

**UTILISING MOTIVATIONAL THEORIES IN MANAGING
EMPLOYEE TURNOVER: A CASE STUDY OF LUXURY BEACH
RESORTS IN PHUKET**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular and features a central emblem with a crown and two figures, surrounded by Thai text. The name 'LALIN BUNNAG' is printed in bold, black, uppercase letters across the center of the watermark.

LALIN BUNNAG

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
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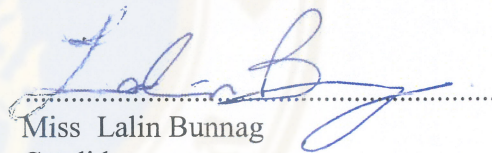
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Thematic paper
entitled
**UTILISING MOTIVATIONAL THEORIES IN MANAGING
EMPLOYEE TURNOVER: A CASE STUDY OF LUXURY BEACH
RESORTS IN PHUKET**


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Lalin Bunnag

**UTILISING MOTIVATIONAL THEORIES IN MANAGING EMPLOYEE
TURNOVER: A CASE STUDY OF LUXURY BEACH RESORTS IN PHUKET**

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M.M. (GENERAL MANAGEMENT)

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ABSTRACT

The study investigates the strategies employed by luxury beach resort organisations in Phuket to sustain their skilled workforce by employing Maslow's Hierarchy of Needs Framework. This framework applied for a comprehensive analysis of the influential factors motivating employees, consequently bolstering their job satisfaction and subsequently cultivating elevated levels of productivity. This study employs qualitative methodology to investigate the impact of various tiers within Maslow's motivational framework on employee job satisfaction. According to employee perspectives, the fulfilment of each hierarchical level of needs is imperative for successful attainment of higher-level needs.

The study uncovers that the attainment of higher-level needs necessitates the prior fulfilment of the three lower levels. Consequently, the top two levels of needs pose significant challenges in achievement, demanding heightened effort from employees in pursuing career advancement. This makes the uppermost tiers of needs as more symbolising the pinnacle of employees' professional lives.

KEY WORDS: Luxury Beach Resort/ Employee Satisfaction/ Employee Motivation/
Maslow's Hierarchy of Needs/ Maslow's Motivational Framework

36 pages

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CHAPTER I INTRODUCTION

1.1 Background & Problem Statement

The hotel industry is renowned for prioritising labour and interpersonal interactions as the primary goal of hotel organisations is to satisfy their customers. It cannot be denied that for the resort companies to effectively meet customer satisfaction, they must cultivate a high-performance and productive workforce. To achieve this, resorts must prioritise employee satisfaction, a crucial factor that shapes the success of the resort organisations (Nanu, Cobanoglu, Yilmaz, & Dis, 2020). This results in organisations putting tremendous effort into trying to keep employees motivated and retain their valuable employees (Michael & Fotiadis, 2022).

The Thai hotel industry contributes to 2.5% of the total GDP and is one of Thailand's fastest growing and leading industries (Lumkam, 2022). The hospitality industry is associated with the tourism industry, and both have contributed to the Thai GDP as high as 18%. This demonstrates the perpetual demand within the industry for a proficient workforce.

The organisation plays a crucial role in the retention of its employees. It must ensure the development and maintenance of a supportive culture that enables the firm to offer maximum support and continuous improvement to its employees (Reidhead, 2020). Hiring the best employees cannot just work the magic; the resorts must ensure to retain those valuable employees for as long as possible to gain maximum benefit. The undeniable proposition emerges that the progress and accomplishments of any company are inherently attributable to its workforce. Consequently, it is imperative for resort organisations to ascertain that their employees are strategically positioned within the organisation and offered a conducive work environment. Such measures are deemed essential to harness the full spectrum of their capabilities, thereby enhancing productivity and ultimately contributing to the amelioration of organisational

performance. Past research has suggested that employees perform better when they are motivated. Thus, this improves the retention rate as personnel are engaged with the organisation (Reidhead, 2020). Behind every successful business lies a motivated workforce.

This paper explores the impact of Maslow's Hierarchy of Needs Framework on workplace satisfaction among employees, delineating the physiological, safety, social, esteem, and self-actualisation needs. The study will employ a qualitative research approach involving a sample of 6 employees employed at luxury beach resorts on mainland Phuket and Phi Phi Island.

The chapter highlights the importance of human resource management regarding employee turnover in the resort organisations. Additionally, the chapter also briefly explains the factors that impact employees' job satisfaction.

1.2 Research Significance

This research paper is conducted to point out the importance of employees' motivation and job satisfaction. The paper is intended for human resource managers of luxury beach and island resorts in Phuket to address the issue of employee turnover within the resort organisations. Hence, the Thai hotel industry has been facing a high employee turnover rate, it is particularly crucial to study the factors that can influence employees' job satisfaction.

1.3 Research Objectives

To study the factors that impact employees' satisfaction at the luxury beach and island resorts in Phuket, using Maslow's Hierarchy of Needs Framework to analyse the motivational factors of the employees with the intention to enhance the employee turnover rate at the resort organizations.

1.4 Scope of Research

The research was conducted in the Thai Hotel Industry. The data used in this research consist of primary data, which information was obtained through an in-depth interview with six employees from luxury beach and island resorts in Phuket. The data will include all the factors that imply to the motivational factors that directly impact employees' job satisfaction.

1.5 Research Proposal

P1: The provision of adequate welfare and salary and conducive workplace environment enhance employee satisfaction.

P2: Financial stability and physical and mental health safety improve employee satisfaction.

P3: Positive workplace relationship boosts employee satisfaction.

P4: Performance development can help strengthen the resorts' employee satisfaction.

P5: Career achievements positively impact employee satisfaction at the resort organisations.



CHAPTER II

LITERATURE REVIEW

2.1 Employee Motivation

Employee motivation is defined as the psychological process that drives behaviour in a purposive manner in order to achieve specific, unmet needs. It is described as the internal drive of the satisfactory process of unsatisfied needs and the sense of achievement. Maslow stated that employees have five levels of needs, and that each level of need has to be satisfied hierarchically in order to successfully motivate employees (Linder).

Motivation can be described as the force that drives employees in the direction towards obtaining personal and organisational goals (Khanam, 2014). Motivation is the root cause of productivity, performance, and persistence in the organisation, and that motivated employees are more engaged in their work autonomy which means that they are more self-driven compared to the less-motivated employees (Khanam, 2014). According to Varma (2017), motivation and satisfaction is correlated since motivated and satisfied employees are more dedicated to the engagement in organisational goal and objectives.

Maslow stated that people are driven by unmet needs; the needs are in a hierarchical order that needs to ensure that the lower-level needs are met before the top-level needs can be fulfilled (Pardee, 1990).

In this paper, motivation is defined as the inner force that propels employees' satisfaction.

