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Key Enablers for Sustainable Development of Career Development and Motivation to Enrich Job Satisfaction in European Logistics Industry

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Abstract

Purpose: This study explores the factors that affect aims to explore the perspectives from employee of key enablers for sustainable development of career development and motivation to enrich job satisfaction in European logistics industry. The research framework has constructed, which consisted of investigate and test hypotheses regarding the factors influencing the acceptance of the findings showed six emerged to enhance job satisfaction in the logistics industry. **Research design, data and methodology:** The researcher collected the data by distributing an in-depth interview to 15 key informants and the data using inter-coding content analysis. **Results and conclusions:** The results approve all hypotheses is success of these is research findings offer valuable insights to the findings showed six emerged themes for sustain development of career development and motivation to enhance job satisfaction. The study findings are particularly pertinent to employee retention and enhancing job satisfaction, as understanding the alignment between career development and motivation plays a crucial role in achieving these goals.

Keywords : Career Development, motivation, Job Satisfaction

JEL Classification Code: M10, M12, M14, M16, L92

1. Introduction

Logistics is composite of a complex service from a starting point to a finishing one. It refers to the movement of goods and products between the supplier and receiver, as well as the flow of things, and typically refers to the thorough planning and implementation of a complicated operation. That there has increased the need for reverse logistics operations with adaptable features like tracking facilities.

These two factors affect logistics companies to satisfy significant customer wants depending on various types of resources and items. Materials, supplies, hardware, consumables, food, and other tangible goods are the common resources taken care of through logistics.

As we can see, the logistics process as a whole encompasses a wide range of services, including manufacturing, stock management, warehousing, and

transportation.

The logistics sector is one of the most profitable and most competitive sectors in the world. It is essential to all of the world's economy.

According to Markets the size of the global logistics market was predicted to reach close to \$9.96 trillion USD in 2022. The logistics sector market is enormous and increasing quickly. The logistics industry is projected to expand at a CAGR of 6.3% from 2023 to 2028, reaching a valuation of around USD 14.37 trillion. The huge growth of the e-commerce sector fuels the global logistics sector. This is because online retail channels have seen a significant increase in product sales, which is further fueled by the convenience and cheaper costs these platforms provide. The market gains from the effective operation of online delivery thanks to logistics. Furthermore, many e-commerce sites have straightforward return and refund policies, which has

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increased the need for reverse logistics operations with adaptable features like tracking facilities.

We can see that the logistics process begins at the warehouse and continues via transportation because of the variety within the logistics sector. Due to two main factors, skilled personnel are divided into two categories: blue-collar and operation. Human resources have developed career planning for these employees based on their jobs and responsibilities. Career development is a service that businesses offer to increase workers' work capacity and responsibility for more senior jobs. We may conclude that individuals must put in a personal effort to fulfill their career planning objectives, which are adjusted to organizational circumstances. Career development is a constant process. The answers to the queries that employees will have in the future may be found in proper and transparent career planning. A person's career is a path he takes throughout his life. Because a person's career may impact performance and work happiness, it becomes extremely significant for them in the context of their position within the business (Kakui & Gachunga, 2016; Napitupulu et al., 2017). Not only to increase and maintain employee satisfaction and commitment but also to find the motivation to encourage them to perform to achieve the business goal.

A company risks losing skilled personnel if it lacks career development initiatives. A career development program is crucial for everyone since it will help keep the most valued and bright employees and lower your risk of losing them. Organizations, as well as the career development components, are:

1. Education
2. Capability
3. Network
4. Experience

2. Statement of the Problem

2.1 Covid-19 Impact

The analysis focuses to the logistics sector is one of the world's most profitable and competitive businesses for logistics industry as customer desire and satisfaction have become one of the keys to significant external factors have increased consumer demands, making the logistics sector even more competitive and difficult. Regrettably, Covid-19, a new pandemic that hit the tail end of 2019, drastically altered the planet. Beginning at the end of December in China, the epidemic quickly and rapidly moved into neighboring nations in January. Every nation closed its borders and locations to combat the new epidemic. However, Covid-19 not only influences the way of world living but also even transforms the needs of consumers and their buying

habits overnight, which causes changes in the logistics industry as customer desire and satisfaction have become one of the keys. This shows the rise of e-commerce and how this is related to logistics. Without logistics, e-commerce can be only a picture, as logistics is a whole process from the beginning of storing until the delivery to the final destination. The pandemic and other significant external factors have increased consumer demands, making the logistics sector even more competitive and difficult. To provide shipping goods or products worldwide based on time delivery and service quality, organizations may need to start thinking about adapting to digitalization to meet increased demand. Companies want to hire competent people to address this issue. For example, approximately 11 million people are employed in the transportation industry in the EU, representing more than 8% of the total workforce. According to analysts, freight transit will increase by 60% by 2050, leading to a rise in the demand for logistics professionals

Additionally, there are already over 3 million warehouse employees in the US alone, and by 2029, there will probably be a demand for over 125,000 more. According to the need for jobs in the UK's transportation, logistics, and storage sectors will double by 2021. Furthermore, there are other global issues besides this sharply expanding demand. According to the US Bureau of Labor Statistics, a heavy workload, arguments over work-life balance, and other work difficulties are reasons why the industry's employee turnover rate increased dramatically in 2021. Therefore, human resources (HR) are a key source for finding and hiring the right trained individuals to fill in the gaps and execute the solutions so that businesses may keep expanding. Human resources (HR) are important in all sizes of businesses.

Every organization's human resource department is vital and cannot be separated from it—the majority of HR's influence on the company's development. Human resources are essentially people whom an organization employs to work toward accomplishing its own goals. Human resources can be the key to an organization's progress if they are successfully hired, managed, and developed.

In any business environment, including banking, the HR component is crucial. Having trustworthy, robust, and flexible human resources is the key to winning business competition and retaining potential customers. To achieve this goal, businesses must motivate their employees to work harder. One of the reasons people choose to work for organizations or enterprises is the potential for career progression beyond their present position. Person motivation benefits both the person and the business. With strong motivation, they can achieve corporate sustainability.

Without a doubt, investments will be required. In order to prepare their youthful workforce for employment, logistics businesses in growing markets must make significant investments in training, development, and

education.

Training the next generation and modifying the workplace to meet the demands of senior employees will be crucial in developed nations.

This study explores the main factors that the impact of the perspectives from employee of key enablers for sustainable development of career development and motivation to enrich job satisfaction in European logistics industry.

3. Research Objectives

1. To explore employees' perspectives on key enablers for sustainable development of career development and motivation to enrich job satisfaction.
2. To develop a short/mid/long-term enabler for sustainable development of career development and motivation to enrich job satisfaction.

4. Research Questions

1. What are the employee's perspectives on key enablers for sustainable development of career development and motivation to enrich job satisfaction?
2. What could the short/mid/long enablers for sustainable development of career development and motivation to enrich job satisfaction be developed?

5. Literature Review

5.1 Career Development

The evolution of a worker's professional path is called career development. A career describes how a worker advances within a company to obtain a higher degree or rank of employment. A person's career becomes incredibly important for their position within the company since it might affect performance and work satisfaction (Kakui & Gachunga, 2016; Napitupulu et al., 2017 professional life.

According to Mangkunegara (2015), career development is a work activity that helps individuals make goals for their future professional life inside the organization so that the company and the employees may reach their maximum potential. Additionally, career management is how a company selects, assesses, assigns, and develops its employees to create a pool of skilled workers who can meet future demands (Shaputra and Hendriani, 2015). Career development is a strategy for employees' careers that they

may get in exchange for their work. Career development may also be seen as training or education for employees' personal development. According to Hüttges (2015), career development is essential for a firm since it must continually satisfy an employee's need for a career to motivate them to work better. Additionally, career growth elevates a worker's standing within an organization along a certain professional path, in line with Napitupulu et al. (2017).

