

**ADDRESSING HIGH TURNOVER RATE AND ENTRY-LEVEL  
EMPLOYEE'S NEEDS AT FACTORY AND THEIR  
IMPACT ON MOTIVATION**

The seal of Mahidol University is a circular emblem. It features a central blue circle containing a golden Thai-style crown (mukuta). Surrounding this central circle is a white ring with Thai script. The outermost ring is a light blue border with more Thai script. The author's name, CHUE PWINT KHAING, is printed in black capital letters across the center of the seal.


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**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
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Thematic paper  
entitled  
**ADDRESSING HIGH TURNOVER RATE AND ENRTY-LEVEL  
EMPLOYEE'S NEEDS AT FACTORY AND THEIR IMPACT ON  
MOTIVATION**


was submitted to the College of Management, Mahidol University  
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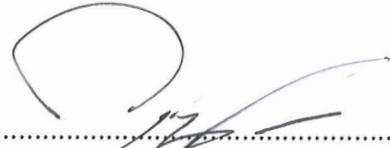
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## **ADDRESSING HIGH TURNOVER RATE AND ENTRY-LEVEL EMPLOYEE'S NEEDS AT FACTORY AND THEIR IMPACT ON MOTIVATION**

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M.M. (MARKETING MANAGEMENT)

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### **ABSTRACT**

This thematic paper explores the issue of high turnover rates among entry-level employees in a family-owned drinking water factory, focusing on the complex interplay of motivational factors that extend beyond mere financial incentives. Utilizing Maslow's Hierarchy of Needs as a theoretical framework, the research identifies critical areas of concern at each level of employee needs, including physiological, safety, social, esteem, and self-actualization. Findings reveal that while salaries are competitive, many employees' express dissatisfaction with their compensation, which often fails to cover basic living expenses. Additionally, challenging working conditions, such as excessive heat and noise, and outdated machinery raise significant safety concerns, exacerbating turnover rates. The lack of social interaction and team cohesion, coupled with minimal recognition and feedback from management, further contributes to feelings of isolation and undervaluation among employees. By investigating these multifaceted needs, the study proposes practical solutions aimed at enhancing employee satisfaction and retention, including improving working conditions, fostering open communication, and implementing structured recognition programs. Addressing these layered needs can create a more supportive work environment, ultimately leading to lower turnover rates and increased productivity within the organization.

**KEY WORDS: EMPLOYEES TURNOVER/ MASLOW'S HIERARCHY NEEDS/ MOTIVATION**

34 pages

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# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Background**

The problem of the research is the entry level of employee's high turnover. This research mainly addresses the challenges of high turnover and less of employee's motivation at family-owned enterprises. The frequent departure of staff disrupts productivity, increases recruitment costs, and affects overall morale. This constant cycle of hiring, training, and losing staff results in increased costs, decreased efficiency, and a loss of workplace cohesion. The issue goes beyond salary, suggesting that other factors are driving this turnover. In my family's drinking water business, the high turnover rate among entry-level factory workers is one of the most pressing issues.

The main cause of the problem seems come from the different factors such as wages and benefits. as these efforts have not reduced turnover significantly. The focus now shifts to understanding the employees' broader needs and how the factory might be failing to meet them. Employee motivation is not solely driven by financial incentives but also by psychological and social factors. These factors may include the need for job security, a sense of belonging, recognition, and opportunities for growth and development.

To address this issue, this paper explores how an understanding of employee motivation and satisfaction can help retain staff. By applying a theoretical framework based on human needs, the research seeks to identify the factors leading to high turnover and propose solutions to improve employee retention. By understanding how unmet needs at different levels of Maslow's pyramid could be contributing to this issue, the aim is to propose strategies that could enhance employee retention and reduce turnover.

## 1.2 Problem Statement

The family-owned drinking water factory facing challenges such as high turnover rates of entry-level employees. These employees primarily work in manual labor positions within the factory, including bottling, packaging, and operating machinery, frequently leave after just a few months of employment. Despite competitive salaries, many of these employees resign within six months of joining, leading to an ongoing cycle of hiring and training new staff. So, these problem impact on organization's operational costs, interrupts workflow, and effect team cohesion. This is not only a financial burden due to recruitment and training costs but also affects the overall productivity of the factory. While the company has focused on improving salary packages, it shows that financial incentives alone are insufficient to maintain staff, suggesting that other factors may be influencing this turnover.

The high turnover rate continues despite the factory offering competitive wages and basic benefits. So, these factors are becoming influence on employees' decisions to leave the factory. The factory has attempted to address the problem by improving working conditions and offering incentives, but these efforts have yielded limited success. Therefore, it is necessary to explore other underlying causes for the high turnover and identify possible solutions.

The other things would be concern for the turnover issue is that the factory may not be fulfilling the psychological and social needs of its workers during working process. To address this, the present research will use Maslow's Hierarchy of Needs as a framework to investigate the unmet needs of entry-level employees and how this contributes to high turnover. Maslow's theory provide that individuals are motivated by a hierarchy of needs, ranging from basic physiological necessities to more complex psychological and self-fulfillment needs. By examining which needs are unmet within the factory environment, the study will aim to uncover the root causes of dissatisfaction and propose practical solutions for improving employee retention.

### **1.3 Research Question**

1. What motivational factors contribute to high turnover rates among entry-level employees in a factory?
2. How do working conditions and workplace safety impact employee retention and satisfaction?
3. What role do social interactions, team cohesion, and recognition programs play in fulfilling the motivational needs of entry-level employees?