2.2 Job Satisfaction

In order to obtain job satisfaction, employees must first feel motivated. Once they are motivated then their contribution to the corporate performance will be sustainable (Celik, Kılınc, & Ulukapi, 2016). Job satisfaction can be defined as the combination of positive and negative feelings that employees have toward their job (Aziri, 2011). Employees tend to come with needs and desires which extend into their expectations of the organisation, and these expectations are closely linked to the behaviour of individuals in the workplace (Aziri, 2011). Other than that, job satisfaction can be understood as the attitude an employee towards work-related conditions and aspects (Rahman, Ferdausy, & Karan, 2010).

Additionally, it is described as a positive feeling employees have toward their job experiences. Furthermore, job satisfaction is regarding the cognitive and behaviour to different aspects of how employees feel about the organisation, which also influences job engagement, turnover rate, and absenteeism

(More & Padmanabhan, A Comparative Study on Employees Job Satisfaction Level Using Herzberg Two Factor and Maslow's Need Theory With Reference To Manufacturing Industry, 2017).

In this paper, job satisfaction is the essential key to predicting whether employees will remain in the organisation.

2.3 Employee Turnover

Employee turnover can be defined as the rotation of employees within the industry's labour market (Ongori, 2007). In other words, the term employee turnover can be simply interpreted as the employees' intention of leaving the organisation in which the individuals are working at the present. Past research have stated that employees' dissatisfaction regarding workplace highly affects employee turnover rate. The critical factors that are capable of triggering employee dissatisfaction include relationship with management and directors, the job content, workplace environment, and the wages paid (Tracey & Hinkin, 2006).

2.4 Luxury Beach Resort

Given that Phuket is internationally recognised as one of the world's top travel destinations, attributed to its exquisite beaches, stunning islands, and diverse marine life in its waters, there has been a surge in both the demand for and supply of beach resorts in the city. The rapid expansion of beach resorts contributes to the increased capacity for generating greater foreign exchange earnings, a phenomenon achievable solely through the growth of the tourism industry (Lauzon, 2009). A luxury beach resort offers accommodations such as a 24-hour reception, room service, air-conditioned rooms with free access to the WiFi.

2.5 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs framework is crucial for boosting employees' job satisfaction as it helps leaders understand the employees' needs. Hence, obtaining and maintaining motivated and satisfied employees will enhance the organisation's performance (Kaur, Maslow's Need Hierarchy Theory: Applications and Criticisms, 2013). In this case, employees are committed to providing exceptional services to the resort's customers.

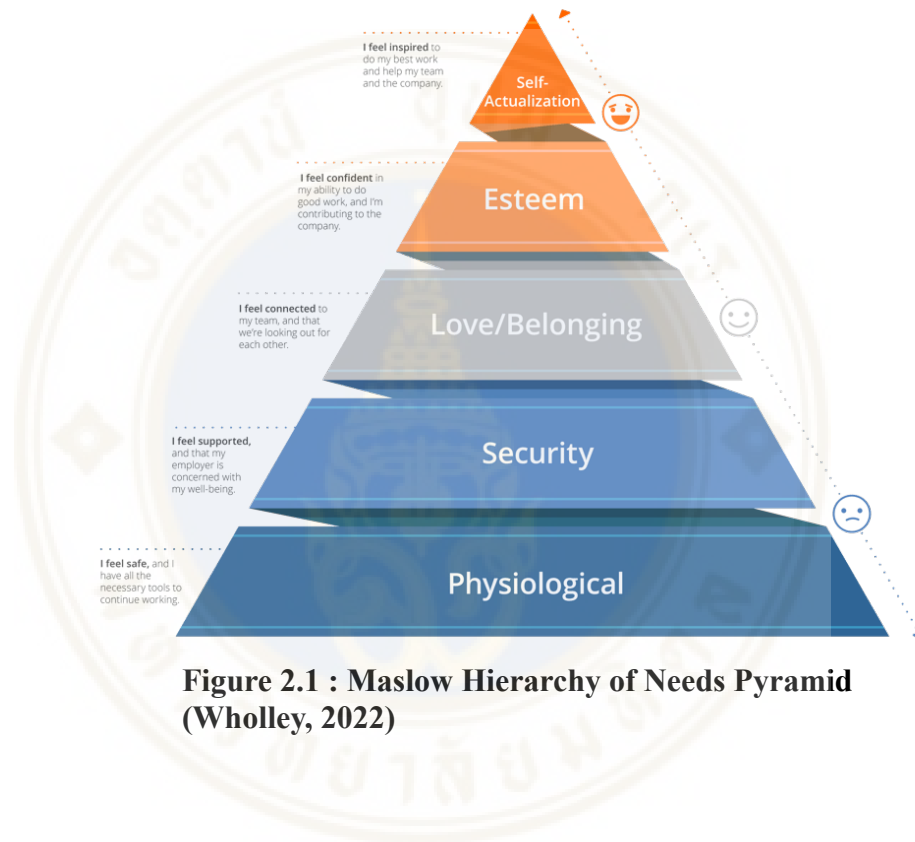


Figure 2.1 : Maslow Hierarchy of Needs Pyramid (Wholley, 2022)

2.6 Physiological Needs

Physiological needs are the first level of needs in the Maslow Hierarchy Pyramid. According to Deci et al. (2014), psychological needs, which are part of physiological needs, are related to motivation and are used to predict employees' performance and job satisfaction. They are utilised in assessing the strength of a person's need for some psychological experience which involves the need for dominance, materialism, or success.

Physiological needs can be described as the most basic, urgent, and powerful needs of a human's physical life, some of which include food, drink, shelter, rest, and oxygen. An individual who lacks these basic needs will not be eligible to fulfill other levels of needs (Suyono & Mudjanarko, 2017).

Salary is one of the significant factors regarding the physiological needs that influence employee motivation. This includes pay rate, pay fairness, and salary increments. According to R (2020), remuneration is one of the prominent factors that drives employee motivation and satisfaction. Remuneration is considered the most crucial factor when dealing with job satisfaction, leading to employee retention (Amissah, Gamor, Deri, & Amissah, 2016). Therefore, it is crucial for organisations to ensure that they provide adequate salary for their employees to enable them to have an improved living condition (Kaur, Maslow's Need Hierarchy Theory: Applications and Criticisms, 2013).

This paper focuses on the importance of fulfilling the employees' physiological needs in influencing employee satisfaction.

2.7 Safety Needs

As soon as the first level of needs has been fulfilled, the need for safety and security is next. This aspect of needs includes the desire for steadiness, protection, and freedom from fear; it is related to the need for structure, order, law, and boundaries (Suyono & Mudjanarko, 2017). Furthermore, safety need involves the act of protection against danger. In other words, it is described as the behaviour, which is related to the continuation of employment, which can help strengthen the employment relationship (Pardee, 1990).

