harder and get more done, while negative motivation will make them work less (Ankur, Bhuwan, & Meenakshi, 2019). Employees are one factor contributing to the organization's success, in addition to the individual's knowledge and skills. Motivation is essential for encouraging employees to focus and strive for ongoing organizational development. Some organizations may use overtime pay, awards, or compliments as incentives. Due to the high compensation, the flight attendant is a preferred occupation among recent college graduates. In addition to getting the numerous perks each company offers its employees, several other factors motivate their desire to work in this field, such as having travelled the world, been educated in a foreign language, and gained the capacity to interact with foreigners. Similarly, such motivations are present in all industries, inclusive of airline industry, where cabin crews are often considered to be eligible for higher pay, more perks and various severance packages that out shine many other industries (Lin & Zhang, 2021). This could be due to the rapid expansion of the aviation industry.

The aviation industry has significantly grown over the years, especially for customers who rely on air transport and plane travel. Most people consider flying by air as the fastest and most convenient way to get to their final destination (Dube, Nhamo & Chikodzi, 2021). According to the passenger transport statistics released by Thailand from 2009 to 2018, the number of people traveling in the country increased by 2.8 times from 2010 to 2020. The passenger transport industry in Thailand is expected to grow by 10.8% annually during the next 10 years. Passenger growth is divided into two categories: international and domestic. However, the introduction of Covid-19, in the late 2019, has dramatically halted this development. For instance, over 54.2% drop in the market trend was noted in 2020 (McKinsey, 2021), which is equivalent to an

approximate total loss of 84.3 billion dollars. Due to the uncertainty surrounding the pandemic's timing, various cabin crews lost their jobs, were stranded on the ground, and were quickly looking for other job opportunities. Many cabin crew had lost motivation to work in the airline sector. Resultantly, the question of how low-cost airlines can prepare for the aftermath of the Covid-19 pandemic is also important. This is because the pandemic has affected Thailand's aviation industry, significantly.

Therefore, the research aims to apply Maslow's Hierarchy of Needs theory to aid in analyzing and ranking the needs of cabin crews to enhance their job motivation after nearly three years of fighting the COVID-19 pandemic. The research was carried out to aid organizations in the aviation industry that are dealing with low employee motivation after the COVID-19 crisis, as well as to guide managing, preventing, and responding to a potential crisis in the future.

1.1 Problem Statement

Since the end of 2019, the COVID-19 outbreak began in China and has spread throughout the world. There are still many infected individuals. This devastating epidemic has a negative impact on the global economy. The tourism and aviation industry are one of them. This is the primary reason for the crew's temporary career halt. despite the fact that no one expects this outbreak to last for more than three years, and because their return to work over the past three years has undergone a significant transformation. Consequently, the objective of this study is to concentrate on After the COVID-19 outbreak, the study of the motivations of seafarers returning to work is prioritized. Another factor that can influence job and organizational performance is human motivation. Currently, the COVID-19 pandemic has had a significant impact on the aviation industry, including the cabin crew. Therefore, this article will examine the factors that will motivate them to return to work after more than two years of a terrible crisis by focusing on the employees' needs and expectations pertaining to the organization's work after this epidemic

1.2 Research Question

- How to increase cabin crew’s motivation after covid-19 crisis in Thailand
- What factors influence crew motivation following the COVID-19 outbreak?

1.3 Research Objectives

Another factor that can influence job and organizational performance is human motivation. Currently, the COVID-19 pandemic has had a significant impact on the aviation industry, including the cabin crew. Therefore, this article will examine the factors that will motivate them to return to work after more than two years of a terrible crisis by focusing on the employees' needs and expectations pertaining to the organization's work after this epidemic.

CHAPTER II
LITERATURE REVIEW

Regardless of the rapid growth in the aviation industry for several decades, the arrival of Covid-19 pandemic, created devastating implication has briefly explained in the introductory chapter. Interestingly, non-contact delivery industry grew extensive, therefore air cargo grew, but the passenger travel segment, declined dramatically (Sun et al., 2021). The outbreak of the COVID-19 pandemic has started to reach its endemic stage in various parts of the world, and now reaching the point of recovery. It should be noted that the airline industry in the year 2020 alone lost over 168 billion USD. A means to minimalize this damage, employees and cabin crew were let go, and others were unable to continue working due to inability to get on flights, whether due to repeated exposure to Covid-19, or due to prolonged health conditions after experiencing various waves of the Covid19 illness. A two-week long quarantine, affected the cabin crew both physically and psychologically. The downside to this is fear, anxiety and sheer lack of motivation. Therefore, addressing the issue of motivation is important in the airline industry, especially when the service sector was one of the first-in-line to the exposure to the illness and the aftermath (Chu & Tung, 2022).

This literature review would provide a detailed knowledge on the chosen theoretical model, that is the Maslow's Hierarchy of needs, which would be used to address motivational issues and recommendation in the latter stages of this thesis.