### **1.4 Research Objectives**

1. To identify the key motivational factors affecting entry-level employee retention in the factory.
2. To assess the impact of working conditions and safety concerns on employee satisfaction and turnover.
3. To propose strategies for improving team dynamics, recognition, and communication to enhance employee motivation and retention.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Motivation**

Motivation is an important factor for all individuals, a source of energy that affects an individual's personal and work life (Lai, 2011). It refers to reasons that inspire behavior that is considered by willingness and preference. Employees motivation is the majority of organizational success (Masionis, 2022). Motivation embraces a complex relationship of values, interests, perceptions, believes and behaviors that are interconnected. Therefore, different perspectives on motivation can emphasize cognitive aspects (like observing and the application of strategy), non-cognitive factors (such as opinions, attitudes, and mindsets), or both. For instance, (Gottfried & Adele, 1990) motivation with cognitive involvement, referring to it as the “intended use of self-regulated absorbing strategies, such as giving attention, forming connections, arrangement, and self-monitoring.

In term of employee's motivation, (Manzoor, 1905) said rewards and recognition are important factors in improving employee job satisfaction and work motivation which is directly connected to organizational achievement. The satisfaction and motivation of employees regarding their effort relate to the employee's perceptions of the organization and their attitudes toward their role (Brenda & Sockel, 2001). Organizational success refers to setting goals and achieving them efficiently in competitive and self-motivated environments (Deci & Ryan, 2000).

#### **2.2 Extrinsic Motivation**

Extrinsic motivation refers employees' salaries and job security. It is an important role and it prevent employees' dissatisfaction. It can be foster motivation or long-term commitment of employees in organization. Intrinsic motivation is the drive to engage in an activity for its own sake, purely for the pleasure and satisfaction derived from the task itself (Hennessey, Moran, Altringer, & Amabile, 2014), deep connection

to their work and experience fulfillment from overcoming challenges. In contrast, extrinsic motivation performs to achieve the employees' specific external outcomes, such as incentives, financial rewards, promotions, or meeting imposed expectations (Morris, Grehl, Rutter, Mehta, & Wsetwater, 2022).

According to ( Gerhart & Fang, 2015), extrinsic motivation means engaging activity to achieve a distinct outcome of the employees. It involves performing an activity with employees for the enjoyment. It provides, rather than for any external benefit. However, unlike certain viewpoints that regard extrinsically motivated behavior as always nonautonomous, Self-Determination Theory (SDT) suggests that extrinsic motivation can modify significantly in the extent to which it is self-directed ( J. & Staw, 1975).

## **2.3 Intrinsic Motivation**

Extrinsic and intrinsic motivation are important in understanding the behavior of employees and boosting workplace outcomes ( Prendergast, 2008). Intrinsic motivation includes the opportunity for employees 'growth, recognition, and a sense of belonging. So, it can be enhancing employee's job satisfaction and reducing turnover. Intrinsic motivation is the effort to perform an action in order to achieve an internal objective or fulfill an internally imposed requirement. According to (Ryan & Deci, 2000), intrinsic motivation stems from engaging in tasks for the inherent enjoyment and satisfaction they provide, rather than for an external reward (Herzberg, 1966). This type of motivation is crucial in fostering creativity, high job satisfaction and long-term commitment. So, employees can feel a deep connection to their workplace and get fulfillment experiences from overcoming within organization. Intrinsic motivation such as the opportunity for growth, recognition, and a sense of belonging, are key to enhancing job satisfaction and reducing turnover rate of employees. It can provide to perform an act in order to accomplish an external objective or fulfill an outside enforced requirement ( Gerhart & Fang, 2015).

Intrinsic motivation is characterized by appealing in an movement for the essential satisfaction it provides, rather than for any distinct outcome (Benabou & Tirole, 2003). When someone is naturally motivated, they act for the pleasure or challenge of



the movement itself, rather than due to external prompts, stresses, or rewards. This theory of intrinsic motivation was first recognized in trial research on animal behavior, where it was observed that many organisms display exploratory, playful, and curiosity-driven actions even without reinforcement or reward. (Ryan & Deci, 2000).

## 2.4 Maslow's Hierarchy of Needs

This theory combine five levels of employee needs such as physiological, safety, social esteem, and self-actualization (McLeod, 2024). These needs levels are hierarchical, meaning that lower-level needs must be satisfied before higher-level needs can be addressed (Bergstrom, 2022). In this research, Maslow's theory can provide understanding of the reason behind the high turnover rates among factory blue collar employees.

According to (Benson & Dundis, 2003), Maslow's Hierarchy of Needs serves as a complete framework for analyzing and addressing employee turnover at workplace. The theory suggests that if the organization can fulfill basic needs, such as salary, it may not be enough to maintain employees. If an organization failing to address higher-level needs such as job security, belongingness, esteem, and personal growth that would be contribute to the high turnover rate. This framework will guide the research into identifying the specific unmet needs of employees and how addressing those needs can improve retention. This study uses Maslow's framework to identify specific unmet needs among entry-level employees and investigates how meeting these needs could improve retention and job satisfaction.

1. Physiological Needs: The basic level of this framework is physical need. This includes adequate wages to afford food, shelter, and clothing. Although the company offers competitive pay, this alone may not be sufficient to prevent turnover (Newaz & Zaman, 2009). In this stage, the physiological needs can decrease employee's dissatisfaction and foster to deep job satisfaction or long-term commitment at workplace. Nowadays, most of the entry-level employees concern about that their only basic needs are being met may still seek opportunities elsewhere, mostly if higher-level need such as safety, belongingness, and personal growth are not addressed. In other words, competitive wages are essential for employee's retention, organization must go beyond this to create

a more holistic approach to employee well-being, addressing not only physical survival but also psychological and social fulfillment (Hale, 2018).

2. **Safety Needs:** In this stage, safety working environment, job security, health insurance are an important role as employees stability in organization. If workers feel the factory environment is unsafe, or if their job security is uncertain, they may seek other opportunities that better meet their need for safety (Newaz & Zaman, 2009). Additionally, (Benson & Dundis, 2003), mentioned employees who fear layoffs or perceive their roles as unstable may feel in working environment they may compelled to leave even if their basic physiological needs are met. So, organization should provide advantages such as health insurance, retirement plans, and safety protocols for employees' sense of security and stability. So, this can reduce their anxiety at workplace about future uncertainties. For example, investing in comprehensive safety measures, clear communication about job stability, and a robust benefits package can create a more supportive environment, ultimately improving employee retention. Addressing these safety needs not only enhances employee well-being but also fosters a more committed and motivated workforce, contributing to a decrease in turnover.