According to the context of safety needs in an organisation, employees' safety needs are interpreted as the favour of a calm, secure, organised, law-abiding, and non-surprising work environment. In order for a leader to successfully motivate employees, the individual must ensure that there is a clear understanding of the particular needs of employees; if an employee desires to have a safe working environment, then the only way to motivate the individual is by providing a security offer. Additionally, the need for security within an organisation can derive from having a clear company code of conduct and standards of behaviour.

This paper seeks to study how safety needs can affect employees' satisfaction.

2.8 Social Needs

After the second level of needs has been satisfied, social needs are the next level to be fulfilled. This includes the desire to feel loved and belong as well as trust and compassion; at this level of need, individuals will feel the desire for friends, lovers, or children (Suyono & Mudjanarko, 2017).

In the organisational context, individuals in need of social needs want to feel belonging to a particular group. For instance, an employee might yearn for the association with other colleagues to develop friendships as well as affection (Suyono & Mudjanarko, 2017). Other than that, it is believed that when employees develop good relationship among each other, this could result in an improvement of morale and motivational

levels which results in the enhancement of teamwork and communication within the organisation (More, 2017).

This paper focuses on how social needs can affect employee satisfaction.

2.9 Esteem Needs

Esteem needs are the second to last of Maslow's Hierarchy of Needs Pyramid. Esteem needs consist of self-esteem, achievement, mastery, independence, status, prestige, and managerial responsibility (Nwagwu, 2015). Past research has suggested that employees with high and low self-esteem react differently towards conflict situations and task autonomy. They also perceive relationships in a different manner.

In order to successfully motivate employees to obtain job satisfaction, an organisation must provide employee training. This is particularly important because the training provides an explanation to what and how questions. It also raises the employees' awareness of what the enterprise expects out of them, and it drives the work effectiveness as it involves the introduction of new technologies, new solutions, new techniques, and new methods (Dziuba, Ingaldi, & Zhuravskaya, 2020).

This paper's primary focus is to study how esteem needs promote employee satisfaction.

2.10 Self-Actualisation Needs

The last level of needs is regarding the need for self-actualisation. People need to grow and develop to become more self-reliant. Hence, the desire for self-actualisation is considered the highest level of need, and it is like the pinnacle of employee motivation and human demands (Suyono & Mudjanarko, 2017). Self-actualisation can be defined as the need that empowers individuals to realise their full potential. They gained awareness of their skills and competencies, applying them to attain the desired state in life. Maslow's concept of self-actualisation is like the tip of an iceberg of the motivational theory. Hence, the cultural difference has no influence on the self-actualisation process (R., 2020). In addition, self-actualisation is the process by which individuals are aware of their personal potential regarding obtaining success as well as seeking personal growth experiences (Nwagwu, 2015). For self-actualisation to be fulfilled, organisations must provide challenging goals for the employees to have the opportunity to challenge to the optimum career potential (Alam & Md, 2012). It is believed that self-actualised employees are committed to working at their maximum potential.

In this paper, the study of how the need for self-actualisation can impact employee satisfaction is conducted.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Sampling Plan

This research aims to investigate how the different levels of needs can influence the employee's satisfaction in order to acquire a satisfied workforce. The study was conducted by interviewing employees working at luxury beach resorts in Phuket through Line Call, and the interview was recorded throughout the session. This research has six samples, with four people working at luxury beach resorts on the mainland (Phuket) and two working at luxury beach resorts on Phi Phi Island. Employees engaged in the interviews consisted of five managers and one supervisor, some of which include a banquet manager, hygiene manager, cluster talent and culture manager, room division manager, residential manager, and one banquet supervisor. The samples have been divided into two groups to compare the differences between employees' needs on the mainland and the island to see whether significant differences exist among them. All of the samples have personally experienced various levels of needs according to Maslow's Hierarchy of Needs Framework. Table 1 represents the list of employees involved in the study.

Table 3.1 List of Interviewees

Interviewee Profile	Interview Method
Group 1: Employee working on the mainland	
Banquet Manager	Line call and recording
Banquet Supervisor	Line call and recording
Hygiene Manager	Line call and recording
Cluster Talent & Culture Manager	Line call and recording
Group 2: Employees working on Phi Phi Island	
Room Division Manager	Line call and recording
Residential Manager	Line call and recording

3.2 Qualitative Research Methodology Design

The qualitative research was conducted through an online semi-structured in-depth interview with the employees from different levels and departments of four 5-star beach resorts in Phuket. The interview was done via Line Call and recorded throughout the session. The questions were initially formulated in English and then translated into Thai. This was done to facilitate effective communication with the employees and to extract the maximum amount of information from them. The interview questions, which could be found in *table 3.2*, consisted of open-ended type questions relevant to physiological, safety, esteem, and self-actualization needs. The interviewees were grouped into two categories: working on mainland Phuket and Phi Phi Island. After interviewing all the employee, I then translated their answers into English to be applied to this paper.

This research method enabled the exploration of employees' experiences and their desires by providing valuable information according to the interview questions. The analysis of the interviews revealed the factors that significantly influence the resorts' employees' motivation. The insights obtained from this qualitative research can assist employers and managers to better understand how to manage their employees to optimise their fullest potential at work. Throughout the interview sessions, it was concluded that employees were primarily driven by high salaries and better welfare.

Table 3.2 In-depth Interview Questions

Theme	Interview Questions
Physiological Needs	<ol style="list-style-type: none"> 1. Can you describe your experience with the physical work environment at the resort and what could be improved? 2. Can you share your thoughts on the affordability of living in this area while maintaining your basic physiological needs? 3. How do you feel your salary compares to industry standards and cost-of- living adjustments? 4. What additional benefits or financial support do you think the company could provide to help employees meet their basic needs?
Safety Needs	<ol style="list-style-type: none"> 1.To what extent does your job impact your financial stability? 2. What are your thoughts and feelings about your physical safety at work? 3. Can you share any experiences related to sexual harassment at your workplace?
Social Needs	<ol style="list-style-type: none"> 1.What concerns do you have regarding your manager/boss? 2.How close are you to your colleagues? 3.To what extent can you trust your co-workers?
Esteem Needs	<ol style="list-style-type: none"> 1. How would you describe the impact of self-esteem on your performance and interactions with colleagues at the workplace? 2. Can you share an example of when your self-esteem positively influenced your ability to handle difficult situations at work? What do you think the company can do to promote a work environment that nurtures the self-esteem of all employees?
Self-Actualisation Needs	<ol style="list-style-type: none"> 1. Could you share any experience regarding your work achievement where you felt a strong sense of self-actualisation? 2. What do you think are the key components that enable employees to reach their full potential and self-actualise in the workplace? In your opinion, how can the company create an environment that fosters self-actualisation among their employees?