2.1 Theoretical Review

2.1.1 Maslow's Hierarchy of Needs During Covid-19

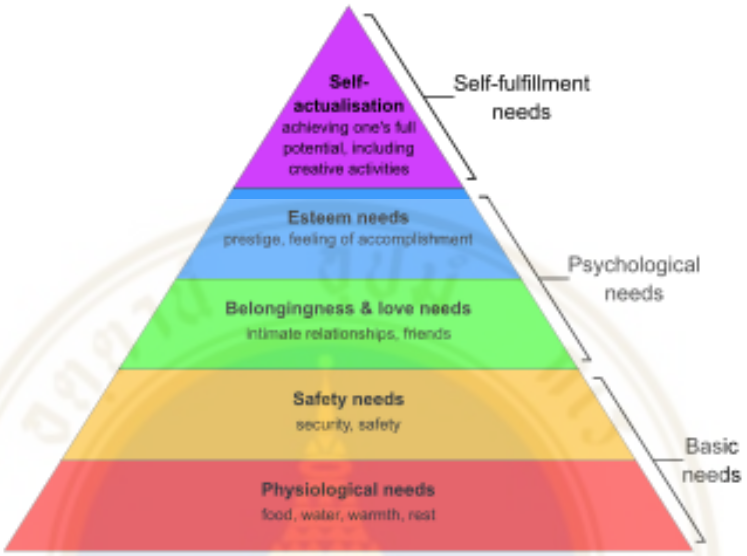

Figure 2.1 The Pyramid of Maslow's Hierarchy of Needs

The early research papers of Maslow (1943) and Maslow (1987) explored the concepts of human motivation. These papers by Maslow (1943) stated that the 'need' of the consumers, shaped as 'want' or 'desire', shapes motivation or willingness to conduct a specific behavior. Developing over Maslow's interpretation of need and motivation, the motivation theory in psychology was developed, which encompassed a five-tier model including the basic needs (comprising of physiological and safety needs), psychological needs (belongingness and esteem needs), and finally, the self-fulfilment or self-actualization needs (Duygun and Sen, 2020). The past literature further indicates that two types of needs are established; (a) deficiency needs and (b) growth needs. The deficiency and growth needs are expected to be established for physical survival and growth. The growth and deficiency need of the consumers can be categorized based on five characteristics: physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. The following sub-section of the study performs an in-depth literature review on the various levels within the Maslow's Hierarchy of needs.

2.1.1.1. Physiological Needs

Categorized as the lowest level of basic needs, the physiological need is the deficiency need, and the most fundamental need includes elementary biological drivers, including food, air, water, and others (Lester, 2013). The fundamental factors or these biological drivers convey the emergence of the person's search for fulfilment. From Maslow's perspective, it can be stated that employees who receive adequate monetary compensation (salary) allow them to adopt reasonable tolerable living conditions. Inadequate monetary and non-monetary compensation could lead to bare acquisition and motivation to adopt an organization (Lester, 2013). The deficiency of fundamental physiological needs would limit the employees' capability to experience better salaries and compensation (Stewart et al., 2018). The study by Udechukwu (2009) and Nurul and Mosammod (2011) further stated that most of the employees experience a lack of motivation or intent to perform any given action/task, which further leads to increased labour turnover, and inadequate performance of the employees.

2.1.1.2. Safety Need

Safety and security need is the second level of basic needs, wherein individuals are expected to secure or retain what they have earned or acquired (Stewart et al., 2018). Safety and security needs, according to Lester (2013), are derived from the intention of consumers to achieve a certain degree of predictability in their lives, and these are not limited to physical but also emotional, financial, and societal security. A research paper by Guzel and Barakazi (2018) stated that when consumers have completed their physiological needs, they are expected to meet their safety needs, particularly when their basic needs are met. Furthermore, the study by Bozyigit (2021) and Genkova (2021) stated that some of the examples of safety and security needs could be acquired through self-developed personality, political rights, and others. The acquisition of safety and security needs is expected to establish a high level of certainty.

2.1.1.3. Love And Belonging Needs

Categorized as psychological needs, love and belonging are defined as the degree to which an individual can receive human emotions, experience the need for interpersonal relationships, and improve connectedness between the desired group members (Hopper, 2020). According to Bozyigit (2021), love and belongingness can shape friendship, love, compassion, or social acceptance. In the dated study by Roos

(2005), social acceptance can be acquired through either purchasing luxury brands or purchasing an exclusive motorbike, allowing individuals to be accepted in specific luxury or motorbike groups. To increase the self-belonging of employees, organizations need to develop a culture that values their work and develops mutual goals and values (Skaalvik and Skaalvik, 2011). This implies that the employees would have a strong ability to be a part of social employment group.

