

Augment the Culture of Motivation: A Study on the Influence of Motivation on Job Satisfaction Level in the Airline Industry of Bangladesh

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Abstract

Nowadays, motivation plays a key role in many aspects of organizational operations and attracts many academic researchers for several reasons. The motivation issue has become more complicated lately as money is not the most effective motivator in the recent era. Motivation is the process of steering a person's inner drives and actions towards certain goals and committing his/her energies to achieve these goals. Job satisfaction and motivation need a revival in the workplace particularly in the twenty-first century as workers have become more knowledgeable through education about their rights in the workplace. Therefore, this paper aims to examine the influence of motivational factors on the job satisfaction of the young employees of airline companies in Bangladesh. In this research, the respondents are young employees of four airline companies which represent the airline industry of Bangladesh. This paper further explores the concept of dynamic workplaces, focusing on the augmentation of a culture of motivation tailored to young employees in the airline industry. It also examines key factors of motivation while providing recommendations (such as flexible work environment; invest in technology; adequate financial incentives; purpose-driven culture; transformational leadership; well-being focus; feedback and recognition; etc) for airline companies seeking to foster an environment that inspires and engages young talent. This study has been initiated by collecting and reviewing primary and secondary data. In this study Mixed-method research approach has been used which includes both quantitative and qualitative analysis. Therefore, simple random sampling technique has been used. This study has been conducted under the statistics of inferential analysis consisting of ANOVA t-test to examine the influence of selected 13 motivational factors (carefully chosen from 3 different motivational and need theories: Maslow's need hierarchy, four drive theory and Herzberg's

Two-Factor Theory) on employee job satisfaction in the airline industry of Bangladesh. The findings of this study disclose that employees of airline industry admit the fact that motivational factors are the main stimulating fuel behind the proper functioning of their routine work. It is also found in the research result that selected 13 motivational factors have significant positive relationship with employee job satisfaction level in the airline industry. It is envisaged through this paper that augmenting motivation culture in the airline companies in Bangladesh would be able to align organizational culture with the values of younger employees, create environments that inspire motivation, drive job satisfaction & performance, and ensure the retention of top talent. It is obvious that a combination of both physical incentives and spiritual stimulation is the most powerful way to raise the motivation and job satisfaction level of the young employees of airline industry of Bangladesh.

Keywords

Motivation, Job Satisfaction, Dynamic Workplace, Airline Industry

1. Introduction

After the industrial revolution and with the beginning of mass production work, motivation has become the most fascinating arena of research and debate. Still now, the debate is going on as how to effectively motivate people and retain them in organizations utilizing their maximum effort and talent. Nowadays, motivation plays a key role in many aspects of organizational operation and also attracts many academic researches due to several reasons. Firstly, the strong competitive business environment along with globalization gives rationale for organizations to develop its effectiveness and efficiency in order to immediately react to customers' needs. Employees, therefore, have become the strategic determinants for the organizational success. Maximizing employees' engagement and their loyalty to the organization helps to ensure better performance of the organizations. Secondly, the ever-growing application of advanced technology into contemporary organizations requires creative, skilled and highly competitive staffs that are highly demanded in the market. Hence, motivation issue has become more complicated lately as money is not the most effective motivator anymore in recent era. Therefore, it is obvious that what motivated employees in 1990 or 2000 are not anymore, the same factors that motivates now.

The efficiency of a person depends on two factors, firstly, the level of ability to do a certain work, secondly, the willingness to do the work. So, as the first factor is concerned it can be acquired by education and training, but the second factor can be created and enhanced by motivation. Motivation is the process of steering a person's inner drives and actions towards certain goals and committing his/her energies to achieve these goals. Work motivation is a complex set of influences which make one start working and keep the job on a specific post within the or-

ganization. On the other hand, employee satisfaction or job satisfaction is one of the key goals of all HR personnel. Job satisfaction and motivation needs a revival in the workplace particularly in the twenty-first century as workers have become more knowledgeable through education about their rights in the work place. A satisfied employee is not only just a retained employee but also an ambassador for the brand, internally and externally.

In the modern workplace, one of the most significant challenges faced by organizations is fostering a culture of motivation, particularly among young employees. Generation Y (Millennials) and Generation Z have distinct expectations and aspirations compared to previous generations, creating both opportunities and challenges for employers. These young employees, often characterized by their technological savvy, desire for work-life balance, and quest for meaningful work, require a different approach to motivation than their predecessors.

In recent years, companies have acknowledged that traditional methods of employee engagement—such as rigid hierarchies and top-down leadership—are no longer effective in keeping young talent motivated and productive. A shift toward creating dynamic workplaces and keeping the employees motivated that make the employees feel empowered, valued, and aligned with the company's values, has become essential. There has been a lot of study in the area of motivation and job satisfaction still it remains unexplored to some extent and yet a general understanding has not been developed when it comes to studies regarding motivation culture conducted at different times and in different work environment, i.e. airline industry. Moreover, it has been observed many times that employees who are satisfied with their jobs are still not good performers. This may happen because of their lack of motivation and commitment for the organization; this point of view emphasizes the importance of the study of motivation and its relationship to job satisfaction. With this background, the present study is a humble endeavor towards exploring the dynamic relationship between the two vital organizational variables i.e., motivation and job satisfaction in the airline industry of Bangladesh. Therefore, this paper examines the influence of motivational factors upon job satisfaction level of the young employees of airline companies in Bangladesh. This paper further explores the concept of dynamic workplaces, focusing on augmentation of a culture of motivation tailored to young employees in the airline industry. It also examines key factors of motivation while providing a few recommendations for airline companies seeking to foster an environment that inspires and engages young talent.