3.3 Qualitative Data Collection

The data information in this research paper was acquired through a combination of primary and secondary research theories. The primary data was obtained through conducting in-depth interviews with the managers and supervisor, which the information was analysed through the method of *Coding*. Other than that, the secondary information was collected from Google Scholar database using the filter options to get the most relevant information. Also, the data validation was conducted collaboratively by my academic advisor and me. We jointly cross-checked the sources to ensure the authenticity and legitimacy of all the information used in this paper.

3.4 Qualitative Data Analysis

The qualitative data analysis employs the *Coding* method to organise the qualitative data for enhanced comprehension. The data is grouped according to each level of Maslow's Hierarchy of Needs Framework, emphasizing the statements made by each employee concerning the various levels of the Hierarchy of Needs framework. The data is grouped into two separate tables to highlight the differences between the needs of employees working at the beach resorts on the mainland and the island resorts.

Table 3.3 represents the information provided by employees working on the mainland.

Table 3.3 Coding for Qualitative Data Analysis

Theme	Coding	Quotations		
		Luxury Beach Resorts on the Mainland		
Physiological Needs	1. Work - environment 2. Salary 3. Welfare	<p>"Despite the resort not providing housing for their employees, they offer great work facilities for their staff by providing game room, tv room, and sleeping room"</p> <p>"I am very pleased with the food provided for the staffs"</p> <p>"It is good that the resort provides transportation service for their staff"</p> <p>"I feel that the resort should provide housing for the employees to welcome people from other provinces."</p> <p>"I chose to work here because it is close to my house."</p> <p>"It would be better if the resort provide housing for their staff."</p>	<p>"Once I have signed the agreement contract I am sure that I am pleased with the salary and benefits I will receive."</p> <p>"I am pleased with my salary despite the inflation in the economy as a consequence to the increase in the cost of living."</p> <p>"I feel being well taken care of working at the hotel as they provide adequate welfare for their staff."</p> <p>"We have access to medical attention at BDMS hospitals."</p> <p>"I feel that the resort should support the phone usage fee and transportation fee since I my job involves going places to talk business on behalf of the resort."</p>	<p>"The resort usually provides 2 meals for employees except from the banquet department since we have to work longer hours some day so we tend to get 3 meals per day."</p> <p>"We receive adequate annual welfare amounting to 10% of our salary."</p> <p>"We are pleased with our salary base, despite being deducted due to the Covid-19 outbreak."</p> <p>"I feel that my salary is a bit cheaper when compared to other top luxury 5-star brands in Phuket."</p> <p>"Staff receives good health welfare: IPD and OPD from the resort."</p>

Table 3.3 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on the Mainland		
Safety Needs	1. Financial stability 2. Physical and mental healthy safety	<p>"I feel a bit financially unstable since my salary has been deducted due to Covid-19 outbreak, and I have seen some of the lower level employees get laid-off."</p> <p>"Instead of asking the lower-level employees to leave due to the pandemic outbreak, the resort should get staff to still come in and work but not everyday, just to let them be paid." s</p> <p>"Provident fund and the cooperative company helps boost the staff financial stability a lot."</p>	<p>"The safety of physical and mental is considered safe working here because all my colleagues are nice."</p> <p>"We have never experienced any of our belongings being stolen at work because the security system is high and we have CCTVs almost everywhere in the resort."</p> <p>"There have been cases involving customers harrasing our staff but fortunately it was nothing serious."</p>	<p>"We feel financially stable since we were never told to leave our job during the pandemic outbreak."</p>

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Table 3.3 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on the Mainland		
Social Needs	Workplace relationship	<p>"Luckily, we have never experienced any serious conflicts at work because we have high quality traits people working at the resort."</p> <p>"We foster a positive relationship at work by having regular meetings in the morning at 10 am everyday; this is a way to let the employees clear things out if they have any conflict or problem."</p>	<p>"The concern that I have regarding my work is involving communication problems with my boss because some cannot understand English very well, and to solve the problem, I brought my boss to see the actual problem on-site."</p> <p>"The main concern is involving my boss having not much experience but he/she acts if they know best."</p> <p>"Luckily, our boss is a westerner so we tend to have a laidback work environment here."</p>	<p>"I do not really care about personal issues with the staff, I just keep my head up and focus on my work."</p>
Esteem Needs	Performance development	<p>"When it comes to making decisions, I feel more confident doing so alone."</p> <p>"When it requires operations work to be done then it will require working in a team manner."</p> <p>"Hotel operations require teamwork as we have to cooperate with other departments as well."</p> <p>"You need to have self-confidence to tackle tough issues"</p> <p>"Self-esteem can definitely boost performance"</p>	<p>"The hygiene manager position at the resort requires a one-man job, so I am most confident inspecting other departments alone."</p> <p>"If my boss wants to add more people to the hygiene department then that would diminish my confidence as it would make me think that I am not performing my job well enough that's why more people are being added to the department."</p>	<p>"The resort can help develop staff by providing training during the employees' free-time."</p> <p>"The resort must develop and foster a supporting environment to drive employees towards a growth manner."</p> <p>"The resort can develop their employees by providing training concerning the employees' mindset, service standards, and product knowledge."</p> <p>"Empowering activities"</p> <p>"The managers can help boost self-esteem of their staff by teaching them or offering help to them."</p>

Table 3.3 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on the Mainland		
Self-Actualisation Needs	Career - achievement	<p>"Money, experience, positive attitude and mindset, to me, are the fundamentals to self-actualising."</p> <p>"To promote self-actualisation, we need to be hungry for it first, then the company will support by providing training and workshops for their staff."</p> <p>"I started from the bottom then made my way up to the top by myself, and I am very proud of it."</p> <p>"Internal promotion can definitely help to promote self-actualisation."</p> <p>"I've been working at the resort for over 10 years, and I have achieved so much from my career, for instance, I now have the deep knowledge of wine-tasting, and that I can recommend wine drinkers the ideal wine for them."</p>	<p>"The key component to boost employees' potential is providing all sorts of training for the staff, especially training on new technologies."</p> <p>"Employees must maintain a positive mindset and attitude to reach their full potential."</p> <p>"Knowledge is extremely important to acquire self-actualisation."</p>	<p>"Apart from having knowledge, a positive mindset and attitude, it is crucial that employees have responsibility with their job, and they must make sure that they complete the job heartfully, and not just to get it done and over with."</p>

Table 3.4 represent data provided by employees working at luxury beach resorts on Phi Phi Island. They underscored the significance of physiological needs, highlighting the improvement of privacy in housing quarters, including ensuite bathrooms for each bedroom. Moreover, employees expressed a desire for resorts to aid with transportation costs from the island to the mainland, potentially reducing their travel expenses by at least five hundred baht per trip.