2.1.1.4. Esteem Needs

Self-esteem needs are the fourth stage, referred to as the need for appreciation or to experience growth/compliment (Gouws, 1996). Gouws (1995) study stated that self-esteem emerges as a psychological need and tends to determine psychological well-being. Further research on self-esteem needs by Altymurat et al. (2021) states that a profound development of self-esteem needs creates an uplifted confidence level and improves self-reliance, acceptability, and proficiency. Other research papers like Banerjee and Das (2021) also stated that self-esteem further impacts job satisfaction. In the context of employees, those who have experienced their self-esteem needs to be met would further improve job performance and satisfaction.

2.1.1.5. Self-Actualization Needs

The final form of the need is the 'self-actualization' need, which according to Oladayo (2021), is the ability of an individual to use his/her potentiality and ability to self-actualize and self-fulfil their needs, including the actualization of dignity, status, prestige, and others. Researchers like Gopinath (2020) stated that self-actualized individuals would only have a few of their needs not addressed, and often these needs are likely to be less important in their daily lives. In the context of employees who have achieved self-actualization, their employers must recognize the right forms of needs to actualize and motivate the employees.

2.1.2 Hierarchy Of Needs and Cabin Crew’S Motivation

Several research papers have explored the relationship between the hierarchy of needs and employee motivation. A list of empirical research papers has actualized this relationship, using both the 'quantitative' and 'qualitative' approaches. These research papers have been reviewed in the following paragraphs.

Firstly, the study "Understanding the Theories and Interventions of Motivation in Organization Development" by Marczak and Yawson (2021) attempted to translate the application of Maslow's hierarchy of needs into the contemporary workplace. The study by Marczak and Yawson (2021) identified and explored several concepts of motivation, like Vroom's expectancy theory, Maslow's hierarchy of needs, and Herzberg's motivation-hygiene theory. Each of these theories revisits and reflects a unique need factor. More specifically, the study connected the concept of Maslow's hierarchy with the concept of 'employee reward'. The study stated that employees tend to be motivated based on their hierarchal position, wherein those that have actualized their physiological and safety needs would experience a stronger reward-based motivation through love/belonging needs or esteem needs (Gallos, 2006 cited in Marczak and Yawson, 2021). Furthermore, the study retains that once a person has met a need, another need will take its place. This could be related to a financial interest or personal achievement. Hence, to effectively develop an individual, employers should regularly engage in a conversation about their employees' needs and develop a strategy to keep them focused on their goals. Reward-based motivation and goals are associated with the positive behaviour of an individual, which can help create value, and this can further reinforce the behaviours of the employees.

Secondly, the study by Taormina and Gao (2013) titled "Maslow and the Motivation Hierarchy: Measuring Satisfaction of the Needs" aimed to 'quantitatively' introduce the concept of grounded theory in developing effective measures for addressing the needs of individuals. The study of Taormina and Gao (2013) adopted a case-study approach to defining Maslow's hierarchy of needs and their respective influence in defining the concept of needs. The study found that lower-level needs predict higher-level needs for consumers. More particularly, the review of this study indicated that, in addition to Maslow's hierarchal needs, there are further sub-factors that influence the motivation of employees. These factors include family emotional connection and support, traditional normative values, the goodness of health, and the marital status of the consumers are recognized as a positive motivational approach. On the other hand, Taormina and Gao (2013) stated that factors like neuroticism and anxiety/stress were further supported in the past study by Lester et al. (1983). Lester et

al. (1983) and Costa and McCrae (1992) stated that increased stress or anxiety for employees could lead to negative employment performance.

Similarly, the research paper by Jain et al. (2019) reviewed the concept of 'employee motivation. According to Jain et al. (2019), the researchers aimed to approach a descriptive statistical methodology to study factors influencing the concept of motivation. The study considers the use of both 'internal factors' and 'external factors' in reviewing satisfaction at the workplace. The majority of the respondents selected in the study by Jain et al. (2019) clarified that while monetary and non-monetary elements were key factors in defining motivation and job performance, monetary returns and rewards were strong factors in establishing employee satisfaction developing motivation in the workplace. Hence, the study by Jain et al. (2019) concludes that to impact a positive representative effectively, an authorized administrator should motivate them to achieve their goals and submit their efforts to the hierarchy. This can be done by establishing goals and procedures designed to improve their performance, specifically by integrating monetary and non-monetary rewards.

Another key research paper by Kioulepoglou and Blundell (2022) further reviewed factors that influence job satisfaction between military and airline personnel, underpinning the theories of Maslow's hierarchy of needs. The study adopted the use of Quantitative measurements of success and followed up using qualitative interviews. The study's findings indicated that job satisfaction and motivation to perform well decreased due to concerns over job security, pay cuts, lack of opportunity for promotions, and skill-fade concerns during the COVID-19 sector. The paper revealed that the context of the skill-fade effect strongly impacted civil aviation employees in the sector.

CHAPTER III
RESEARCH METHODOLOGY

The third chapter of this study addresses the research methodology. The chapter discusses study research methodology, instrumentation, data collection data analysis.