2. Literature Review

2.1. Motivation and Job Satisfaction in the Workplace

Hierarchy of Needs offers insights into the evolving expectations of young employees (Maslow, 1943). While the basic physiological and safety needs are still important, contemporary employees are increasingly motivated by higher-level needs such as esteem, self-actualization, and the desire to make an impact in the

workplace.

Two-Factor Theory remains a foundational framework for understanding workplace motivation (Herzberg, 1959). Herzberg argued that job satisfaction is influenced by motivators (such as recognition and achievement) and hygiene factors (such as salary and working conditions). However, in dynamic workplaces, motivators need to be aligned with the values and needs of younger employees, who are more likely to be motivated by opportunities for growth, autonomy, and purpose, rather than just monetary rewards.

There is a relationship between motivation and job satisfaction, which is the principal of any organization's existence. There is always confusion between the concepts of motivation and job satisfaction (Peretomode, 1991) citing Gibson, et al. pointed out that motivation and job satisfaction both are related terms but not synonyms. They recognized that job satisfaction is one part of motivational process. While motivation is principally concerned with the goal directed behavior, and the job satisfaction related to the fulfillment, which we acquire through different rewards and job-related activities. It is also possible that an employee is enjoying all the job-related activities but still he/she has low level of motivation. This state represents high job satisfaction. Peretomode (1991) also contributed that a highly motivated employee might also be dissatisfied with his job. Kotter and Heskett (1992) indicated that strong organizational cultures encourage to share organizational values and goals across the organization, facilitating the rapid adaptation of these values to new employees.

Motivated employees can bring better results as compared to unsatisfied employees. Employees perform their duty efficiently when they feel satisfied from their company (Zerbes et al., 1998). Motivation is a key factor in employee performance, productivity, and retention. According to Ryan & Deci (2000), motivation can be intrinsic (driven by internal factors such as personal satisfaction) or extrinsic (driven by external rewards such as salary or promotion).

Lachance (2000) stressed that the motivational factors can make an employee feel good at work and bind the person to the organization. If an employee is recognized at work than that person gets motivated than having any pay scheme or bonuses. She also claimed that the reason why people go to work is for the payment, but the reason why they stay is due to many other reasons. The importance of recognition is often forgotten. The simple acknowledgement and paying attention to every person and its accomplishment motivates and directs a person in its daily work tasks.

Ifinedo (2003) argued that a highly motivated employee is able to contribute more in order to achieve organization's desired outcomes and he or she is mostly satisfied with the job too. Gittel, Nordenflycht, and Kochan (2004) warned that it must be kept in mind that minimizing the employee cost may lead to lower employee productivity and service quality.

Simon and DeVaro (2006) argued that investment in developing motivated employees is an expense for the firm which will benefit the organization in the long

run as it improves employee efficiency and quality of the service. They also found that companies can motivate their employees by offering good salaries, organizational culture and growth opportunities. By motivating employees towards their work companies can enhance their employee's productivity resulting as improved services and products to satisfy customer's demand.

According to [Milne \(2007\)](#) in general, it is accepted that incentives such as rewards and recognition programs are used, believing that they will reinforce an organization's values, promote outstanding performance and foster continuous learning by openly acknowledging role model behavior and ongoing achievement. Both types are dependent on managers recognizing the subordinates' achievements whether as individuals or as part of teams. In the context of young employees, intrinsic motivation is particularly significant, as younger generations increasingly seek purpose-driven work ([Bakker & Demerouti, 2008](#)).

The previous research conducted by [Pratiwi \(2012\)](#) states that: organizational culture has a significant influence on the performance of an employee and organizational culture and rewards simultaneously and partially have a significant effect on employee performance. Strong organizational culture is vital to enhance organizational performance ([Nwibere, 2013](#)). [Cherry \(2015\)](#) defined motivation as "the process that initiates, guides and maintains goal-oriented behaviors". Motivation is to know what makes people to work, whether it is performing a task, learning a work method or anything. It entails the physical, expressive, societal and cognitive forces that stimulate one's own behavior.

[O'Reilly et al. \(2014\)](#) developed a method with six factors: adaptability, integrity, collaboration, result oriented, customer oriented, and detail-oriented factors in order to measure the effectiveness of organizational culture. Business managers must identify their organizational values to guide employee on effective customer interactions. For instance, supportive organizational culture may contribute to employee satisfaction, innovative organizational culture may contribute to higher sales growth, and bureaucratic organizational culture may increase efficiency ([O'Reilly et al., 2014](#)).

According to [Alvesson & Sveningsson \(2016\)](#), technology is one of the factors that influences organizations in various ways. The development of advanced information and communication technology facilitates new work practices in the airline companies (such as remote work or telecommuting) that can also further drive globalization. This is because it can make it easier for employees to interact with passengers and colleagues from various cultural backgrounds.

Motivation is derived from the key word "motivate", the means to move ahead, encourage or influence the people to proceed for successful fulfilling a want ([Kamalian et al., 2010](#)). Motivation means the encouragement by various means and modes that lead to the performance enhancement of employees in an organization. Motivation is an important part for the success of any organisation because motivated employees are more productive than the demotivated one. Organisations must create environments that satisfy these higher-order needs to keep

younger employees motivated (Sahu & Patnaik, 2019).

2.2. Understanding the Young Workforce

The workforce demographics are shifting, with Millennials (born 1981-1996) and Generation Z (born 1997-2012) becoming the majority in many organizations. These generations are characterized by their technological fluency, desire for flexibility, and higher expectations of work-life balance.