Table 3.4 Coding for Qualitative Data Analysis

Theme	Coding	Quotations		
		Luxury Beach Resorts on Phi Phi Island		
Physiological Needs	1. Work - environment 2. Salary 3. Welfare	<p>"The resort is improving its housing facilities for its employees by providing ensuite bathrooms to enhance the privacy aspect of their staff."</p> <p>"The good thing about working on the island is that the resort provides housing and adequate food for its employees, meaning that staff do not need to pay housing rent, electric and water bills, nor do they have to pay for food."</p> <p>"We can keep our day-offs to go on long holidays; we ususally have 6 day offs per month"</p> <p>"The welfare provided by the island resort is considered adequate as we have free housing without having to pay any bills"</p> <p>"The wages are adjusted accordingly to the government's policy, which is to increase salary annually"</p>	<p>"To make it more appealing for people to come and work on the island, the resorts should support the transportation cost from the island to the mainland because nowadays staff have to pay at least 500 baht each trip they travel home to the mainland."</p> <p>"Staff goes to the mainland once a month because it is costly to travel home."</p> <p>"The transportation cost is one the main reasons why people leave the island to work on the mainland."</p> <p>"Apart from the transportation cost, the solitariness and uninhibited atmosphere tend to drive people away from working on the island."</p>	<p>"Working hours and conditions at the island resort differs from the resorts on the mainland."</p> <p>"The work schedule for each department at the island resort also differs according to the arrival time of customers."</p> <p>"For instance, the front office will be on duty 24 hours a day, therefore, we will need to work shifts, which are morning, afternoon, and late night shifts."</p>

Table 3.4 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on Phi Phi Island		
Physiological Needs	1. Work - environment 2. Salary 3. Welfare	<p>"The welfare at the island resorts is considered adequate and at a acceptable standard, but the only downside of working and living on the island is that the cost of living is higher than that of the working on the mainland, however, in general, the income received by the island resort employees, per head, is higher than workforce on the mainland."</p> <p>"Since the island resort has transformed into a worldclass luxury brand resort, the salary and welfare has improved considerably, and the work environment, such as work equipments, tools, and systems, has developed according to the enhancements."</p> <p>"The meals provided for the staff have also improved considerably since the resort development."</p> <p>"The resort has a variety workforce, meaning that more people from other areas are coming to work on the island, which was not the case in the past because the were only southern workforce."</p>	<p>"The salary base for the workforce at the island resorts are equivalent to that of the luxury beach resorts on the mainland. However, we might be receiving a bit less than them because we have full-board housing and food support provided by the resorts. We also have laundry service supported by the resort. Therefore our salary base is considered adequate and is at an acceptable standard."</p> <p>"For instance, the salary base at the island resorts are 13,000 plus full-board housing and meals, whereas, the wages of working at the beach resorts on the mainland are 15,000. Yet, they have not yet deducted all the housing bills and the food expenses they must cover each month. Therefore, it is safe to say that employees working at the island resorts can save more money than those working on the mainland."</p>	<p>"Being an island resort staff, we must be well aware that we are living 'sustainably', which means that we live with nature in harmony, so there will not be any entertainment centres around the resort area. We work then we go back home and rest peacefully."</p> <p>"Staff can cook at their quarters"</p>

Table 3.4 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on Phi Phi Island		
Safety Needs	1. Financial stability 2. Physical and mental healthy safety	<p>"I feel financially safe working at the island resort."</p> <p>"Our salary has never been delayed despite the Covid-19 outbreak."</p> <p>"The resort has never laid-off any staff despite the covid-19 outbreak, and this makes us feel very safe and stable because we passed the covid times and could still maintain our job throughout the tough times."</p>	<p>"Our resort does not have a gated fence, but our fence are trees, so we rely on our people to keep the premises safe by keeping an eye out for each other. We know that our area is safe because we have never encountered any thefts in the resort premises, and the locals are on our side because we always support their community, so we have full cooperation from both the local communities on the island and from our people."</p> <p>"I feel physically and mentally safe working at the island resort as we have very high security system; we have security guards walking the premises 24/7 plus cctvs everywhere."</p>	<p>"Workplace conflict is inevitable since we are dealing with humans and their feelings and emotions, so there tend to be some conflicts and it is considered as a normal thing"</p> <p>"Managers must have the skills to deal with workplace conflict"</p> <p>"We have HR department to take care of the workplace conflicts and deal with the staff conflicts"</p> <p>"The resort has its own code of conduct when regarding to conflict/bullying/sexual harrassment issues, so the employees are well aware of the consequences"</p>

Table 3.4 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on Phi Phi Island		
Social Needs	Workplace relationship	<p>"We foster quite a close relationship among the staff here on the island as we have regular morning meetings at 10am everyday with the head of each departments"</p> <p>"The operations level staff develop a warm and happy bonding with their department leaders since they have morning briefs with each other everyday. This is a way to solve any conflicts in the team as well."</p> <p>"We have our regular annual dinner with the board of directors. This is considered a way to motivate our employees."</p> <p>"When someone new arrives at the resort, I will always start to greet them by saying 'Welcome to your home' just to make them feel warm-welcomed and home-like"</p> <p>"We treat each other like family here on the island"</p> <p>"When you are working on the island, you will have to see each other almost all the time since we are a small community living and working on the island and there is nowhere else to go; there are no shopping malls whatsoever, so we are pretty close to each other here on the island"</p>	<p>"Working here you have yourself a mother, sister, brother, uncle, auntie, etc., so we are pretty open-up to each other at work. If you cannot talk to your colleagues then you can always come and talk to me at my office."</p> <p>"We foster a supportive environment at our workplace by telling our staff that they can always talk to HR if they have problems regarding their work or their colleagues. However, if they do not feel comfortable talking to HR then they can also talk to their managers."</p> <p>"We are lucky that our employees are respectful to each other and there has never been any serious conflicts at the resort."</p>	<p>The only concern I have regarding my boss is concerning their high expectations, but luckily we have morning briefings so this can help ease out the concerns I have because I get to communicate directly to my boss during the briefings, which helps to clarify my boss's desire, and this in a way, helps to develop the relation I have towards my boss.</p>

Table 3.4 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on Phi Phi Island		
Esteem Needs	Performace	<p>"It is important to have knowledge first and we must have confidence as well"</p> <p>"In order to be a good leader, we must show that we have confidence or else people under you will not look up to you"</p> <p>"To boost the employees' performance, we must set attainable goals. To measure whether those goals are feasible, we must do so through checking the KPI."</p> <p>"We must check our KPI every end of year to see if we are doing on track"</p> <p>"To promote self-esteem for employees, the resort must focus on developing the property and the service to be exceptionally good so as to create a professional working environment for our employees to let them grow in their career."</p>	<p>"I feel more confident working alone when it involves decision-making because as a manager, I need to lead the way and I have to take responsible for my team, so if I made a wrong decision then I can be blamed for it instead of my team. This is also a way to avoid conflict because other people might not think in the same way as I do."</p> <p>"When it comes to getting the work done, I feel more confident working as a team since hotel work cannot be done individually as we must cooperate with other departments as well."</p> <p>"I always tell my staff to have no fear in failing because you need to fail in order to know what you did wrong and to learn from your mistakes."</p> <p>"If you want to be a leader then you must have no fear to do the right things even if it means being hated."</p>	<p>"Training on the job is not enough, reosrts must ensure that employees can practically do the work as well."</p> <p>"Outsourced training is particularly useful when it involves new innovative technologies."</p>

Table 3.4 Coding for Qualitative Data Analysis (cont.)