3.1 Research Methodology

Research can be undertaken in either quantitative or qualitative methodologies. Quantitative method considers the analysis of numerical data, often collected via industry reports or via questionnaire/survey as the research instrument. Qualitative method on the other hand, is conducted to collect and analyze non-numerical data such as text, audio, and video to gain a deeper understanding of a subject or a concept (Saunders, Lewis, & Thornhill, 2019). It can also generate new ideas for further research. Since the study is intending to investigate how cabin crew motivation can be improved after the Covid 19 crisis in Thailand, a qualitative methodology would be best suited for this.

With qualitative research methodology, the data collection technique that is most suited for a qualitative research methodology is via semi-structured and in-depth interviews. For this study, and with the intention to collect detailed opinions of cabin crews, an in-depth interview tool is implemented (Saunders, Lewis, & Thornhill, 2019). Through such a strategy, cabin crew will be able to provide insight into their experiences and the various aspects of their work environment, post Covid19. The goal of the interview is to find out what motivates them and how they are able to meet their goals, especially after the Covid19 crisis, which resulted in many cabin crew losing their jobs, as aircrafts were grounded for several months, and some even years.

3.2 Instrumental Development

The questions for the interview are divided into two primary categories and are formulated in accordance with Maslow's theory of the hierarchy of needs. The first group will be made up of pursers, and it will include both male and female members. The second group will include both male and female members as cabin crew.

Table 3.1 Example of Interview Questions for: Air Purser 6 people

Maslow's Hierarchy of Needs	
Physiological Needs	- How does the airline provide a basic need for you such as food, travel fees, vacation and basic life functions after Covid-19 crisis?
Safety Needs	- How does your airline provide any safety to you? - Do you feel secure while working on an airplane following the Covid-19 crisis?
Social Needs	- As a purser, how is your relationship along with your crew members? - After the spread of COVID-19, the airline was required to cease operations. How does this impact your relationship with the rest of the crew?
Self-esteem Needs	- Have you ever received a compliment or reward from an airline, and if so, how did you earn it? - As a purser, how did you learn more to increase your potential? - After COVID-19, Had the airline's crew received additional training to develop their skills? What does the airline do?
Self-Actualization Needs	- Are you involved in the planning of airline operations? How? - Does your airline have plans for your future career? - What do you have planned for the next five years?

Table 3.2 Example of Interview Questions for Cabin Crew 10 people

Maslow's Hierarchy of Needs	
Physiological Needs	- How does the airline provide a basic need for you such as food, travel fees, vacation and basic life functions after Covid-19 crisis?
Safety Needs	- How does your airline provide any safety to you? - Do you feel secure while working on an airplane following the Covid-19 crisis?
Social Needs	- After the spread of COVID-19, the airline was required to cease operations. How does this impact your relationship with the rest of the crew?
Self-esteem Needs	- Have you ever received a compliment or reward from an airline, and if so, how did you earn it? - After COVID-19, Had the airline's crew received additional training to develop their skills? What does the airline do?
Self-Actualization Needs	- Does your airline have plans for your future career? - Have you ever been involved in pre-flight planning with your purser?

3.3 Data collection

3.3.1 Sampling technique and sample size

There are approximately seven major airlines in Thailand, and each airline has different service arrangements and benefits based on their respective policies. Regarding the crew, a team will typically consist of 4–5 crewmembers. The primary chief (Purser), who is responsible for all of the directing and making choices regarding the service, will be followed by the senior cabin crew, who will supervise the work in the rear zone, and the remaining two will be the general crew, thus each duty will be different. Studies such as that by Vasileiou et al., (2018) found that 20 interviewees are enough for a qualitative study as the sample size was able to achieve data saturation with no new themes emerging. With reference to this information, this study adopted a purposive sampling technique. The following table identifies the brief background of the selected sample:

Table 3.3 Demographic Information of Interviewees

Interviewees	Age	Gender	Position
Pur.1	47	M	Inflight Supervisor / Purser
Pur.2	44	M	Chief Crew / Purser
Pur.3	45	F	Purser
Pur.4	37	F	Purser
Pur.5	32	F	Purser
Pur.6	28	F	Purser
CC.1	35	M	Senior Cabin crew
CC.2	33	F	Senior Cabin crew
CC.3	29	F	Senior Cabin crew
CC.4	28	F	Senior Cabin crew
CC.5	33	F	Cabin crew
CC.6	30	F	Cabin crew
CC.7	28	M	Cabin crew
CC.8	27	M	Cabin crew
CC.9	26	F	Cabin crew
CC.10	24	F	Cabin crew

3.3.2 Collection of data

This interview will be performed exclusively by telephone call, typed text via the LINE application, and video call using the Zoom application, at the interviewees' choice, due to the circumstances with COVID-19 and for the interviewees' safety. Because this interview will be conducted in Thai, it will once again be necessary to record it so that it can be analyzed and translated afterwards. Doing so will ensure that the information obtained is accurate.

3.3.3 Data validity

In this study, the researcher provided the professor with a set of questions for examination of their suitability and usefulness in achieving the research aims. In addition, the researcher is one of the crew members with more than six years of experience, so they have a comprehensive understanding of the issues and queries.