Locke and Latham (2002) argued that motivation is strongly linked to performance, especially when employees are provided with clear goals and the resources to achieve them. For young employees, the opportunity to contribute meaningfully to projects, alongside recognition and the ability to learn, are essential drivers of motivation. A study by Harter et al. (2002) found that organizations with high employee engagement levels, which are closely tied to motivation, experience higher levels of productivity, lower turnover rates, and better customer satisfaction.

According to Twenge et al. (2012), Millennials, in particular, are more likely to prioritize meaningful work and personal development over financial incentives. Generation Z, while sharing some of the same preferences, tends to be more pragmatic, seeking job security and career advancement opportunities alongside autonomy and flexibility. Similarly Towers Watson (2014) concluded that companies with highly motivated employees enjoy 20% higher productivity than those with less engaged workforces.

A study by Deloitte (2020) found that 60% of Millennials and 70% of Generation Z employees believe that their employer's culture is a key factor in deciding whether to stay in their job. These statistics underline the importance of creating an environment that is engaging, supportive, and conducive to personal growth. A motivating work culture is not only about offering financial rewards but also about creating a sense of purpose, fostering innovation, and providing opportunities for professional development.

2.3. The Role of Leadership in Motivating Young Employees

Leadership plays a pivotal role in shaping organizational culture and influencing employee motivation. According to Bass & Avolio (1994) transformational leadership is particularly effective in motivating employees by inspiring them, fostering creativity, and providing a vision for the future. Leaders who demonstrate empathy, authenticity, and openness to feedback are better able to engage young employees and create an environment in which they feel motivated and valued.

A study by Northouse (2018) emphasizes that leaders who are supportive, communicative, and capable of offering personalized recognition are more likely to retain young talent. In contrast, traditional top-down leadership styles, which focus on control and authority, are often less effective in motivating younger employees who prioritize autonomy and collaboration.

In general, the research results show that expectations of younger employees

towards work might differ in a significant manner from older ones. This indicates that it is wise for employers and researchers to take expectations of young employees and to further explore them. Knowing the values, expectations and abilities typically ascribed to a generation or age group of employees can offer valuable insights to help understand in conversation, in leadership or general workplace routines. To be able to achieve this, the endorsed attributes should come as close as possible to the values and expectations expressed by the young employees themselves.

3. Methodology

This study aims to find out the factors that motivate the employees and examine the impact of motivational factors upon the job satisfaction of the employees of airline companies in Bangladesh. Four airline companies were selected through simple random technique. Around 80 employees were selected as sample using simple random sampling technique. The researcher faced time and budget constraints to select more number of sample. The main purpose of selecting young employees of four airline companies was to get best response as these four airline companies are representing the whole airline industry of Bangladesh. A questionnaire has been used for data collection. Questionnaire consists questions regarding demographic profile of the respondents, impact of motivational factors on the job satisfaction of the employees and open-ended questions to receive recommendations from the respondents to augment motivation culture in the airline industry. This study has been initiated by collecting required data (both quantitative and qualitative) and information from several research-based articles, peer-reviewed journals, newspapers, e-magazines, and relevant organization's websites to delineate the motivational practice in the organizations including airline companies. Mixed-method research methodology has been used to conduct the research which includes both quantitative and qualitative approaches.

Qualitative data was collected through interviews, open-ended survey responses, and focus group discussions. Thematic analysis was conducted using manual coding and NVivo software to identify recurring themes and insights. Primary cross-sectional data was collected using purposive sampling technique, through direct/telephonic interview, google forms, emailing by with semi-structured questionnaire (using 5-point Likert-scale, ranging from 1= strongly disagree to 5= strongly agree), meetings, seminars and FGDs. Qualitative data have been gathered by informal discussion and round-table discussions. Data collected from primary sources has been analysed through various analytical tools and techniques. Furthermore, statistical software SPSS 17 has been used to analyse the data. In this research, young employee's job satisfaction has been considered as dependent variable and 13 factors taken from internationally recognized motivational theories have been considered as independent variables. This study has been conducted under the statistics of inferential analysis consisting ANOVA t-test to examine the significant relationship among the variables. In this study research

hypotheses are considered as follows:

Null Hypothesis-H0: Motivational factors have no significant relationship or negative relationship with employee job satisfaction in the airline industry of Bangladesh

Alternative Hypothesis-H1: Motivational factors have significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh.

4. Airline Industry of Bangladesh and Necessity of Skilled Manpower

The airline industry in Bangladesh has seen substantial growth since its establishment in 1972, driven by contributions to economic development, connectivity and global integration. Economic impact analysis indicates the aviation sector's direct contribution to the GDP, estimated at \$769 million in 2020. In the past 12 months, Bangladesh's aviation industry brought US\$924 million revenue and carried over 2 million passengers (Source: Statista).