Theme	Coding	Quotations		
		Luxury Beach Resorts on Phi Phi Island		
Self-Actualisation Needs	Achievement	<p>"The achievements will be based on the resort's KPI"</p> <p>"In order to achieve the KPI, we must cooperate as a team"</p> <p>"The pass KPI is the best indicator for measuring our achievements"</p> <p>"To drive our employees to work their full potential, we must offer internal promotions"</p> <p>"Money is not the only key to push people forward, but we also have to promote them, which means that when they get promoted, they will also have a raise in their salary as well."</p> <p>"An internal promotion is always better than a raise because more money is raised"</p>	<p>"One thing in particular that I find satisfying in my career path is when I get to develop my staff and see them being promoted."</p> <p>"I climbed up the ladder from being in the lowest level employee to a manager, and I am very happy about my achievement."</p> <p>"My goal is not to be a general manager, but to be happy with my job, and I have achieved that very well."</p>	<p>"To obtain self-actualisation, employees must always have a learning mindset because we can only grow by learning new things."</p> <p>"Internal promotion is the key driver for employees to obtain self-actualisation."</p> <p>"The resort has future campaigns to send employees to different resorts in the chain to let them grow in a new environment and develop new skills."</p>

CHAPTER IV

DATA ANALYSIS

4.1 Qualitative Findings

4.1.1 Physiological Needs

According to the interviews, most of the employees mentioned that they were pleased with their salary when they were asked to compare their salary level to the industry's. They added the reason behind this is that they feel they are being well-supported by the organisations' welfare initiatives, some of which include receiving health insurance, provident funds, transportation service, and meals at work. Despite everyone mentioning that they are pleased with their base salary, they said that a few more things could contribute to the remuneration strategy.

The employees working at the beach resorts on the mainland suggested that it would be more beneficial if the resorts offered housing for the staff, thereby assisting them in saving costs on rent, electricity, and water fees. Other than that, one of the employees expressed a desire for the resort to assist in covering the expenses related to phone usage, given that her job entails making business phone calls.

The employees working at the island resort suggested that it would be preferable if the resorts could assist in covering the transportation costs from the island to the mainland, as it currently amounts to approximately 500-1,000 baht per trip. Furthermore, employees suggested that it would be preferable if the resorts could furnish ensuite bathrooms for them, considering the diverse workforce and the increased need for privacy in the resorts' staff housing quarters.

4.1.2 Safety Needs

According to the employees, safety at the workplace is high. All of the employees stated that their physical and belongings were considered safe as no serious injuries had ever occurred. To keep the employees physically and mentally safe at the workplace, there are rules and regulations to which every individual will have to abide by. If anyone misconducts, then there will be consequences which could potentially affect their career. Most employees also stated that they feel financially safe at their current workplace as none of them

have been laid off during the pandemic outbreak. Also, most of them mentioned that they have been receiving their salary on time despite getting their pay deducted due to the economic downturn.

The majority of employees working at the beach resorts on the mainland mentioned that they feel financially safe working in their current jobs since they have never been told to leave during the COVID-19 global outbreak. The employees working on the mainland stated that another reason making them feel financially safe is that the organisation provides provident funds to the employees. Also, the resort has its company cooperative savings, which enhances the employees' financial stability. Employees also receive social welfare and health insurance from the company, strengthening the employees' well-being support. However, one of them stated that they feel financially unstable due to the deduction in their base salary due to the previous global pandemic outbreak.

Employees working at the island resorts asserted a sense of financial stability as the resorts provide various benefits, including social welfare, provident funds, and health insurance. Furthermore, they articulated that the resort facilitates employee financial well-being by providing accommodation and covering utility expenses, thereby enhancing the perceived financial stability among the workforces.

4.1.3 Social Needs

The employees working at the beach resorts on the mainland stated that they all have a positive relationship with their departmental colleagues as well as associates from other departments and their bosses. They would need to develop and maintain a healthy relationship within the workplace as they would have to cooperate to accomplish the job. An example is a luxury beach resort on the mainland, where employees are ensured to maintain a strong bonding by organising meetings every morning at 10 a.m. This is a way for them to ease any conflicts or work-related problems. However, despite maintaining a good relationship within the workplace, all the employees mentioned some concerns they have with their boss, and that is regarding their boss's expectations and the communication barrier. The main concern regarding the boss is having high expectations, which can cause employees to feel under pressure at work. Also, communication issues can disrupt the job when an incorrect message is conveyed.

The employees working at the beach resorts on the island stated that they have a strong relationship within the department and externally as they would have to cooperate to accomplish a task. Employees at both island resorts must attend meetings every morning and briefings every evening. In addition, the social life on the island can be described as a home-like feeling when staff treat each other as family members because they all have to live together on the hotel premises.

4.1.4 Esteem Needs

All the interviewees stated that the trait of self-esteem is an essential characteristic that individuals should obtain in order to experience adequate work progress. Employees working on the mainland (Phuket) and island (Phi Phi) shared their personal experiences that having self-esteem makes them more confident in conducting business, whether it involves tasks that require individual decision-making or teamwork.

According to both types of employees, in order to boost their self-esteem needs, the organisations must develop and foster a supportive environment to engage employees towards a growth manner. The employees suggested that the resorts can demonstrate their support by offering new, effective, and sufficient training, along with workshops to empower staff to apply their knowledge in real work conditions. The resorts could provide training concerning the employees' mindset, service standards, and product knowledge to boost employees' esteem needs. Other than that, the resort has the potential to offer empowering activities by granting more autonomy and engaging employees in decision-making processes.

4.1.5 Self-Actualisation Needs

All the employees (in this case, including people working on mainland Phuket and Phi Phi Island) mentioned that in order to promote self-actualisation, individuals must first maintain a positive mindset; this is particularly important as it serves as the catalyst for fostering an eagerness to embrace new knowledge. Apart from having a good mindset, individuals must conduct a positive attitude to grow in their careers. Also, employees must be diligent as well as have patience regarding their work.

Responsibility is the next thing that every interviewee agreed upon having significant importance in fostering self-actualisation, and that is because people without responsibility will not be eligible to advance in their careers since they do not have the sense of caring about their work. People need to care and always be aware of their work; if they just do the work just to get it done without putting care or tentativeness into it then the outcome will not be perfect. The following essential aspect of promoting self-actualisation is to do with having adequate experience in the job.