5.1.2 Career Development Theory

Career development may be seen as education or training for employees' personal growth. A systematic approach to aiming to increase or improve employee knowledge and abilities, growth, work satisfaction, and availability of personnel with the necessary training and experience is known as career development. (Zin, 2013) Regarding Mangkunegara (2015), career development is a work activity that aids people in making plans for their future professional lives within the organization so that both the business and the employees can grow to their full potential. Also, career management is known as the process through which an organization chooses, evaluates, assigns, and develops its employees to produce a pool of qualified individuals to fulfill future demands (Shaputra & Hendriani, 2015). Career development is a plan for employees' careers that they may receive as compensation for their labor. At the same time, Career development may be interpreted as instruction or training for workers' personal growth.

In order to optimize the technical workforce across various industry types and sizes, studies on career and professional development have been conducted, particularly those concentrating on age, gender, and job position. The professional phases were demonstrated to vary when gender and age were considered. According to Koekemoer and Crafford (2019), women place a higher importance on high-quality experiences in both the professional and personal arenas than men. Additionally, it has been observed that when males approach their latter professional phases, they begin to value being true to themselves and their ideals less. However, The need for organically interesting work declines as both genders enter their late careers. Contrary to their historical preference for a conventional career path, males now favor project-based employment (Heslin et al., 2020).

5.2 Motivation

According to Maslow, motivation is "behaving in a way that reflects one's desire and eagerness and making efforts to reach a certain goal." According to Robbins and Colter, energy, direction, and persistence are the three components of motivation. The word "motivation" may also refer to a

force, need, or motivator that can enthuse and encourage someone to control and sate their needs to act and behave in certain ways that will lead them in the proper route. 2017 (Jufrizen).

We must persuade the newly employed staff members to align their motivation with the company's demands. Internal and external motivators exist, provided that the job aligns with the employee's requirements.

Theories of motivation offer valuable insights into the various factors that drive individuals. To gain a deeper comprehension of how to improve employee productivity, numerous researchers have delved into motivation theories over an extended period. These concepts can be integrated into the human resource strategies of an organization (Ali, 2021).

Since good performance frequently necessitates high aptitude and motivation, motivation is an important factor. Job satisfaction, which is the cornerstone of any business, is a relationship between motivation and work-related happiness. (Pananrangi et al., 2020) The terms "motivation" and "job satisfaction" are frequently used interchangeably. To meet the demand, a goal is formed, which must be achieved. Rewards and incentives can be used to encourage people to strive toward their goals. Anwar and Shukur (2015) assert that the social environment will also affect motivation while adopting some organizational values and culture, including leadership and management, all of which affect both the group or team and the individual. There are internal and external motivational factors as long as the task satisfies the employee's needs. Motivation theories help us better understand diverse motivators. In order to better understand how to enhance employee performance, numerous scholars have been studying theories of motivation for many years. These ideas may be implemented into the organization's human resource policy (Ali, 2021).

4.1.2 Motivation Theories

Motivation theories can be categorized as either content theories or process theories. The former focuses on ascertaining people's desires, relative strengths, and the goals they seek to satisfy. It focuses on understanding human motivation. Important content theories include McClelland's accomplishment motivation theory, Herzberg's two-factor theory, and Maslow's hierarchy of needs. Process theories, on the other hand, place more emphasis on the actual motivational process. These theories emphasize the interplay between the dynamic components of motivation and the initiation, direction, and maintenance of behavior. Examples include expectancy-based frameworks, attribution theory, equity theory, target theory, and theory of goals (Uzonna, 2013).