Bangladesh's aviation industry envisions rapid expansion fueled by economic growth, infrastructure projects and technological advancements. Emerging technologies like ADS-B and NextGen, alongside green aviation initiatives, highlight the industry's commitment to efficiency and sustainability. The domestic airline sector in Bangladesh is growing significantly as a result of new airlines joining the market and extending its routes. There are now 35 airlines that fly to and from Bangladesh: 31 international airlines and 4 Bangladeshi airlines. Key players like Biman Bangladesh Airlines, US-Bangla Airlines and Novo Air have formed a robust sector employing over 17,000 individuals. According to report of Statista (2024), by 2029, it is anticipated that there will be 23.20 million air travelers in Bangladesh. Assuming a user penetration rate of 8.5% in 2024 and 12.7% by 2029, US\$99.68 is anticipated to be the average revenue per user (ARPU). Bangladesh's aviation market has been experiencing steady growth, driven by increasing domestic and international passenger traffic, economic expansion, and rising middle-class demand for air travel. Bangladesh's aviation market will generate US\$1.6 bn revenue by the end of 2025, which will reach up to US\$2.8 bn by 2029, potentially reaching \$3 billion or more by 2030. The expansion of airports, increased foreign airline participation, and a growing middle-class travelers will be major contributors. **Table 1** shows the projection of Bangladesh's aviation market revenue based on recent trends and forecasts:

Table 1. Projection of Bangladesh's aviation market revenue.

Year	Estimated Revenue (USD Billion)	Growth Rate (CAGR)	Key Drivers
2024	1.2 - 1.4 Bn	~8% - 10%	Post-pandemic recovery, increased domestic demand
2025	1.4 - 1.6 Bn	~10% - 12%	Expansion of LCCs (Low-Cost Carriers), new routes

Continued

2026	1.6 - 1.9 Bn	~10% - 12%	Infrastructure upgrades (e.g., Airport expansion)
2027	1.9 - 2.2 Bn	~12% - 15%	Growth in international tourism & cargo
2028	2.2 - 2.5 Bn	~10% - 12%	Increased foreign airline operations
2029	2.5 - 2.8 Bn	~8% - 10%	Regional connectivity (e.g., BIMSTEC, SAARC routes)
2030	\$3.0 Bn+	~8% - 10%	New airports (e.g., Matarbari, 3rd terminal at HSIA)

Source: Statista (2024).

After the third terminal is fully operational, the Bangladesh aviation industry will witness over 49 airlines operating out of Dhaka, provided those airlines are granted permission to do so. The industry's ripple effect stimulates tourism, trade, and investment, generating diverse employment opportunities. Therefore, skilled aviation professionals need to grow adequately with the same pace of aviation growth in the country through the creation of a motivational culture in this industry. Otherwise, the demand for aviation professionals will exceed supply and the whole aviation sector will be unstable and under irreparable damage. Hence, augmenting motivation culture in airline companies to motivate the young employees to perform better is very crucial.

5. Research Result and Findings

The aviation sector is one of the high stress generating workplaces among employees because of many strains of work, which may increase the risk of depressive symptoms. Employees in this sector belong to professions with high psychological and emotional stress. Working in the aviation sector, the most stressful factors occur because of the physical balance of work, lack of rewards, social contacts, and uncertainty at work. Employment insecurity and workplace injustice are important psycho-social hazards as well. Therefore, this study has considered 13 factors (**Table 2**) carefully chosen from 3 different motivational and need theories: Maslow's need hierarchy, four drive theory and Herzberg's Two-Factor Theory to examine the impacts of these factors upon job satisfaction of the young employees of airline industry of Bangladesh.

Table 2. Motivational factors considered.

Theories	Factors	% of preference
1. Maslow's Need Hierarchy	1. Satisfactory financial incentives	12
	2. Job security	10
	3. Good relationship with colleagues	6
2. Four Drive Theory	4. Opportunity to learn	6
	5. Satisfactory job position	6

Continued

	6. Open and smooth communication channel	5
	7. Working environment	10
3. Herzberg's Two-Factor Theory	8. Appreciation from higher authority	8
	9. Flexibility in job	11
	10. Opportunity for creativity	2
	11. Challenging task	2
	12. Career prospects	19
	13. Proper guidance from supervisors	3

The study has been conducted on the participants (young employees) who work as the employees of four airline companies in Bangladesh. This study measures the relationship among selected motivational factors (independent variables) and employee job satisfaction level in the airline industry of Bangladesh (dependent variable). The following casual map shows the relationship among dependent and independent variables. All the independent variables (motivational factors) significantly affect the dependent variable (**Figure 1**).

Impact of Independent Variables upon Dependent Variable

Figure 1. Casual map visualizing the relationships among key variables.

Table 3. Demographic profile of the respondents.

Variable	Frequency	%
Gender		
Male	41	73
Female	15	27
Age		
22 - 25 Years	8	14
26 - 30 Years	19	34
31 - 35 Years	21	38
36 - 40 Years	8	14
Airline Companies		
Biman Bangladesh Airlines	21	38
US-Bangla Airlines	19	34
Novo Air	12	21
Air Astra	4	7
Department		
HR	4	7
Finance & Accounts	9	16
Marketing	8	14
Airport Operations	12	22
Other	23	41
Experience		
1 - 3 Years	27	48
4 - 7 Years	21	38
8 - 10 Years	8	14
Salary		
Below Tk. 10,000	0	0
Tk. 10,000 - 30,000	19	34
Tk. 30,000 - 50,000	25	45
Tk. 50,000 - 70,000	9	16
Around/Above Tk. 100,000	3	5
Work Schedule		
8 Hours	5	9
8 - 10 Hours	39	69
More than 10 Hours	12	22

The study has been conducted on the participants (young employees) who work as the employees of four airline companies in Bangladesh. In total, 80 questionnaires were sent to the potential respondents who were aged between 20 to 40

years. In **Table 3**, the demographic characteristics of the respondents have been highlighted. Among the respondents 73% were male and 27% were female. **Table 3** shows the age structure, job position & organization, experience, salary structure and work schedule of the respondents to have clear idea of the respondents from whom primary data was collected to conduct this research on employee job satisfaction level of the airline industry in Bangladesh.