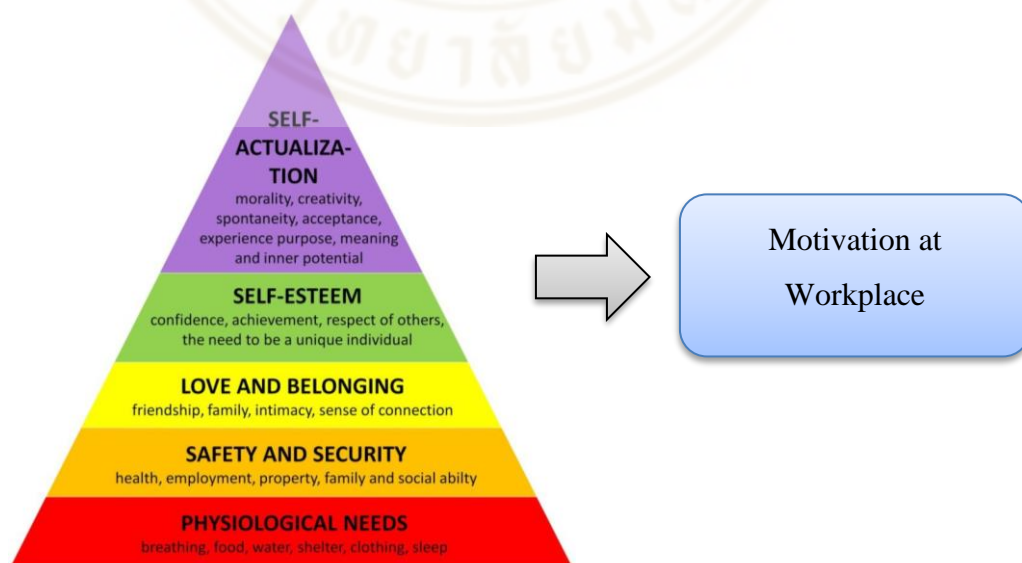
3. **Social Needs:** The need for social belonging can be important for factory workers, who often spend long hours on the production floor. A lack of teamwork, a feeling of isolation, or poor relationships with management may contribute to turnover and may feel lack of motivation at workplace. The recognition of employee's performance is a crucial and it can create positive praise and result in an organization (Tenney, 2024). In the workplace, the social needs are a kind of teamwork, communication, and mutual respect among colleagues and between management. In factory, the worker especially who often spend long hours in a repetitive, task-oriented environment, they may need fulfillment of social needs to feel value at workplace. This impact on their job satisfaction and overall well-being. Additionally, adopting positive working environment with teamwork interpersonal relationships between employees can lead to improved job satisfaction and retaining. So, if the company prioritize team-building initiatives, open communication, and mutual respect between workers and management that can make an atmosphere where employees feel a greater sense of belonging (Simons, Irwin, & Drinnien, 1987).



4. **Esteem Needs:** The esteem needs means employees need to feel valued and respected in the workplace. Especially, the workers at factory may leave if they feel that their contributions are not appreciated or if there is a lack of opportunities for advancement or personal growth (Maslow, 2012). On the other hand, when employees perceive a lack of recognition or opportunities for personal growth and advancement, they may feel undervalued, which can significantly contribute to dissatisfaction and turnover. Furthermore, opportunities for advancement and personal growth play a critical role in fulfilling esteem needs (Huitt, 2007).

5. **Self-Actualization Needs:** Although self-actualization is the highest level in Maslow's hierarchy for the workers who have aspirations and a desire for personal fulfilment. If the factory environment does not provide opportunities for skill development or personal growth, workers may look elsewhere to meet these needs (Leod, 2024). The self-actualization needs influences employees job satisfaction and overall well-being in organization (Lester, 2013). So, this research provide that employees who feel supported in their personal and professional growth are more likely to exhibit higher levels of motivation, engagement, and productivity.

## 2.5 Conceptual Framework



**Figure 2.1 Conceptual Framework**

## **CHAPTER III**

### **METHODOLOGY**

Research methodology provide the way of a researcher plans to take in conducting their study. It provides a structured and coherent strategy for addressing the problem of research systematically and logically in their specific topics (Indeed Editorial Team, 2024).

#### **3.1 Data Collection Methods**

For the research methodology, researcher will perform qualitative methods, specifically an interview-based approach, to gather insights into the underlying reasons behind high employee turnover at selected company (Mwita, 2022). This method is chosen to deeply explore the personal experiences, emotions, and perceptions of the management level and employee level who experienced under 1 year. This research will conduct semi-structured interviews with a sample of current managers, supervisors, employees and ex-employees with phone call and zoom call to understand their perception, difficulties and motivations. The open-ended nature of the interviews will allow participants to express their thoughts freely, enabling me to identify recurring themes related to job satisfaction, workplace environment, and personal fulfillment (Bryman & Bell, 2015). By analyzing these qualitative insights, the researcher aims to uncover the broader factors influencing employee turnover and propose targeted strategies to improve retention (Creswell, 2014).

The researcher interviewed 10 respondents to understand high turnover rate that influence on employee's motivation at workplace. All of 10 respondents are Burmese. The interviewees will include one general manager, one operation manger one human resource manager, two supervisors, and five employees. In this research, researcher define as entry level employees. with 0-1 years of experience. These individuals typically work in manual labor positions within the factory, such as bottling,

packaging, and operating machinery. Employees who enter the company at a managerial level, even if they are new to the organization, would not fall under this category of "entry-level" regardless of their years of experience.