3.4 Data analysis

One of the most common strategies used to analyze qualitative data is to identify recurrent features or patterns in the transcribed interview. The other strategy is to observe how people talk about the subjects. This study adopted a thematic approach to analyze the data collected from the employees. A thematic approach in qualitative research aims to analyze and report on multiple patterns. It involves searching through a large data set to identify and describe various elements. It is also used to construct themes and select codes. This study uses a deductive method of thematic analysis, which involves coding and developing themes and ideas based on existing concepts.

CHAPTER IV
RESEARCH FINDINGS AND DATA ANALYSIS

This chapter contains extensive interviews with representatives and cabin personnel from seven Thai airlines. This interview demonstrates the capacity and limitations of airlines in meeting their theoretical requirements to motivate employees using Maslow's hierarchy of needs.

4.1 Maslow's Hierarchy of Needs

4.1.1 Physiological Needs

From the interviews, after returning to work, the majority of employees interviewed were apprehensive about a decrease in pay. However, evidence from interviews indicates that compensation is the main of their incentives for wanting to come to work. On the other hand, some airlines offer their employees alternatives to compensate for the lower pay they receive that make them feel better.

"We have many flights both domestically and abroad. I think we work a lot harder yet are paid less than before" said the Purser 2

"We haven't had an international flight in the last two years, but the airline wouldn't extend our employees' tickets, so we lost all of our benefits" said the purser4

"Today, however, if someone's luggage breaks, they must purchase a replacement on their own" said the Cabin crew 6

"After COVID-19, the cost of allowance has decreased, but they still provide free lunches and transportation expenses. I am content with the services provided by the airline" said Purser 1

"Despite the reduced flight, they paid the same salary" said the Cabin crew 3

"They add money to our employee card for a complimentary lunch." said the Cabin crew 9

4.1.2 Safety Needs

According to the three interviewees, after going back to work during the COVID-19 pandemic, almost all of them are happy with the safety measures that the company has put in place. However, some of them will be worried about the disciplinary actions that were only taken against airline employees.

"They do spray disinfectant before and after each flight, which lets me work with confidence during the COVID-19 pandemic "said the Purser 1

"We are permitted to work a second job that does not relate to the aviation business." Said the Pursers 2

"The airline has prepared masks, gloves, and other anti-germ equipment for crews said the Cabin crew 1

"COVID-19 health insurance has been added." Said the cabin

"Without prior notice, they terminate an employee's employment" said the Cabin crew 2

4.1.3 Social Needs

As a result of the interviews, it was established that as a crew member, communication is necessary and crucial; therefore, these characteristics make them feel close. A good relationship with the organization is also a role in both their decision to join work and their appreciation of it.

"Our work must focus on communication to ensure a successful flight. This allows me become close with my crews" said the Purser 2

"Luckily, the company gives us online activities to do together, so we don't feel alone even though we haven't met "said the Purser 4

"Our work is dependent on one another because we operate well as a team and have a good relationship" said the Cabin crew 3

... due to the age gap, we disperse after the ending of the flight. Therefore, I did not feel close to my younger crew member" said the Purser 3

"The daily rotation of colleagues makes me less close to everyone, but that does not mean I dislike the other crew. Do you understand me?" said the Cabin crew 7

4.1.4 Self-Esteem Needs

At this level of self-esteem needs, the vast majority of workers from different airlines have a sense of belonging to their airline and take pride in the fact that they are recognized for their contributions, given appropriate recognition and incentives, and given the opportunity to represent the firm in important positions.

"I have been representing the company at a training on the prevention and management of COVID-19 patients to be conveyed to people in the company. I am honored by the company's trustworthiness" said the Purser 1

"Our airline has started a new flight route after COVID 19. As a representative of the purser, I was asked to fly to that country to observe the contract signed" said the Purser 2

After what happened with COVID-19, I was given the job of making all flight plans, including choosing hotels for the crew" said the Purser 3

"I've recently been promoted to senior cabin crew to feel that my colleagues value and respect my decisions more" said the Cabin crew 3

Now we have a lot of flight and there are sometimes insufficient crew members, I was demoted from purser to crew, which made me feel pretty worried" said the Purser 5

"I observed seniors receiving reward and compliments that I never received. I do not know what to do to obtain it" said the Cabin crew 10

4.1.5 Self-Actualization Needs

Ultimately, it appears that practically all airlines are not adequately ready to satisfy the needs of their employees at this time, as the majority of employees, including some of them, do not know what the future path in this career is and are also unsure of how much they enjoy this job.