In this study, it has been found that majority of the respondents (aged 22 - 25 years) have preference for career prospects and financial incentives whereas collegial relationship and opportunity for creativity have least priorities (**Table 2**). The reason the young employees need good opportunity to grow and want more money to spend. They did not much care about collegial relationship or job security as they think they can switch the job easily as they believe they have good competency. The second group (aged 26 to 30 years) was more interested in career prospect and job security whereas they put supervisory treatment and challenging task on the least priorities. The reason was that they were almost in mid-range positions and wants to settle in those specific organizations (do not want to switch the job too much). Similarly, the male employees in general (irrespective of age) expressed that financial incentives and job environment are two most important motivational factors whereas supervisory treatment and challenging task were the two least important motivational factors. They argued that working environment and money is important for them to settle in a specific job or organization. In contrast, the young female employees were more interested in flexibility and job environment and put the least importance on money and challenging task. They argued that as long as the working environment is satisfactory the organization is providing them flexibility, money is not that important and they are reluctant to take challenge significantly. Last of all, those who are married reported that the two least important motivational factors for them were collegial relationship and creativity. As according to them in airline jobs, such collegial relationship and creativity are not very important and there is no time to spend for those as it is one of the busiest jobs. On the contrary, the single employees favoured working environment and career prospect most and creativity and challenging task least. They argued that they need flexibility with good working environment whereas creativity and challenging task is not as important for them as the airline job is somewhat repetitive and there is not opportunity for something new.

In many western countries, there are shortages of young skilled competent employees in the airline industry than the supply for jobs. But in case of South Asian countries like Bangladesh, India and Pakistan, the scenario is just opposite. There is a larger supply of educated young people than the number of jobs can be provided. As a result, the motivational factors are somewhat different (not just opposite though), in these countries. Some organizations provide more opportunities to learn and creativity while others do not due to the nature of jobs themselves. However, some motivational factors like financial incentives, working environment, good collegial relationship are universal as they are desirable by almost all

the employees who think and act rationally. The research results show a blend of financial and non-financial factors motivates the employees. It is worthy to note that in this study, a famous and most discussed factor “work-life balance” has not been considered. Hence, to examine the impact of motivational factors upon employee job satisfaction in the airline industry, the research hypotheses are considered as follows. Statistical t test has been conducted separately to examine the correlation of each factor of motivation with the impact on employee job satisfaction.

5.1. Statistical Test and Analysis

The alternative hypotheses considered for the study are as follows:

H1(a): Financial incentives have significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(b): Job security has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(c): Good relationship with colleagues has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(d): Opportunity to learn has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(e): Satisfactory job position has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(f): Open and smooth communication channel has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(g): Working environment has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(h): Appreciation from higher authority has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(i): Flexibility in job has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(j): Opportunity for creativity has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(k): Challenging task has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh;

H1(l): Career prospects has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh; and

H1(m): Proper guidance from supervisors has significant and positive relationship with employee job satisfaction in the airline industry of Bangladesh.

In the following **Table 4**, the statistical result of ANOVA one way T test is presented. In the table, it is shown that p value for all the motivational factors are less than 0.05 ($p < 0.05$) which shows there are significant relationship among the 13 motivational factors and employee job satisfaction level in the airline industry of Bangladesh.

The findings of this study disclose that employees of airline industry admit the fact that motivational factors are the main stimulating fuel behind the proper

functioning of their routine work. According to some others opinion, it is found that various strategies are used by human resource management for motivating airlines employees such as; providing perks during layover, yearly bonus, yoga classes, free gym membership, departmental get together, excursion travel, gifts, training to enforce confidence, etc. It is also found that sometimes employees are involved in decision making but management has a bigger say obviously. Generally, decisions are taken by seniors and others are to be abided by the rules. But in general, the employees feel very much motivated as aviation is their dream job so they enjoy every bit of this job. Moreover, the employees feel very much interested and that is the most important stimulant for carrying on their tasks. Some of the employees find their job challenging and they are developing new skills day by day. It is everyday learning process thus adapting slowly and enhancing new skills so they are involved in the process of learning constantly for generating new skills. It's a very responsible job and being focused, 24×7 is the priority. Their contribution towards success of the airline company is the joint effort as all of them work together as a team with full dedication. Every effort they put leads to the contribution towards the progress of the company's goals.

Table 4. ANOVA one way T test.

Motivational Factors	<i>p</i> -value	Accept/Reject H1
1. Satisfactory financial incentives	0.000	Accept H1
2. Job security	0.001	Accept H1
3. Good relationship with colleagues	0.031	Accept H1
4. Opportunity to learn	0.000	Accept H1
5. Satisfactory job position	0.000	Accept H1
6. Open and smooth communication channel	0.007	Accept H1
7. Working environment	0.009	Accept H1
8. Appreciation from higher authority	0.001	Accept H1
9. Flexibility in job	0.000	Accept H1
10. Opportunity for creativity	0.013	Accept H1
11. Challenging task	0.000	Accept H1
12. Career prospects	0.008	Accept H1
13. Proper guidance from supervisors	0.015	Accept H1

Note: $p < 0.05$, significant at 5% level of confidence.