This variety of perspectives will help me gather a well-rounded understanding of the factors contributing to employee turnover from both management and staff levels. The open-ended format will allow participants to freely express their thoughts and experiences, providing rich, qualitative data for analysis. Currently, there are approximately 100 employees at the entry-level in the factory. To ensure that these employees provide truthful and candid responses during the interviews, I plan to guarantee their anonymity and emphasize that their feedback will be kept confidential and will not affect their employment status in any way.

### 3.2 The Interviewee lists

**Table 3.1 The Interviewee lists**

No	Position	Level	Gender	Organizational tenure
1	General Manager	Management level	Male	4 yrs
2	Operation Manager	Management level	Male	3 yrs
3	Human Resource Manager	Management level	Male	2 yrs
4	Supervisor	Management level	Female	2 yrs
5	Supervisor	Management level	Female	1 yrs
6	Employee	Entry Level	Female	1.5months
7	Employee	Entry Level	Female	1 months
8	Employee	Entry Level	Female	9 months
9	Employee	Entry Level	Male	6 months
10	Employee	Entry Level	Male	3 months

### 3.3 Interview Questions

**Table 3.2 Interview Questions**

Maslow Hierarchy of Needs	No	Interviewee	Questions
Physiological Needs	1	Employees	Do you feel that your salary is enough to cover your basic living expenses such as food, housing, and transportation?
	2	Employees	Can you accept current work conditions (e.g., temperature, cleanliness, breaks)?
	3	Management level	Do you ensure that employees are compensated fairly to meet their basic living needs?
	4	Management level	What steps have been taken to improve the working conditions in the factory for the employees?
Safety Needs	5	Employees	Do you feel physically safe working in the factory? Are there any safety concerns you have while working?
	6	Employees	Do you think the company provides enough health and safety benefits?
	7	Management level	What safety protocols do you have in place to ensure the physical well-being of your employees?
	8	Management level	Do you feel there are enough safety checks and drills conducted in the factory?
Social Needs	9	Employees	Do you feel like you are part of a team while working here?
	10	Management level	How do you communicate with employees to ensure their voices are heard and their concerns are addressed?

**Table 3.2 Interview Questions (cont.)**

<b>Maslow Hierarchy of Needs</b>	<b>No</b>	<b>Interviewee</b>	<b>Questions</b>
Esteem Needs	11	Employees	Does and how the company provides transportation or accommodation supplements?
	12	Employees	Do you receive any kind of recognition or feedback for your efforts at work?
	13	Management level	How do you ensure that employees feel valued and respected for their contributions to the factory? (eg.rewards and recognize)
Self-Actualization Needs	14	Employees	Do you feel like you have opportunities to grow and develop your skills while working here?
	15	Management level	What kind of opportunities do you provide for employees to develop their skills and take on more responsibility?

## CHAPTER IV

### FINDINGS RESULTS

Based on the interviews conducted with a sample of 10 respondents, including employees, supervisors, and managers, various key themes developed regarding the factors that contribute to the high turnover rate and the unmet needs of entry-level workers at the factory.

#### 4.1 Coding Table

In coding table, Themes represent broader categories identified from the interviews, focusing on employees' salaries, working conditions, and management efforts. Codes are specific aspects or concerns mentioned by the interviewees that fall under each theme. Quotes provide direct statements from the interviewees to illustrate the identified themes and codes, ensuring their voices are represented in the findings.

##### 4.1.1 Physiological Needs: Sufficient Compensation and Unfavorable Working Conditions

**Table 4.1 Physiological Needs: Sufficient Compensation and Unfavorable Working Conditions**

Theme	Code	Quotes
Salary Sufficiency	Insufficient Salary	"No, my salary barely covers my rent and basic living expenses." (Interviewee 6)
	Cost of Living Concerns	"I just cover living and expenses" (Interviewee 8)
	Struggling with Expenses	"Yes, but I'm still struggling (Interviewee 9)



**Table 4.1 Physiological Needs: Sufficient Compensation and Unfavorable Working Conditions (cont.)**

Theme	Code	Quotes
<b>Salary Sufficiency</b> (cont.)	Company Support	"It's tough, but the company provides lunch, so I can cover basic needs but nothing extra." (Interviewee 7)
	Supervisors' Perspective	"As a supervisor, my salary covers my expenses, but some of my team struggles." (Interviewee 4)
	Awareness of Team Challenges	"It's enough for me, but I know some employees are having a tough time." (Interviewee 5)
	Industry Standards	"We base salaries on industry standards, but we review them periodically to ensure fairness." (Interviewee 1)
	Budget Constraints	"We've tried to keep salaries fair, but there are budget constraints." (Interviewee 3)
<b>Working Conditions</b>	Heat in the Factory	"The factory is too hot, and it's difficult to work in the heat." (Interviewee 6)
	Noise Levels	"It's hard because the noise levels and heat in the factory can be overwhelming." (Interviewee 8)
	Tolerable Conditions	"Sometimes it's too noisy, but I can deal with it." (Interviewee 9)
	Supervisor Insights	"It's not ideal, but I've worked in worse conditions. It can be difficult for new employees." (Interviewee 4)
<b>Management Efforts</b>	Improvements Made	"We've added more fans and increased break times to help employees cope with the heat." (Interviewee 1)
	Ventilation Enhancements	"We've introduced more ventilation systems and improved cleanliness standards." (Interviewee 3)
	Adjusted Break Schedule	"We've made improvements by adding more cooling equipment and adjusting the break schedule." (Interviewee 2)



When asked whether their salary was sufficient to cover basic living expenses, some employees expressed dissatisfaction. Interviewee 6 stated, *"No, my salary barely covers my rent and basic living expenses."* Similarly, Interviewee 8 said, *"I just cover living and expenses."* Interviewee 9 echoed this, saying, *"Yes, but I'm still struggling to balance."* However, Interviewee 7 mentioned, *"It's tough, but the company provides lunch, so I can cover basic needs but nothing extra."* On the other hand, supervisors had a different experience. Interviewee 4 shared, *"As a supervisor, my salary covers my expenses, but some of my team struggles,"* and Interviewee 5 confirmed, *"It's enough for me, but I know some employees are having a tough time."* From the management's perspective, Interviewee 1 said, *"We base salaries on industry standards, but we review them periodically to ensure fairness,"* while Interviewee 3 explained, *"We've tried to keep salaries fair, but there are budget constraints."*