"*As I encountered the COVID-19 crisis, I could no longer envision the future. What would I do if I didn't pursue this career"* said the Purser 3

“I am unable to seek opportunities to growth in my airline, as well as facing the COVID-19 issue, in which many employees have been demoted or terminated. Said the purser 5

“Since COVID has altered everything, I don't have any inspiration to go to work other than my salary” said the Cabin crew 2

“The airline has no backup plans. We must work from day to day with very little motivation” said the Cabin crew 8

CHAPTER V
CONCLUSIONS AND RECOMMENDATIONS

From researching MASLOW'S HIERARCHY of needs and asking questions to find answers on how to increase cabin crew motivation after the covid-19 crisis in Thailand, and from interviews with sixteen crew members, the following conclusions and recommendations are drawn.

5.1 Recommendations

All the practical recommendations mentioned below are interpreted from the perspectives of the 16 interviewees in the study because this will be very beneficial to the airline in Thailand, this can be used to motivate and improve work efficiency so that the organization can grow in the future.

5.1.1 Improve the fulfillment in physical needs

The COVID-19 crisis, they received a lower salary than before, which the author believes is a result of the salary adjustment that occurred during the recession. This bad economy would be difficult, and some employees would claim that their pay has been reduced, but they must work harder than before. This discourages them from working, so the airline should allocate enough funds for a long time to cover the salary that they will receive or provide other welfare to make up for the lost salary. However, adjusting the salary structure or benefits should be discussed in detail to avoid communication gaps.

5.1.2 Plan to evaluate employee satisfaction

Human resources are crucial to the success of the business and the achievement of the organization's objectives. The organization has shifted its focus to human resources of the organization's objectives. In the current era, the organization has

shifted its focus to human resources. to retain their workforce, including a minimum reduction in the resignation rate in addition to other factors, organizations must consider "employee satisfaction," which is one of the crucial factors that will enable employees to work happily for the organization. and over the long run.

Based on the writer's personal experience as a cabin crew member for over six years and interviews with sixteen cabin crew members, it was determined that many airlines in Thailand do not provide job satisfaction assessments for cabin crew, but there will be a way to submit a request or opinions to the company, which the author believes is a point that many airlines overlook because, by listening to the staff's opinions, it is possible to determine the cause of the lack of motivation and effectively replace it.

5.2 Conclusion

The writer has analyzed the results based on the interview. There are three major reasons that can decrease the motivation of cabin crew to return to work following the COVID-19 crisis. They are summarized in Table 5.1 below.

Table 5.1 Summarize the 3 major reason that can decrease the motivation of cabin crew after covid-19 crisis in Thailand

Basic Welfare (physical needs)	**Contract** (Safety Needs)	**Lack of Inspiration** (Self-Actualization Needs)
• Salary • Travel Free • Quality of equipment • Quality of facilities	• Unfair contract • Violation of contract and lack of legal compensation • Employment termination without prior notice	• Age limit • The opportunity for growth is lower compared to other occupations

From the interviews, the authors draw the conclusion that there are three important motivators that match Maslow's three-stage theory.

- The initial phase is physical needs. According to the interviews, ten out of sixteen respondents stated that returning to work with lower salaries and a significantly heavier workload discouraged them from showing up to discuss the decline in the quality of equipment distributed to employees or those who previously received welfare benefits.
- Safety Needs: At this stage, the majority of interviewees felt secure with the company's preparedness when working during the pandemic; however, four of the sixteen interviewees brought up about the contracts. They feel insecure because they do not know when the company will terminate their employment.
- In the final step, Self-Actualization Needs, it was discovered through interviews that 12 out of 16 individuals did not know what career they would pursue in the future besides being a crew member, and the majority of them stated that this profession had almost no advancement potential. It can be shown that many airlines do not yet have plans to fully meet their employee needs at this stage.

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APPENDICES

Appendix A: Working Analytical Framework: Perspectives of Purser

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Un fulfilled	Supporting evidence
1.	Physiological needs	*"After COVID-19, the cost of allowance has decreased,* ***but they still provide free lunches and transportation expenses****. I am content with the services provided by the airline"*	Pur.1	/		Offering advantages such as food and transportation expense.
		"We have many flights both domestically and abroad. I ***think we work a lot harder yet are paid less than before****"*	Pur.2		/	Work overload
		"After COVID 19, I had to do extra work to support my family because ***my position's salary was insufficient"***	Pur.3		/	Inadequate salary
		"We haven't had an international flight in the last two years, but ***the airline wouldn't extend our employees' tickets****, so we lost all of our benefits"*	Pur.4		/	Unextend employee tickets.
		"My airline will still pay me the same allowance as before, but some costs will go down. Even so, ***my monthly salary is enough"***	Pur.5	/		Adequate salary
		Previously, we stayed in a hotel in the city, but now we must stay in an airport hotel, where ***the noise of aircraft prevents us from falling asleep.***	Pur.6		/	Inadequate rest