5.2. Qualitative Analysis of Motivational Factors Affecting Employee Job Satisfaction in the Airline Industry of Bangladesh

In this research the following tables (Table 5 & Table 6) explores the analysis of qualitative data regarding key motivational factors gathered from employees across different job roles and airline types to comprehend the impact of motivational factors upon employee job satisfaction. The findings also highlight varia-

tions in perceptions and experiences across roles and airline classifications (e.g., full-service vs. domestic carriers). Through this research it is found that Recognition and career development are consistently high-impact motivators across all roles. Each job role has unique motivational drivers. For example, work-life balance is critical for cabin crew and ground staff, while career progression is more important for pilots and admin personnel. Airline structure and culture (e.g., hierarchical in legacy airlines vs. flexible in budget carriers) significantly influence perceived satisfaction and motivators. Airlines should consider role-based recognition programs, flexible scheduling, and leadership training. Tailor motivational strategies by job role (e.g., fast-track development for pilots, team bonding for cabin crew) would work significantly for the employee job satisfaction. The following **Table 5** shows the thematic analysis and insights of the key motivational factors:

Table 5. Thematic analysis of key motivational factors.

Factors	Components	Insights
Financial incentives	“Fair pay”, “bonuses”, “travel perks”	Financial incentives are crucial, especially for entry-level roles.
Job Security	“Stable job”, “layoff fears”, “contract renewal”	Employees in budget airlines express higher concern over job security.
Good relationship with colleagues & Team Dynamics	“Teamwork”, “supportive colleagues”, “communication”	Ground staffs & cabin crew highly value interpersonal team relationships.
Opportunity to learn and creativity	“Training on Creativity”, “Technical learning”, “Prioritize Creativity”	Employees in airlines expect opportunity to learn and skill development facility. They also expect that the management would appreciate their creative plans as required.
Satisfactory job position	“Job Status”, “Roles and responsibility”	Employees in airlines are concerned about their position and responsibilities according to their credentials and experience.
Smooth communication & work environment	“Uninterrupted communication channel”, “Supportive & interactive place to work”, “Sense of Belongings”, “Safety”.	Smooth communication and supportive work environment are very crucial for the employees in airlines, especially for the female employees.
Recognition & Appreciation	“Feeling valued”, “management acknowledgment”, “thank you”	Employees report higher satisfaction when efforts are recognized, especially among cabin crew.
Work Flexibility & Work-Life Balance	“Time off”, “rotational shifts”, “long hours”	Strong dissatisfaction arises among employees regarding inconsistent schedules, long hours duty.
Challenging Tasks	“Balancing cost management”, “Complex operations”, “Regulatory Compliance”, “Operational Efficiency”	A number of employees in airlines are dedicated to take challenges and manage the complex operational activities focusing their leaning and career goals. They prefer to complete challenging tasks and get appreciation.
Career Growth & Development	“Training”, “promotion”, “skills development”	Pilots and younger staff stress career progression as a key motivator.
Leadership & Management	“Supportive supervisor”, “transparent leadership”	Airline culture and management’s approach have impact upon employee job satisfaction.

5.2.1. Differences across Job Roles

In this research it is found that there are differences of preference of motivational factors across job roles. As example Pilots are highly motivated by upward mobility and financial incentives but are vulnerable to burnout from scheduling demands and bureaucratic decision-making. On the other hand, ground staff value routine and stability but need better recognition and humane scheduling to boost morale. Whereas, cabin crew are emotionally invested in their teams and thrive on recognition, but inconsistent leadership and personal sacrifices can reduce long-term satisfaction. Further, maintenance workers are intrinsically motivated by technical excellence and safety but may feel underappreciated and stuck in their roles. And admin staff value predictability but may struggle with motivation if there are no growth or learning opportunities. The following **Table 6** shows the differences across job roles in the airline industry of Bangladesh based on their key motivators and dissatisfiers:

Table 6. Differences of key motivational factors across job.

Job Role	Key Motivators	Key Dissatisfiers
Pilots	Career growth, pay, recognition	Long hours, management policies
Cabin Crew	Team cohesion, recognition, travel perks	Work-life imbalance, management inconsistency
Ground Staff	Job security, structured shifts	Lack of appreciation, irregular hours
Maintenance	Technical training, safety-first environment	Limited upward mobility, lack of visibility
Admin	Stable schedule, clear role definition	Minimal career advancement, routine work

From the above tables, it is understood that a one-size-fits-all motivational strategy won't work in all airlines. HR and leadership in the airlines should personalize recognition programs by role and improve scheduling fairness for operational roles. Further they must offer visibility and career paths for behind-the-scenes teams and need to balance monetary and non-monetary rewards according to job characteristics.

5.2.2. Differences across Airlines

In this study motivational strengths and job satisfaction challenges have been identified across categories of airlines (Full-Service and Domestic Carriers) in Bangladesh. The following **Table 7** shows the differences across airlines of Bangladesh based on key motivators.

1) Motivational Strengths

a) Full-Service Airlines

- Stronger benefits: These typically include health insurance, retirement plans, travel allowances and more generous leave policies.
- Structured career pathways: Employees often have clear promotion tracks, defined performance benchmarks and access to internal training programs.

Table 7. Differences of key motivational factors across airlines.

Airline Type	Motivational Strengths	Job Satisfaction Challenges
Full-Service Airlines (Biman Bangladesh Airlines and US-Bangla Airlines)	Stronger benefits, more structured career pathways	Bureaucracy, perceived lack of innovation
Domestic Carriers (Novo Air and Air Astra)	Dynamic culture, quicker promotions for junior roles	Lower pay, job insecurity, higher turnover

These factors are appealing to employees seeking stability, long-term growth, and predictable advancement. They tend to support retention and loyalty, especially among senior staff.

b) Low-Cost Carriers

- **Dynamic culture:** Often described as fast-paced, flexible, and entrepreneurial. This environment appeals to younger professionals or those seeking a challenge.
- **Quicker promotions for junior roles:** Due to leaner hierarchies and rapid growth, junior employees may rise faster compared to legacy airlines. These motivators attract ambitious or early-career employees looking for faster recognition and leadership opportunities.