Regarding working conditions, many employees found the environment challenging, particularly due to heat and noise. Interviewee 6 stated, *"The factory is hot, and it's difficult to work in the heat,"* and Interviewee 8 added, *"It's hard because the noise levels and heat in the factory can be overwhelming."* Interviewee 9 said, *"Sometimes it's too noisy, but I can deal with it."* Supervisors acknowledged these issues but found the conditions more manageable. Interviewee 4 mentioned, *"It's not ideal, but I've worked in worse conditions. It can be difficult for new employees."* Management has taken steps to improve the situation. Interviewee 1 explained, *"We've added more fans and increased break times to help employees cope with the heat,"* and Interviewee 3 added, *"We've introduced more ventilation systems and improved cleanliness standards."*

#### 4.1.2 Safety Needs: Physical and Job Security Concerns

**Table 4.2 Safety Needs: Physical and Job Security Concerns**

Theme	Code	Quotes
<b>Physical Safety</b>	Machinery Concerns	"I feel mostly safe, but some of the machines seem a bit old." (Interviewee 6)
		"There are some safety concerns with machinery, but I've been cautious so far." (Interviewee 7)
		"I feel safe, but there have been close calls with the machines." (Interviewee 8)
		"There are some safety concerns, especially around the machines that don't have proper guards." (Interviewee 9)
<b>Health and Safety Benefits</b>	Inadequate Coverage	"We don't have much coverage beyond the basics." (Interviewee 6)
		"They provide health benefit such as free medicine at office (Interviewee 7)
		"I don't think the health benefits are adequate." (Interviewee 9)
		"The health coverage is basic; it would be better to have more." (Interviewee 10)
	Discussion on Expansion	"We've had discussions about expanding the health benefits, but it hasn't happened yet." (Interviewee 12)
<b>Safety Protocols</b>	Regular Drills	"We have regular safety drills and equipment checks." (Interviewee 1)
	Need for Improvement	"We've introduced more safety drills and checks, but there's still room for improvement." (Interviewee 2)
		"Yes, we've been conducting regular drills, but I think we could still improve the frequency." (Interviewee 4)
		"We do safety drills, but more regular equipment checks would be helpful." (Interviewee 5)

The interviews reveal mixed perceptions of physical safety in the factory. Many employees expressed concerns about outdated machinery and insufficient safety measures. For instance, Interviewee 6 stated, *"I feel mostly safe, but some of the machines seem a bit old."* Similarly, Interviewee 9 noted, *"There are some safety concerns, especially around the machines that don't have proper guards."* This highlights a significant need for the company to evaluate and upgrade its equipment. Additionally, Interviewee 8 mentioned, *"I feel safe, but there have been close calls with the machines,"* indicating potential risks that could affect employee morale.

When discussing health and safety benefits, interviewees consistently expressed dissatisfaction. Interviewee 6 remarked, *"We don't have much coverage beyond the basics,"* while Interviewee 9 added, *"I don't think the health benefits are adequate."* This dissatisfaction suggests that employees may feel unsupported in health matters, pointing to a need for the company to reassess its health offerings. Interviewee 5 mentioned, *"We've had discussions about expanding the health benefits, but it hasn't happened yet,"* which reflects a disconnect between management intentions and employee needs.

Management appears to recognize the importance of safety protocols, as Interviewee 1 stated, *"We have regular safety drills and equipment checks."* However, employees feel these measures are insufficient, with Interviewee 4 noting, *"Yes, we've been conducting regular drills, but I think we could still improve the frequency."* This suggests that while efforts are being made, the frequency and thoroughness of these measures need enhancement.

#### 4.1.3 Social Needs: Lack of Team Cohesion and Communication

**Table 4.3 Social Needs: Lack of Team Cohesion and Communication**

Theme	Code	Quote
<b>Teamwork Perception</b>	Lack of Team Cohesion	"Not really. Everyone seems to be working on their own." (Interviewee 6)
	Minimal Collaboration	"There's not much teamwork; we just do our tasks and leave." (Interviewee 7)
	Individual Work	"It feels like a team environment at all." (Interviewee 8)
	Positive Team Environment	"Yes, teamwork here is like family." (Interviewee 9)
	Limited Teamwork	"There's little to no teamwork in the factory." (Interviewee 10)
	Communication Issues	"We work as a team, but there's room for better communication." (Interviewee 4)
	Fear of Expression	"It feels like a team, but sometimes I'm afraid to complain." (Interviewee 5)
<b>Communication Practices</b>	Inconsistent Meetings	"We try to hold monthly meetings, but it's hard to stay consistent." (Interviewee 1)
	Difficulty Maintaining Communication	"We meet with employees, but the schedule makes it difficult." (Interviewee 2)
	Need for Better Implementation	"We have monthly rewards sessions, but we need to improve." (Interviewee 3)
	Lack of Action on Feedback	"We need to improve how we implement their suggestions." (Interviewee 3)

The responses regarding teamwork reveal a significant divide in perceptions of collaboration within the organization. Several employees express a feeling of isolation, indicating that teamwork is minimal. For instance, Interviewee 6 states, *"Not really. Everyone seems to be working on their own,"* while Interviewee 7 shares, *"There's not*

*much teamwork; we just do our tasks and leave.*" These sentiments suggest that many employees perceive a lack of collaboration and camaraderie, which could hinder overall job satisfaction and productivity. Interestingly, some employees, like Interviewee 9, who has been with the company for 6 months, offer a more positive view, saying, *"Yes, teamwork here is like family."* This highlights that while some individuals experience a familial bond, the overall sentiment leans towards individual work rather than collaborative efforts. Supervisors provide a slightly different perspective, with Interviewee 4 acknowledging that *"We work as a team, but there's room for better communication and cooperation between departments."* This indicates that while there is some level of teamwork, it is hampered by communication issues. Additionally, Interviewee 5 mentions, *"It feels like a team, but sometimes I'm afraid to complain about the work environment,"* which suggests that fear may prevent open dialogue and hinder the development of a cohesive team atmosphere.