Masydzulhak and Anggraeni (2016) distinguished two elements influencing people's efforts to pursue satisfaction

and distance themselves from sadness. They are known as motivating factors and clean-up factors. Someone may quit a bad position due to external factors such as compensation, job security, the working environment, supervision, coworkers, policy, and administration. The success or completion of a task, the start of completing a task, the nature of the activity itself, the continuation of the task, and the growth of job skills are all motivating factors that nudge someone to pursue fulfillment.

Work motivation is a person's desire to act and perform attentively and well, following the responsibilities and duties assigned to him Kadarisman (2017) According to Uzonna (2013), who claims that this is a crucial aspect of Herzberg's theory, understanding employee demands may help us motivate today's young, ambitious, knowledge- and technology-based workers. Furthermore, given that these individuals already have well-paid jobs, we may infer that money or monetary rewards alone do not provide a sufficient incentive for success, suggesting that companies must use motivational strategies other than money to encourage people. Indicators of motivation include physiological demands, safety, and security requirements, needs for affiliation or acceptance, esteem or status requirements, and desires for self-actualization. Maslow, Abraham (Mangkunegara, 2017). Even Hasibuan (2014) states that the key to motivating employees is giving them the tools and resources they need to fulfill the organization's objectives while igniting their enthusiasm for the job. Hence, encouraging employees to work within the boundaries outlined to achieve organizational goals is the best approach to motivating them.

5.3 Job Satisfaction

According to Sopiah (2013), job satisfaction is an emotional reaction to the circumstances and demands of the workplace. Also, thus according to Wibowo (2015) job satisfaction is defined as a person's satisfaction with their job that is connected to a good opinion of their work and workplace. While Job satisfaction, according to Robbins and dan Judge (2015), is a positive sentiment about one's employment due to an evaluation and its caliber. When someone is happy with their employment, they feel good about it; when they are unhappy, they feel bad about it. The term "job satisfaction" has several various definitions.

In general, however, two aspects that can link to job satisfaction. One's personality, emotions, ideas, desires, and needs, as well as the intensity of those things, are discussed in the first one. Their basic needs, including their bodily, psychological, and security requirements, may be referred to as this. The second factor that influences satisfaction is the job's physical and psychological requirements and how well these requirements match the individual's expectations.

Employees' feelings about their occupations are categorized as a part of satisfaction. Likewise, employees' attitudes toward their jobs are also factored in job satisfaction. In conclusion, job satisfaction depends on how employees view the relationship between their expectations for the job and what they get out of it, as well as how much significance or worth they assign to their jobs (Ko, 2012, p. 1005).

4.3.1 Job Satisfaction Theory

Job satisfaction may be used as an assessment tool to assess an organization's performance. Moreover, Mangkunegara (2015) states that there are six job satisfaction theories that may be considered, including the anticipation theory, the social reference group theory, the need fulfillment theory, and the two-factor theory of Herzberg. However, according to Anwar (2017), work satisfaction is the subject of organizational behavior that has received the most research. Sutrisno (2016) lists the following as indicators that are frequently used to gauge an employee's job satisfaction, consisting of a) Psychological Factors, This is a factor related to employee psychology that includes interests, workplace harmony, attitudes toward work, talents, and skills; b) Social Factors; This aspect pertains to interpersonal interactions between supervisors, employees, and employers; c) Physical Factors; This is a factor that affects how physically fit an employee is, and it includes things like the type of work, location and rest times, the amount of work completed, room conditions, temperature, lighting, airflow, employee health conditions, age, and more; and d) Financial aspects, which include the pay structure and amount, social security, various perks, the availability of facilities, promotions, and other elements that are relevant to employee health and security.

According to a recent theory, the conduct that contributes to a company's success is most likely to occur when people are highly driven, have a strong sense of commitment, and have highly satisfying jobs (Paais & Pattiruhu, 2020). Also, career possibilities, job influence, teamwork, and job challenge are the main elements that have been shown to affect workplace satisfaction (Riyadi, 2020).