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
2.	Safety needs	*"They do spray disinfectant before and after each flight, which **lets me work with confidence** during the COVID-19 pandemic"*	Pur.1	/		Secure working environment
		*"We are **permitted to work a second job** that does not relate to the aviation business."*	Pur.2	/		Security in life
		*"In addition to health insurance and accident insurance, the airline **provides its cabin crew with a post-coronavirus health check program"***	Pur.3	/		Healthcare security program
		*".. **provided safety equipment** such as gloves, goggles, etc. during the COVID-19 outbreak"*	Pur.4	/		Secure working environment
		*"They **fired a large number of staff** during COVID-19, which makes me feel unsafe"*	Pur.5		/	Lay off policy
		*... **adopted a new contract** that will prolong the duration of all crew contracts by 6 years. Working for this airline **gives me a sense of stability** in this challenging economic moment"*	Pur.6	/		Security in life

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
3.	Belongingness and love need	*"Everyone here works together **like brothers and sisters** who are always willing to help each other"*	Pur.1	/		Good relationship with team members
		*"Our work must focus on communication to ensure a successful flight. This allows me **become close with my crews**.*	Pur.2	/		Good relationship with team members
		*... due to **the age gap**, we disperse after the ending of the flight. Therefore, I did not feel close to my younger crew member"*	Pur.3		/	Age gap
		*"Luckily, the company **gives us online activities to do together**, so we don't feel alone even though we haven't met"*	Pur.4	/		Good relationship through online activities
		*"I feel **that our team supports one another extremely effectively**"*	Pur.5	/		Good relationship with team members
		*"Our job **requires a great deal of communication**, not just with the crew but also with the captain and ground staff. These factors **help us become closer to one another** and enjoy our work every day"*	Pur.6	/		Good relationship with team members

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
4.	Esteem needs	*"I have been representing the company at a training on the prevention and management of COVID-19 patients to be conveyed to people in the company.* ***I am honored*** *by the company's trustworthiness"*	Pur.1	/		Gain the airline's trust.
		"Our airline has started a new flight route after COVID 19. As a representative of the purser, ***I was asked to fly to that country*** *to observe the contract signed"*	Pur.2	/		Gain the airline's trust
		After what happened with COVID-19, I was given the job of making all flight plans, including choosing hotels for the crew.	Pur.3	/		Obtain a new work with the airline.
		"Even though I've worked for the company for a long time and am a purser, ***I rarely receive special opportunities****. I'm like an employee that comes to work each day to complete the flight hahaha"*	Pur.4		/	Never recruited for special opportunities
		Now we have a lot of flight and there are sometimes insufficient crew members, ***I was demoted from purser to crew****, which made me feel pretty worried.*	Pur.5		/	Reduce the rank
		"I was recently ***promoted to purser*** *after five years of work"*	Pur.6	/		Received an advancement

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
5.	Self-actualization needs	*After Covid19, I **don't feel** like this job gives me any motivation at all.*	Pur.1		/	Lack of inspiration
		*After doing second job, I had new life aspirations and **discovered untapped potential**, yet I still enjoyed my profession as a purser.*	Pur.2	/		Discovered a new career path
		*…, but as I encountered the COVID-19 crisis, I could **no longer envision the future**. What would I do if I didn't pursue this career?*	Pur.3		/	Lack of inspiration
		*After almost a decade of flying, it is likely time for me to retire. **My next objective is to become a crew trainer**.*	Pur.4	/		Discovered a new career path
		*I am **unable to seek opportunities to growth** in my airline, as well as facing the COVID-19 issue, in which many employees have been demoted or terminated.*	Pur.5		/	Lack of career path
		*The new contract provides me with additional, and I am optimistic that **I will find a career that I enjoy in the future.***	Pur.6	/		Inspiring job

Appendix B: Working Analytical Framework: Perspectives of Cabin Crew

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
1.	Physiological needs	*"Even though they prepared frozen meals on the aircraft**, the food vouchers were cancelled**."*	CC.1		/	Cut the costs
		*"In the past, when the base was relocated to Suvarnabhumi, the travel costs increased**, but currently they remain the same**."*	CC.2		/	Cut the costs
		*"Despite the reduced flight, they **paid the same salary**."*	CC.3	/		Adequate salary
		*"**They modified and calculated payroll considerably differently** when compared to the past."*	CC.4		/	Inadequate salary
		*"Even during the holidays, I was **called in to work"***	CC.5		/	Inadequate rest
		*"Today, however, if someone's luggage breaks, they must **purchase a replacement on their own**"*	CC.6		/	Cut the costs
		*".. also prepare a **complimentary shuttle bus."***	CC.7	/		Convenience of travel
		*"**The salary is significantly less** than before."*	CC.8		/	Inadequate salary
		*"They add money to our employee card for a **complimentary lunch**."*	CC.9	/		Offering advantages such as food
		*"I just started working here, and **I'm okay with the basic welfare** that they prepare for the crew."*	CC.10	/		Satisfied with basic welfare