From the management perspective, there is an acknowledgment of the challenges in fostering teamwork and a commitment to improving communication. The General Manager recognizes the difficulty in maintaining regular communication, stating, *"We try to hold monthly meetings, but it's hard to stay consistent with the production schedule."* This reflects an understanding of operational pressures that hinder engagement. The Operations Manager further notes, *"We meet with employees, but the schedule makes it difficult to maintain consistent communication,"* indicating awareness of the need for ongoing interaction despite production demands. Additionally, the HR Manager highlights a gap in translating employee feedback into action, stating, *"We have monthly feedback and reward sessions, but we need to improve how we implement their suggestions."* Overall, management seems to recognize the need for more strategic initiatives to enhance teamwork, emphasizing the importance of effective communication channels and fostering an environment where employees feel comfortable voicing their concerns.



#### 4.1.4 Esteem Needs: Limited Recognition and Lack of Employee Value

**Table 4.4 Esteem Needs: Limited Recognition and Lack of Employee Value**

Theme	Code	Quote (Interviewee No.)
<b>Transportation and Accommodation</b>	Transportation Allowance	"We provide transportation allowances for employees who live far from the factory." (1)
	Shuttle Service	"We have a shuttle service for staff, especially those on the night shift." (2)
	Accommodation Assistance	"We offer accommodation assistance for employees who relocate for work." (3)
	Uncertainty about Benefits	"I've heard about accommodation supplements for those who need it, but I'm not sure how widespread that is." (5)
<b>Recognition and Feedback</b>	Lack of Feedback	"I haven't received any feedback yet; it would be nice to know how I'm doing." (6)
	Absence of Formal Recognition	"There's no formal recognition system in place. I wish my efforts were acknowledged more." (7)
	Inconsistent Praise	"I occasionally hear praise from my supervisor, but it's not consistent." (8)
	Minimal Feedback	"I think feedback is minimal; it would help us improve if we had regular reviews." (10)
<b>Managerial Perspectives on Feedback</b>	Consistency Challenges	"We try to give positive feedback consistently, but it can be hard to manage with the busy schedule." (1)
	Need for Structured Approach	"Recognition does happen, but we could implement a more structured approach to it." (2)
	Existing Rewards Program	"We have a rewards program where employees can be nominated for their exceptional work." (3)
<b>Employee Value and Respect</b>	Impact Awareness	"I ensure my team knows how their work impacts our goals, which helps them feel valued." (4)
	Open Communication	"I encourage open communication and provide a platform for employees to voice their ideas." (5)

The company demonstrates a commitment to employee transportation needs, as indicated by the General Manager, who stated, *"We provide transportation allowances for employees who live far from the factory."* The Operation Manager further noted, *"We have a shuttle service for staff, especially those on the night shift,"* highlighting efforts to ensure accessibility. Additionally, the HR Manager mentioned offering accommodation assistance for relocated employees, stating, *"We offer accommodation assistance for employees who relocate for work."* However, Interviewee 5 expressed uncertainty about the prevalence of these supplements, indicating a potential communication gap regarding available benefits.

Recognition and feedback emerged as critical areas for improvement. Newer employees, such as Interviewee 6, noted a lack of feedback, stating, *"I haven't received any feedback yet; it would be nice to know how I'm doing."* Interviewee 7 echoed this concern, wishing for a more formal recognition system: *"There's no formal recognition system in place."* While some supervisors provide informal praise, as noted by Interviewee 8, who said, *"I occasionally hear praise from my supervisor, but it's not consistent,"* the inconsistency could diminish motivation over time. Interviewee 10 also pointed out, *"I think feedback is minimal; it would help us improve if we had regular reviews."*

Management recognizes the challenges of providing consistent feedback. The General Manager acknowledged, *"We try to give positive feedback consistently, but it can be hard to manage with the busy schedule."* The Operation Manager suggested implementing a more structured approach to recognition, stating, *"Recognition does happen, but we could implement a more structured approach to it."* Additionally, the HR Manager mentioned a rewards program, saying, *"We have a rewards program where employees can be nominated for their exceptional work,"* but stressed the need for better communication about such initiatives.

Ensuring employees feel valued is fundamental. Interviewee 4 emphasized the importance of helping team members see their impact: *"I ensure my team knows how their work impacts our goals."* Interviewee 5 highlighted the significance of open communication, stating, *"I encourage open communication and provide a platform for employees to voice their ideas."* However, while some supervisors actively recognize their teams, the lack of formal recognition systems remains a concern that could enhance respect and appreciation across the organization.



### 4.1.5 Self-Actualization Needs: Lack of Growth and Development Opportunities

**Table 4.5 Self-Actualization Needs: Lack of Growth and Development Opportunities**

Theme	Code	Quote
<b>Lack of Training Opportunities</b>	No Formal Training	"I haven't had any training yet; I'm eager to learn more about my role." (Interviewee 6)
	Desire for Development	"There haven't been any development opportunities so far. I want to improve my skills." (Interviewee 7)
	Need for Formal Training	"I've learned a bit on the job, but formal training would really help." (Interviewee 8)
<b>Uncertainty in Growth</b>	Potential for Growth	"I feel there's potential for growth, but I'm not sure how to pursue it." (Interviewee 9)
	Request for Mentorship	"I would love to have more chances for development; perhaps mentorship programs could help." (Interviewee 10)
<b>Management Awareness</b>	Encouragement for Responsibility	"We encourage staff to take on new responsibilities and offer training sessions when possible." (Interviewee 1)
	Inconsistent Opportunities	"I believe we provide opportunities for skill development, but it can be inconsistent." (Interviewee 2)
	Need for Structured Programs	"We have some programs for employee development, but they need to be more structured and frequent." (Interviewee 3)
	Resource Limitations	"I actively encourage my team to pursue skill development and take on more responsibilities, but I think we need more resources for training." (Interviewee 4)
	Advocacy for Workshops	"While I've had some opportunities to grow, I think more formal training programs would benefit all employees." (Interviewee 5)