6. Theoretical Framework

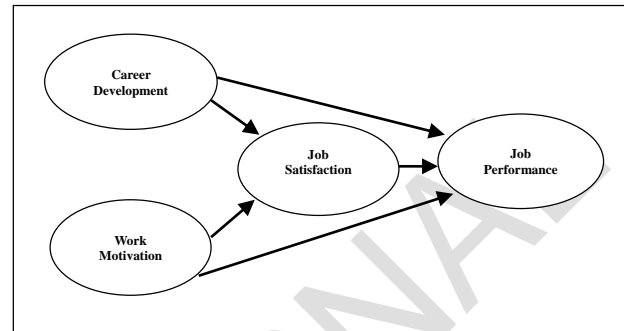


Figure 1: The Effect of Career Development, work Motivation, and Job Satisfaction on Employee Performance (Purwanto, 2021)

7. Conceptual Framework

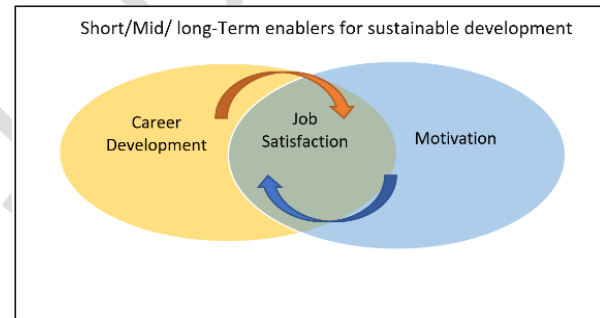


Figure 2: Conceptual Framework of Key Enablers for Sustainable Development of Career Development and Motivation to Enrich Job Satisfaction: A Case of Logistics Industry

The conceptual framework is drawn from several frameworks from the selected literature related to the study's topic. The three dimensions selected in this research comprised Job satisfaction for employees. The conceptual framework is used to formulate the needs assessment interview to explore the current and future expected situations for the two Job Satisfaction-related factors.

8. Research Design and Methods

This study employs qualitative research, providing in-depth textual descriptions of individuals' perspectives on a specific issue, offering a comprehensive understanding of the case under investigation

A small group of 15 samples was conducted for interview sessions. Secondly, the answers from the interviews were collected and coded, analyzed, and interpreted by content analysis which three coders interpreted and coded all

passages.

Additionally, another method used in this study was secondary data. Most materials came from dependable sources, including publications, journals, and other studies.

The data was then analyzed, categorized, and organized into themes and further sub-themes that emerged through coding. The themes which emerged were assigned a specific code accordingly. The next step in the analytical process involves highlighting any parallels and differences in the data and searching for any repeating patterns.

The results indicate strong content validity and consistency reliability, with a range from strong approval to strong disapproval.

9. Results

Interview Question 1: What are the meanings of career development and motivation from your working experience in the HR area in the logistics industry?

Question 1 theme (see Figure 3)

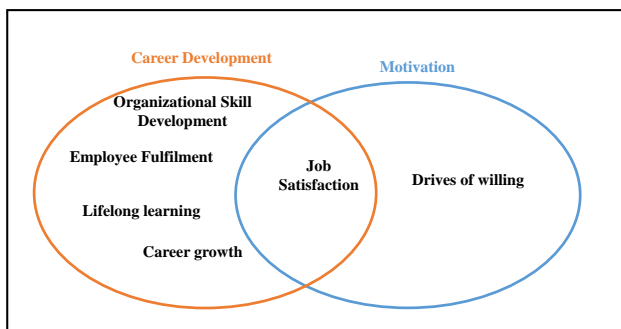


Figure 3: The emerged themes of the meanings of career development and motivation in HR area in the logistics industry in European countries.

Through virtual interviews and content analysis, the study gathered and verified qualitative data from 15 informants. These insights shed light on the intriguing aspects of sustainable career development, motivation, and job satisfaction in the logistics industry. The key takeaways were distilled into common themes, effectively addressing the study's research questions.