Employees must have experience to advance in their career; if they had not been through difficult situations, then they would not know how to deal with different situations. Knowledge is the next thing that everyone who aims to advance in their career must have. Knowledge is important to fulfil the self-actualisation process as it helps individuals to set realistic and purpose-driven goals. Furthermore, when facing difficult situations, knowledge equips employees to tackle the problem in a professional manner.

4.2 Discussion

4.2.1 Physiological Needs

The qualitative findings revealed that apart from the salary aspect, employees are driven by other factors like work-life harmony, the adequacy of quality food provided by the resort, privacy, provision of housing, and enhanced benefits offered by the resort company.

For the work-life harmony aspect, employees mentioned the workplace providing relaxation rooms and entertainment facilities for the staff, such as having a game room, a TV room, and a sleeping. Despite the resorts on the mainland not providing housing for their staff, they seem to have well-equipped staff relaxation facilities to ensure that their employees have a work-life balance when they are at the workplace. The next thing that drives employee satisfaction is the adequacy of quality food provided at the workplace. The offering of employee meals is considered a nonmonetary form of benefit by the resort companies. According to Nanu & Cobanoglu (2020), improving the quality of employee meals has a positive impact on employee satisfaction. The other thing that positively drives employee satisfaction is providing a healthy and balanced work environment, specifically involving privacy at the workplace, which could be in the form of physical and mental aspects. An example of physical privacy in the workplace involves experiencing an absence of disturbances or interruptions (Nikita, 2023). Engaging in solitude for the required duration to replenish one's energy is considered a form of mental or emotional privacy (Nikita, 2023). Employees at the island resorts requested to have more privacy regarding the staff housing, such as providing ensuite bathrooms for all the staff houses and rooms. The next thing that can have a positive impact on employees' satisfaction is the provision of housing for employees working at the beach resorts on the mainland. According to the interview results, a comparison was made between the salaries of employees at beach resorts on mainland Phuket and Phi Phi Island; the findings revealed that people working on the mainland tend to receive higher pay. However, they must pay expensive rent and cover meal expenses, which are not that cheap, beyond work hours. Other than that, employees working at the island resorts mentioned the provision of air conditioners for all the staff houses as the weather is getting more extreme in the present days.

The qualitative finding of this study revealed that the participants did not only emphasise on the salary aspect. Yet, they also valued other elements, such as maintaining a balance between professional and personal life, acquiring quality staff catering services, having privacy at work, and the provision of quality housing. The findings are in accordance with the findings from the literature review, which suggest that individuals require not only equitable salary compensation but also a favourable living environment to improve their quality of life.

4.2.2 Safety Needs

According to the qualitative findings, employees at the beach resort on the mainland emphasized on financial stability as their main safety needs. The Covid-19 outbreak resulted in a pause in tourism, causing some resorts to cut costs by downsizing their workforces. Employees who survived the pandemic crisis proposed that the resorts should adopt a more employee-friendly approach to reducing labour costs by implementing a rotation system, allowing employees to take turns coming to work, instead of resorting to layoffs. They also added that witnessing their colleagues being let go by the resorts due to its inability to continue employing them instils a sense of insecurity, as they are concerned about their capacity to sustain the lifestyle they have established. However, the employees who managed to retain their job throughout the Covid-19 crisis (the survivors) stated that they have confidence in the resorts that they will not be laid off. Research has shown that the survivors of the Covid-19 lay-off crisis expressed a higher job satisfaction resulting in having higher trust in the company. Also, the survivors are believed to express higher cynicism in the workplace (Lee, Hong, & Lee, 2023). To conclude, the qualitative findings illustrate a correlation between the literature review section regarding employees' safety needs and the qualitative result.

4.2.3 Social Needs

According to the literature review, in an organisational aspect, social needs involve the desire to feel belonging to a particular group (Suyono & Mudjanarko, 2017). Research suggests that when employees develop a strong relationship among themselves, it can lead to improved morale and motivation, thereby enhancing teamwork and communication within the organisation (More & Padmanabhan, 2017). The qualitative findings reveal that social needs do not only imply to a sense of belonging. Yet, it also involves the concerns regarding their boss's expectations and the communication process with the directors. Other than that, the qualitative findings reveal that top-level management tends to handle workplace drama better than the operational departmental employees as one of them quoted, "I do not really care if there is any drama going on in the workplace, I tend to avoid them; I do not get myself involved, and I do not take sides. I just make sure I focus on my work without any disruptions." Additionally, regular meetings such as morning briefs and end-of-day meetings are considered the most effective ways to maintain a healthy relationship within the workplace and dissolve any conflict occurring in the company. Employees have the opportunity to spend valuable time with their bosses during the meetings.

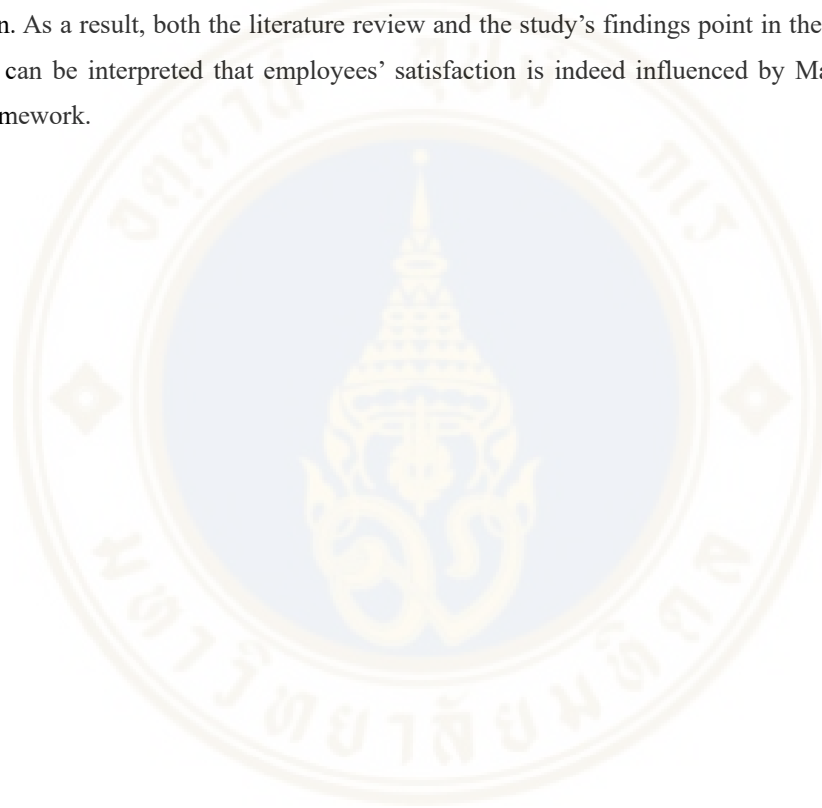
4.2.4 Esteem Needs

According to the literature review, employees' esteem needs consist of self-esteem, achievement, mastery, status, prestige, and managerial responsibility (Nwagwu, 2015). In order to promote employees' esteem needs, companies must ensure the provision of adequate and quality training and workshops for their employees (Dziuba, Ingaldi, & Zhuravskaya, 2020).