The interviews reveal a notable gap in formal training and development opportunities for employees within the organization. Interviewee 6 remarked, *"I haven't had any training yet; I'm eager to learn more about my role,"* indicating that newer employees feel a lack of support as they acclimate to their positions. Interviewee 7 echoed this sentiment by stating, *"There haven't been any development opportunities so far. I want to improve my skills,"* suggesting that the desire for growth remains unmet. Furthermore, Interviewee 8 noted, *"I've learned a bit on the job, but formal training would really help,"* which emphasizes the need for structured learning. Interviewee 9 expressed uncertainty about advancement, saying, *"I feel there's potential for growth, but I'm not sure how to pursue it,"* highlighting a lack of clarity regarding career pathways. Meanwhile, Interviewee 10 advocated for mentorship, stating, *"I would love to have more chances for development,"* which underscores the demand for guidance in professional growth.

## **CHAPTER V**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Discussion**

##### **5.1.1 Physiological Needs: Insufficient Compensation and Unfavorable Working Conditions**

The findings reveal significant concerns among entry-level employees regarding their salaries and working conditions. Many employees, especially those with less experience, struggle to meet their basic living needs, with statements such as "No, my salary barely covers my rent" (Interviewee 6) and "It's hard to make ends meet" (Interviewee 8) indicating widespread dissatisfaction. In contrast, supervisors report that their salaries are sufficient, but they recognize the difficulties faced by their teams. Management acknowledges the issue but faces budget constraints, as reflected in statements like "We've tried to keep salaries fair, but there are budget constraints" (Interviewee 3).

Regarding work conditions, the heat and noise in the factory are the main challenges. Employees frequently mentioned discomfort, with remarks like "The factory is too hot" (Interviewee 6) and "The noise levels and heat can be overwhelming" (Interviewee 8). Although management level has introduced cooling systems like and extended breaks, employees still find the conditions challenging, and further improvements are necessary. In Myanmar, electricity outages occur daily and are inconsistent, making it challenging for factories to operate smoothly. To cope with these outages, factories rely on backup generators to maintain production. However, management faces significant challenges due to the unpredictable nature of the electricity supply.

So, while management has made efforts to address both salary and working conditions, the current measures are insufficient for many employees. More focused actions on wage adjustments and improving the work environment are necessary to ensure that employees' physiological needs are adequately met.

### **5.1.2 Safety Needs: Physical and Job Security Concerns**

The findings indicate that while some employees feel safe, their concerns about outdated machinery and inadequate safety measures cannot be overlooked. The sentiments shared by employees reveal a significant anxiety regarding their physical safety at work. Upgrading machinery and implementing modern safety features could alleviate these concerns and create a safer working environment.

Moreover, the dissatisfaction with health and safety benefits points to a larger issue regarding employee well-being. By re-evaluating the health benefits package to provide more comprehensive coverage, the company can demonstrate its commitment to supporting its workforce.

Lastly, while management has established safety protocols, increasing the frequency of drills and checks is crucial. As Interviewee 5 stated, *"We do safety drills, but more regular equipment checks would be helpful,"* emphasizing the need for ongoing assessment and improvement of safety measures. Fostering open communication channels will also ensure that employees feel comfortable voicing their concerns, ultimately contributing to a culture of safety and well-being in the workplace.

In summary, the findings highlight a need for improvements in physical safety and health benefits within the factory. Employees have expressed valid concerns about outdated machinery and minimal health coverage, which can affect their overall well-being and morale. By prioritizing equipment upgrades, expanding health benefits, and enhancing the frequency of safety drills and checks, the company can foster a safer, more supportive work environment. Creating open lines of communication will also empower employees to voice their safety concerns, ultimately contributing to a culture that values health and safety in the workplace.

### **5.1.3 Social Needs: Lack of Team Cohesion and Communication**

The communication practices within the organization also present challenges in ensuring that employee voices are heard. Managers recognize the difficulty in establishing consistent communication with employees. Interviewee 1, the General Manager, notes, *"We try to hold monthly meetings, but it's hard to stay consistent with the production schedule."* This statement indicates that operational demands often take precedence over regular communication, leading to potential disengagement among employees. Furthermore,

Interviewee 3, the HR Manager, highlights a critical gap by stating, *"We have monthly feedback sessions, but we need to improve how we implement their suggestions."* This emphasizes that even when employees provide feedback, the lack of effective implementation may lead to frustration and a sense that their voices are not genuinely valued.

Overall, the findings indicate that while there are pockets of teamwork and communication efforts, the organization struggles with creating a cohesive team environment. Addressing these issues through improved communication strategies and fostering a culture of collaboration could significantly enhance employee satisfaction and overall team dynamics.

#### **5.1.4 Esteem Needs: Limited Recognition and Lack of Employee Value**

The findings provide a complex landscape regarding employee needs and recognition in the factory setting. While the company demonstrates a commitment to providing transportation and accommodation supplements, gaps in communication regarding these benefits are evident. The General Manager's and HR Manager's responses illustrate structured support for commuting needs; however, Interviewee 5's uncertainty about accommodation assistance signals a need for improved communication strategies to ensure all employees are aware of the resources available to them. By addressing this communication gap, the company can enhance employees' understanding of the benefits offered, thereby fostering a more supportive environment.