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
2.	Safety needs	*"The airline **has prepared masks, gloves, and other anti-germ equipment** for crews"*	CC.1	⁄		Secure working environment
		*"Without prior notice, they **terminate an employee's** employment"*	CC.2		⁄	Lay off policy
		*"**COVID-19 health insurance** has been added."*	CC.3	⁄		Secure in life
		*"...spray disinfectant before operating a flight, which **provides reassurance when working."***	CC.4	⁄		Secure working environment
		*"**COVID-19 health insurance** has been added."*	CC.5	⁄		Secure in life
		*"I am worried because **I do not know when I will be fired."***	CC.6		⁄	Unsecure in life
		*"**They provide their crew with a comprehensive guidance** on how to take care of themselves and avoid the spread of COVID-19"*	CC.7	⁄		Secure working environment and Secure in life
		*"The airline **has prepared masks, gloves, and other anti-germ equipment** for crews"*	CC.8	⁄		Secure working environment
		*"There are **numerous terminations of employees** in all positions"*	CC.9		⁄	Unsecure in life
		*. ..If vomit or possibly contagious waste must be collected, **the crew is required needed to wear PPE"***	CC.10	⁄		Secure in life

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
3.	Belongingness and love need	*"I **enjoy coming to work** every day with my team."*	CC.1	/		Good relationship with colleagues
		*"Each flight has only one senior cabin crew member; therefore, **my relationship with the new crew is distant**"*	CC.2		/	Gap of age
		*"Our work is dependent on one another because we operate well as a team and have a **good relationship"***	CC.3	/		Good relationship with colleagues
		*"I am always felt to be comfortable and **a part of the team**"*	CC.4	/		Good relationship with colleague
		*"Now that I don't have a flight to operate, I must work in other departments; thus, I am **not very connected to anyone**"*	CC.5		/	Bad relationship with colleagues
		*"Colleagues are **respectful and mutually supportive**."*	CC.6	/		Good relationship with colleague
		*"The daily rotation of colleagues makes me **less close to everyone,** but that does not mean I dislike the other crew. Do you understand me ?"*	CC.7		/	Less intimate with colleague
		*"I had not worked for about three years, so I **had to reconnect** with everyone. Consequently**, I felt a little anxious**."*	CC.8		/	Less intimate with colleague

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		"I enjoyed the work and felt that my coworkers were ***willing to help me and work with me to solve problems****."*	CC.9	／		Good relationship with colleague
		*"****They had always been taught to support one another****, and everyone acted accordingly, thus, I thoroughly enjoyed my job"*	CC.10	／		Good relationship with colleague
4.	Esteem needs	*"I was* ***promoted to senior cabin crew*** *after my return to work, so I think* ***they respect and recognize my performance"***	CC.1	／		Adequate recognition
		"Recently, I ***had the opportunity*** *to pick up a new plane from Paris on behalf of the airline"*	CC.2	／		Adequate recognition from the company
		"I've recently been promoted to senior cabin crew to feel that ***my colleagues value and respect my decisions more****."*	CC.3	／		Respect team members
		"Can't believe they ***gave me a position in crew recruitment*** *for the company."*	CC.4	／		Adequate recognition
		"I was chosen to return to flying first since ***my performance was the best in the organization****"*	CC.5	／		Adequate recognition
		"However, I enjoy working here since ***everyone is respectful****. We did not consider age or position."*	CC.6	／		Respect team members
		"Even though I'm only a crew member, ***the airline frequently asks me for some suggestions****"*	CC.7	／		Adequate recognition

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		... I am focusing solely on hygiene. Throughout this time, ***I have received numerous compliments*** *from my airline"*	CC.8	/		Adequate recognition from the company
		".. I don't think my colleagues respect me at all"	CC.9		/	Lack of respect from colleagues
		"I observed seniors receiving reward and compliments that I never received. ***I do not know what to do to obtain it****"*	CC.10		/	
5.	Self-actualization needs	*"Covid-19 is so terrible that it has impacted my life goals."*	CC.1		/	Lack of future goals
		"Since COVID has altered everything, ***I don't have any inspiration*** *to go to work other than my salary."*	CC.2		/	Lack of inspiration from the job
		"The airline had a plan for someone who did not want to be a member of the crew, ***so I decided to go to the office side.****"*	CC.3	/		Clear career path
		"I ***cannot see myself in the future****, but I must still do this job hahaha"*	CC.4		/	Lack of career path
		"What is the path for advancement in this career? Hmmm, ***I would say no****"*	CC.5		/	Lack of career path
		"Every day, every month, and every year, we do the same thing. ***It's quite boring and lacks inspiration****."*	CC.6		/	Lack of inspiration from the job

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		"Even though I'm only a crew member, ***the airline frequently asks me for some suggestions****"*	CC.7	/		Adequate recognition
		... I am focusing solely on hygiene. Throughout this time, ***I have received numerous compliments*** *from my airline"*	CC.8	/		Adequate recognition from the company
		".. I don't think my colleagues respect me at all"	CC.9		/	Lack of respect from colleagues
		"I'm not sure, I think I'm new and lack experience, so I can't see myself going anywhere in the future, but I have a feeling ***this career won't continue long****."*	CC.10		/	Lack of career path