2) Job Satisfaction Challenges

a) Full-Service Airlines

- **Bureaucracy:** Larger organizational size often leads to more rules, slower decision-making, and rigid procedures.
- **Perceived lack of innovation:** Traditional practices may hinder adaptability and creative problem-solving, especially in a rapidly evolving industry.

These challenges may lead to frustration among younger employees or those in innovation-oriented roles who prefer agile environments.

b) Low-Cost Carriers

- **Lower pay:** Budget airlines often operate with tight margins, which may affect salaries and bonuses.
- **Job insecurity:** Due to fluctuating market dynamics, employees may fear layoffs or non-renewal of contracts.
- **Higher turnover:** A byproduct of the intense, high-speed culture combined with fewer long-term benefits.

These issues can cause burnout, disengagement, and frequent staff changes, especially if the fast-paced culture isn't matched with adequate support or compensation.

6. Recommendations for Augmenting Motivation Culture to Enhance Employee Productivity

Several researches have shown that motivated employees are more productive, innovative, and committed to their organizations. Motivation is a key determinant of employee retention, particularly among young employees who are more likely

to switch jobs if they feel disengaged. Gallup (2017) report revealed that Millennials are the least likely to stay with a company for more than five years if they feel unmotivated. In contrast, organizations that create motivating environments through effective leadership, meaningful work, dynamic workplace and career growth opportunities are more likely to retain young talent. In organizations where motivation strategies have been implemented successfully, employees report higher levels of job satisfaction and a stronger commitment to the organization's goals. A report by Deloitte (2020) found that companies with strong cultures of motivation and engagement had 2.5 times higher employee retention rates than those with disengaged workforces. According to Schein (2010) organizational culture is a key determinant of motivation. A culture that fosters trust, respect, and mutual support creates a fertile environment for motivation to flourish. Young employees often enter the workplace with high expectations regarding career advancement, work-life balance, and a supportive work environment. When these expectations are not met, motivation and engagement levels can drop significantly (Rousseau, 1995). A dynamic workplace addresses these expectations by providing a transparent, supportive, and fair environment where employees' contributions are recognized, and they are given the autonomy to shape their own careers. This contributes to the development of a positive psychological contract, which in turn fosters greater motivation and loyalty (Liu et al., 2012). Therefore, a dynamic workplace is one that adapts to the changing needs of its employees, particularly in a rapidly evolving business environment. In the context of young employees, dynamic workplaces focus on flexibility, inclusivity, innovation and empowerment. Such workplaces encourage collaboration, offer opportunities for continuous learning, and prioritize employee well-being. In light of the above following recommendations could be implemented in the airline industry of Bangladesh to augment motivation culture to enhance the employee job satisfaction & productivity:

1) Flexible Work Environment: The ability to work remotely, flexible hours, and adaptable workspaces are critical to young employees. According to a (PwC, 2020) study, 74% of Millennials want flexible work arrangements. Flexible working conditions not only help young employees achieve a better work-life balance but also increase their sense of autonomy and control, which is a powerful motivator. Therefore, the airline companies in Bangladesh need to offer flexible working hours and adaptable tasks to enhance the employee job satisfaction & productivity and for attracting female employees too.

2) Invest in Technology: Young employees expect to work with the latest technologies and digital tools. Organizations that provide state-of-the-art technology and platforms for collaboration are more likely to engage their workforce. Bersin (2018) highlights that younger employees seek environments where technology enhances productivity and facilitates communication, rather than impedes it. Hence, the airline companies of the country must equip the workplace with advanced technology to facilitate communication, collaboration and creativity,

keeping young employees motivated.

3) Adequate Financial Incentives and Growth Opportunities: Dynamic workplaces are committed to continuous learning and professional development. Choi et al. (2019) found that employees who have access to career development opportunities are more likely to feel motivated and engaged in their work. For younger employees, access to mentorship, coaching, and training is crucial to their professional satisfaction. It is essential for the airline companies to provide adequate financial incentives, career development opportunity, mentoring, and continuous learning to motivate young employees and increase engagement and loyalty.

4) Encourage Autonomy and Purpose-Driven Culture: The airline companies need to allow young employees to take ownership of projects and make decisions to foster responsibility and motivation. In dynamic workplaces, employees are encouraged to think creatively and contribute ideas that drive innovation. According to Amabile (1996), fostering a culture of creativity is vital for motivation. Young employees, who often thrive in environments that offer them opportunities to innovate, perform better when they feel their ideas are valued and acted upon. Therefore, the airline companies need to take necessary steps to align organizational values with young employees' personal values to enhance motivation and connection.

5) Transformational Leadership: Leaders should inspire, communicate effectively, and show empathy to engage young employees and build trust (Bass & Avolio, 1994). In that case, young employees expect guidance and inspiration from leaders who would cooperate them as required. So, the airline companies must focus on the transformational leadership to ensure the employee job satisfaction and enhance the productivity.

6) Well-Being Focus: Prioritization in mental health, work-life balance, and employee well-being can ensure motivation and engagement (Sahu & Patnaik, 2019). Hence, airline companies must focus on the mental health, work-life balance, and well-being of their employees to enhance job satisfaction and avoid unexpected situations.