Recognition and feedback are pivotal in shaping employee morale and motivation. The concerns raised by newer employees regarding the lack of feedback and formal recognition systems highlight a critical area for organizational improvement. Implementing a structured recognition program could serve to enhance employee satisfaction and engagement. Regular feedback mechanisms, as indicated by Interviewee 10's comments on the need for more frequent reviews, would not only support employee development but also create a culture of acknowledgment that encourages high performance. Establishing these practices would likely lead to a more motivated workforce that feels appreciated for their contributions.

Management's acknowledgment of the challenges in providing consistent feedback further emphasizes the need for systematic improvements. While supervisors strive to recognize their teams, the insights from Interviewees 1 and 2 indicate a shared



awareness of the benefits of structured recognition systems. By prioritizing the implementation of a formal recognition program and promoting existing initiatives, such as the rewards program mentioned by Interviewee 3, the company could significantly enhance its efforts to acknowledge employee contributions. This would not only boost morale but also reinforce a culture of appreciation that is essential for employee retention.

Finally, the importance of making employees feel valued and respected cannot be overstated. The responses from supervisors, particularly regarding open communication and recognizing contributions, suggest that these practices are integral to fostering a positive workplace culture. However, the overall lack of formal recognition mechanisms highlights the need for the company to develop a more structured approach to employee appreciation. By doing so, the organization would not only promote a respectful environment but also improve employee satisfaction and productivity, ultimately leading to a more successful and cohesive workplace.

#### **5.1.5 Self-Actualization Needs: Lack of Growth and Development Opportunities**

The management perspective reveals an awareness of the need for skill development, though opinions on the effectiveness of current initiatives vary. Interviewee 1 (General Manager) stated, *"We encourage staff to take on new responsibilities and offer training sessions, when possible,"* suggesting a recognition of the importance of growth opportunities. However, Interviewee 2 (Operation Manager) pointed out that these opportunities can be *"inconsistent,"* signaling a need for a more structured approach. Interviewee 3 (HR Manager) acknowledged the presence of employee development programs but emphasized that *"they need to be more structured and frequent."* This sentiment was supported by Interviewee 4 (Supervisor), who mentioned the necessity for additional resources, saying, *"I actively encourage my team to pursue skill development and take on more responsibilities."* This indicates a proactive management approach that may be limited by resource constraints. Overall, the findings and discussions suggest that while both employees and management recognize the importance of skill development, a comprehensive and consistent training framework is essential to foster employee growth and enhance organizational performance.

## 5.2 Conclusion

This paper research the roots and cause of the problems at drinking water factory. According to Maslow's theory, the factory workers face difficulties at each level. So, it shows the motivation is the most important and it will indicate to a high rate of turnover at organization. These reasons are employee's motivation and high rate of turnover.

1. The benefits and salaries or overall working environment given by the organization fail to catch up the employee's needs.
2. The safety and security of workplace measures of the project are inadequate.
3. There are limited opportunities for the social activities of employees and build connections.
4. The contribution of workers is not sufficiently valued.
5. There is also lack of employee's opportunities to share their ideas and contribute in decision-making process and inadequate identification of employee potential.

In terms of physiological needs, employee's express dissatisfaction with salaries barely covering essential expenses, though some basic needs, like meals, are provided. Management has attempted to benchmark salaries but faces budget constraints. Regarding working conditions, challenges such as heat and noise persist, despite efforts to introduce ventilation and breaks. Safety needs also present issues, as outdated machinery and limited health benefits raise employee concerns. Although management conducts regular safety protocols, employees feel these efforts need greater consistency and frequency. For social needs, some employees feel isolated, pointing to minimal teamwork and communication gaps across departments. Management has initiated monthly meetings and feedback sessions, yet production schedules limit consistency, and suggestions for improvements remain partially implemented.

Lastly, esteem needs reveal a desire for structured recognition, with feedback inconsistently provided by supervisors. Management is aware of the need for a formal recognition system and is exploring ways to enhance feedback processes. Addressing these gaps in basic, safety, social, and esteem needs will likely improve employee engagement, satisfaction, and retention.

In conclusion, addressing these layered employee needs—from fair recognition—presents an opportunity for the factory to enhance workplace morale and



reduce turnover. By implementing consistent feedback systems, improving health and safety measures, fostering better communication, and creating avenues for employee participation, management can build a more supportive and engaged workforce. These steps will not only satisfy employees' basic and psychological needs but also contribute to a more resilient, motivated, and productive organization in the long term.

### **5.3 Practical Recommendation**

This study found that the company still needs to improve on multiple hierarchy of needs. To address salary concerns, management could conduct a targeted review of entry-level wages and consider incremental raises, particularly for employees struggling to meet basic living needs. It is recommended that the company enhances its incentives and benefits for the employees. For working conditions, management should prioritize further cooling solutions, such as additional ventilation fans or cooling stations, to mitigate heat-related discomfort. Noise-reducing equipment, like earmuffs, could also improve the factory environment, helping employees cope with noise levels. To handle electricity outages more effectively, management might invest in high-capacity generators and consider partnering with local providers to establish a more reliable power backup system. This would enhance production continuity and alleviate downtime caused by unpredictable power cuts. It is recommended that the upgrading outdated machinery and implementing modern safety features will directly address employees' concerns about physical safety, reducing risks and creating a safer working environment.

To enhance employee satisfaction and foster a cohesive workplace culture, it is recommended that the organization implement structured communication and recognition strategies. This includes holding regular executive-employee meetings to facilitate open dialogue, actively listening to employee feedback, and ensuring that their suggestions are effectively implemented. Establishing a formal recognition program will further acknowledge employee contributions, boosting morale and motivation. By prioritizing these initiatives, the company can address unmet belongingness and esteem needs, ultimately creating a more engaged and productive workforce. Lastly, to enhance employee self-actualization needs company should provide skill development and

improve organizational performance, it is recommended that the company establish a comprehensive and consistent training framework. This framework should include structured and frequent training sessions that align with employee needs and organizational goals. By fostering a culture of continuous learning and development, the organization can better empower its workforce, enhance job satisfaction, and drive overall performance.



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