Research finding suggests that the implementation of self-esteem involve obtaining achievements to enhance employees' self-esteem and improve social status. It also requires employees to initially have work-related knowledge to obtain career advancement. In order to encourage employees to have an effective learning mindset and behaviour, there must be a strong relationship between the employees and their leaders (Khassawneh, 2022). When employees have trust in their leaders, they will be internally motivated to learn new skills and knowledge to further advance in their careers because they feel supported by their leaders. Furthermore, resorts should establish interesting and attainable goals for their employees, and it is essential to align them with the company's key performance indicators (KPI). KPIs are financial indicators used by organisations to estimate and monitor their success toward their long-term goals (Velimirović, Velimirović, & Stanković, 2010). Also, it is crucial to check the KPIs at the end of the year to determine if the company is on track. The qualitative findings also suggest that the resorts should cultivate professional working environment as well as promote employees' empowering activities to obtain positive work outcomes. Employee empowerment practices are considered an effective way to boost employees' performance as they nurture employees' feelings regarding competency, self-determination, self-value, and self-impact. It is said that leaders play a critical role in empowering employees because it involves the act of providing autonomy and authority to the employees to boost confidence and develop support through coaching by the manager (Kim & Beehr, 2018).

4.2.5 Self-Actualisation Needs

The qualitative findings reveal those employees working at luxury beach resorts on mainland Phuket and Phi Phi Island mainly value career achievement, like internal promotion. This aligns with the literature review section as it is stated that self-actualisation is the process of obtaining success and seeking personal growth experiences (Nwagwu, 2015). To promote employee self-actualisation, organisations must provide full training support and set challenging goals to engage them in working at their maximum potential (Alam & Md, 2012). According to R (2020), an increase in the hierarchy is a prominent factor that propels employee satisfaction. As a result, both the literature review and the study's findings point in the same direction. This indication can be interpreted that employees' satisfaction is indeed influenced by Maslow's Hierarchy of Needs Framework.



CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This paper explores the factors of different levels of needs that influence employees' job satisfaction, specifically those who are working at luxury beach resorts on mainland Phuket and Phi Phi Island. The hotel industry has a labour-intensive nature since it relies mainly on employees to propel the industry. It is undeniable that the Thai hotel industry has been facing labor shortages for a long period of time. This study aims to 1) investigate the effect of the provision of essential physiological necessities and the resultant impact on employee satisfaction within the resort context, exploring the specific elements that most significantly influence employees' satisfaction levels, 2) explore the employees' perceptions towards workplace safety and security measures on their job satisfaction within the resort setting, delineating the key factors that contribute to varying satisfaction levels, and 3) evaluate the role of collaborative organisations in shaping employee job satisfaction within the resort operations, identifying the specific collaborative practices and support mechanisms that most significantly influence employees' to achieve the highest level of needs at the resort organisations as well as to obtain employees' satisfaction within the workplace. The research employs a qualitative research approach to collect information on each of the five different variables from the theoretical framework, some of which include physiological needs, safety needs, social needs, esteem needs, and self-actualisation needs.

The data was collected through in-depth interviews with six employees from luxury beach resorts on mainland Phuket and Phi Phi Island. The results of the study revealed that all five levels of needs from Maslow's motivational framework directly impact employees' job satisfaction, and each level must be fulfilled hierarchically to successfully reach the top-most of the need pyramid:

- **Physiological Needs** - According to the study, physiological needs are the most basic needs, and they must be initially fulfilled before other needs can be met. Some examples of physiological needs include salary, welfare, and the provision of housing.
- **Safety Needs** – According to the study, safety needs are considered aspect involving the employees' financial stability, and the physical safety of employees while at the workplace.

- **Esteem Needs** – According to the study, esteem needs cover the aspect of work progress. This includes the innovative training of employees and workshops to enhance the performance of each personnel.
- **Self-Actualisation Needs** – According to the study, self-actualisation needs are the highest level of needs, and it involves the need in self-achievement. This could be achieved through self-development and the assistance of the resort organisations.

1.2 Recommendations

The research was conducted with the objective to comprehensively understand how physiological, safety, social, esteem, and self-actualisation needs can impact employees' job satisfaction. This study enables leaders to gain deeper insights into the factors underlying each level of Maslow's hierarchy of needs framework. This section provides recommendations for key stakeholders, namely the resort organisations. Implementing these suggestions can enhance employee satisfaction and subsequently elevate customer satisfaction, fostering stronger long-term brand loyalty.

The recommendations will be based on the findings from the qualitative research method. The results illustrate that all of the levels of needs must be fulfilled in order to motivate employees and promote employee satisfaction. This includes covering the three lower levels of needs first, some of which are physiological, safety, and social needs, then followed by the top two levels, including esteem and self-actualisation needs.

The first recommendation is regarding the **Physiological Needs**. Luxury beach resorts on the mainland that do not offer housing accommodation for their staff are recommended to consider supporting their employees through means such as covering their medical costs and potentially extending this support to encompass their immediate family members. Assisting in the coverage of healthcare expenses serves as a method to aid employees in managing their financial burdens.

Hence, the island resorts provide adequate housing to accommodate a diverse workforce. In terms of physiological needs recommendation, it is advised that they improve the staff housing by providing more privacy by having an ensuite bathroom for each room. Additionally, due to the progressive rise in the global temperatures, it is proposed that the resorts consider the installation of air conditioning systems in all staff accommodations rather than limiting this provision to solely the upper and middle management tiers.

The second recommendation involves the **Safety Needs** aspect, which involve the resort organisations amending their human resource development plan, particularly during crisis periods. It is advised that both resorts on mainland Phuket and Phi Phi amend their staffing strategy by favouring a rotational system allowing employees to take turns in their work schedules, thereby avoiding resorting to employee layoffs.

Third, in terms of **Social Needs**, employees working on mainland Phuket and Phi Phi Island all suggested for the resorts to improve its communication processes in order to make it easier for employees to communicate with their managers and bosses. This could be in a form of technological assist to enhance the communication processes during work operation hours.

The fourth recommendation is involving the **Esteem Needs** aspect, encompassing the adjustment of employees' esteem desires. It is recommended that both resort categories engage in the cultivation of their employees, initially concentrating on the evolution of their mindset, followed by a focus on activities that empower the workforce. Additionally, augmenting the number of workshop sessions is proposed to enhance the skills and techniques of the employees. Moreover, the resort ought to contemplate greater integration of technology to optimise work operations.

The ultimate recommendation concerns **Self-actualisation Needs**. It is recommended that the resorts institute campaigns involving the rotation of employees across different hotel chains within their organisations. This exposure aims to provide employees with diverse experiences, further developing their skills and personalities.

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