7) Feedback and Recognition: Establishing a culture of regular feedback and public recognition can boost motivation (Northouse, 2018). The airline companies of Bangladesh must promote open communication for a supportive atmosphere.

8) Inclusive Culture and Belonging: Foster teamwork, inclusivity, and open dialogue to create a collaborative environment that drives innovation (Amabile, 1996). Consequently, the airline companies of Bangladesh must ensure an inclusive culture which the employees feel an integral part of the organization. In such a way they can contribute significantly to the achievement of companies' goals by being satisfied employees.

7. Conclusion

Creating a workplace with excellent morale and motivated employees is a long-

term project, and needs to be embedded within the fabric of an organization's daily operations. High employee involvement shows a higher level of employee motivation and satisfaction. Highly motivated and engaged personnel are a tremendous asset to any organization. While money is an important foundational consideration, the main factors that attract and maintain "talent" within an organization include recognition, working environment, interesting work, part of decision-making, skilled managers/superiors, good communication flows, career growth, etc. Sufficient training programs and feedback systems are also necessary to improve the working environment, techniques, and quality. Developing well-motivated and satisfied employees leads to more satisfied customers and higher sales; this in turn leads to greater employee motivation and creates a virtuous circle. Highly motivated employees are likely to be engaged employees, willing to go the extra mile with customers and to reward their employers with loyalty, high levels of productivity, and greater innovation.

Augmenting a culture of motivation for young employees in the airline industry is not just about offering competitive salaries or generous benefits. It requires understanding the unique values, preferences, and expectations of younger generations in the workforce. Dynamic workplaces prioritizing flexibility, technology integration, innovation, and continuous learning are better equipped to engage and motivate young employees and satisfy them. Motivated employees are more productive and more likely to stay with their employer and contribute to the organization's long-term success. While traditional approaches to motivation, such as focusing solely on extrinsic rewards, are no longer sufficient, the emergence of dynamic workplaces with adequate incentives offers a promising way forward. By aligning organizational culture with the values of younger employees, organizations can create environments that inspire motivation, drive job satisfaction & performance, and ensure the retention of top talent. To sum up, the motivation of the employees can be affected by many factors. However, a combination of both physical incentives and spiritual stimulation is the most powerful way to raise motivation and job satisfaction levels.

8. Limitations of the Study and Scope of Further Research

The study focuses solely on the airline industry in Bangladesh, which may limit the generalizability of the findings to other countries or regions with different cultural or organizational settings. Since the research is confined to the airline industry, the results may not be applicable to other sectors, even within Bangladesh, due to varying organizational structures and motivational factors. The study has limited sample size and does not include diverse representation of employees across different airlines, departments, and job roles due to time and budget constraints of the researcher. This can impact the overall reliability and representativeness of the findings. The data in this study is collected through surveys or interviews, which are self-reported methods. These are subject to personal biases, social desirability bias, and inaccuracies in recall. As the study is cross-sectional

(data collected at one point in time), it cannot establish causality—only correlations between motivation and job satisfaction has been inferred. The airline industry is highly sensitive to external factors such as fuel prices, political stability and uncertainty. These variables can affect job satisfaction and motivation but has not been adequately captured in the study. Further, cultural norms in Bangladesh may influence how motivation and job satisfaction are perceived and expressed, making it difficult to compare results with international studies. The reliability and validity of the tools used to measure motivation and job satisfaction can influence the accuracy of the findings. If standardized tools were not used or adapted properly, it may limit the study's credibility. In few cases respondents were in hesitant to respond honestly if they fear that management could access their responses, even with anonymity assurances. In spite of the limitations there are ample opportunity to conduct further research on the following areas for the purpose of augmenting motivation culture in the airline industry of Bangladesh.

1) Cultural Differences: Most of studies on motivation and job satisfaction have been conducted in Western countries. Therefore, we need to understand how the unique culture in Bangladesh affects the motivational practice in the airline industry.

2) Airline-Specific Issues: There is no significant research on what makes airline employees in Bangladesh feel motivated and pleased at work. Hence, we need to investigate what specific issues in the airline industry affect their motivation and job satisfaction.

3) Fluctuations Over Time: There are a few studies that look at how motivation and job satisfaction change over the years in the airline industry. These types of studies could show us long-term trends and how well different motivation strategies work.

4) Organizational Rules and Policies: Further research can be conducted on how different organizational rules and practices affect employee motivation and job satisfaction in Bangladesh's airline industry. Through these types of research best ever motivational practice can be found and implemented in greater horizon.

5) Leadership Styles: There isn't much research works on how different leadership styles affect motivation and job satisfaction in Bangladeshi airline companies. Through this type of research better leadership training programs can be identified.

6) Employee Differences: There are scopes of research on how different factors like age, gender and education level affect motivation and job satisfaction in the airline industry.

7) Comparing Airlines: There is scope of further opportunity to conduct research comparing motivational practice in different airline companies in Bangladesh or with airlines in other countries. This type of research could give us useful insights into best practices and areas that need further improvement.

8) Role of Technology: Research can be conducted to explore how new technologies affect employee motivation and job satisfaction in the airline industry.

9) Work-Life Balance: There are lack of information and research works on how the young employees maintain work-life balance and remain motivated. No flexibility in works affects job satisfaction in any organization including airline industry. Research in this area could assist the policy makers to develop & implement relevant policies that improve employee well-being.

10) Employee Involvement: Further research works are needed on how employees of the airline industry can be engaged in decision making process of their organization which would affect their enthusiasm to work better, get motivated and feel satisfied.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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