In exploring the meaning of career development and motivation from the perspectives of HR professionals, the consensus among the 15 informants unveiled four prominent themes:

- **Organizational Skill Development:** Career development was perceived as a journey of skill enhancement within the organizational context, underlining the importance of skill development as a core element.
- **Employee Fulfilment:** Informants emphasized that career development extends beyond professional

growth; it also encompasses the fulfillment of personal aspirations and goals, reflecting a holistic view of employees' progress.

- **Lifelong Learning Culture:** Career development was widely recognized as an ongoing process entailing continuous learning, growth, and adaptability, reinforcing the significance of a culture of learning within organizations.

- **Career Growth and Drives of Willing:** The majority equated career development with progression, moving up the organizational ladder, and the personal drive and enthusiasm to achieve these goals.

These four themes collectively define career development and motivation, providing a comprehensive understanding from the HR professionals' standpoint. These insights form a foundation for shaping strategies that foster sustainable career development and job satisfaction in the logistics industry.

Interview Question 2: According to your work experience in human resources, what are the key enablers for developing career development and motivation that enhance job satisfaction in the logistics industry?

Question 2 theme (see Figure 4)

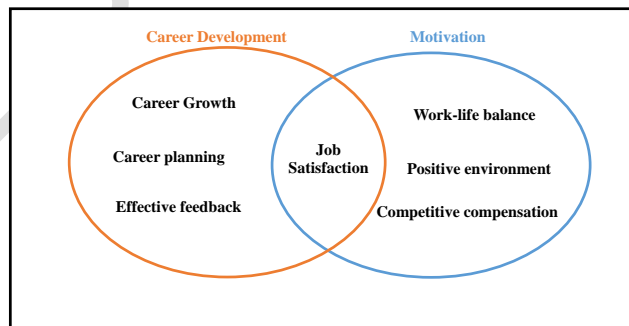


Figure 4: The key enablers for developing career development and motivation that enhance job satisfaction in the logistics industry in European countries.

The study delved into the research question regarding the key enablers that drive sustainable career development, motivation, and job satisfaction within the logistics industry. After meticulous content analysis, six distinct themes surfaced. These themes collectively serve as critical factors in shaping a conducive work environment. The following themes were identified: Career Growth Opportunity: Employees' motivation and job satisfaction can be significantly enhanced by offering clear and attainable pathways for career progression. This theme highlights the importance of recognizing opportunities for advancement and promotion within the company.

- **Work-life Balance:** Promoting work-life balance by providing flexible work arrangements, such as remote

work or adjustable hours, empowers employees to manage their personal and professional lives effectively. This balance can contribute to increased job satisfaction.

- **Effective Feedback:** Providing employees with transparent and achievable goals, coupled with regular feedback on their progress, is an essential component of maintaining motivation and engagement in their work.

- **Positive Environment:** Fostering a work culture characterized by respect, recognition, and teamwork contributes to a positive work environment that, in turn, encourages motivation and job satisfaction.

- **Career Planning:** Offering a clear trajectory for career progression in the logistics sector, including opportunities for promotions, job rotations, and cross-functional projects, enables employees to identify a well-defined path for growth, thereby maintaining their motivation to excel.

- **Competitive Compensation:** Offering competitive compensation and benefits is another key factor. Ensuring that employees are fairly compensated for their efforts and contributions can significantly impact their job satisfaction and motivation.

In conclusion, these six themes underline the critical importance of providing clear career growth opportunities and supporting employees in their career planning. When employees are aware of the opportunities for advancement, they are more likely to remain motivated and committed to their work. These findings offer valuable insights for employers and HR professionals in the logistics industry seeking to enhance employee motivation and job satisfaction.

Interview Question 3: Please provide short-term, mid-term, and long-term enablers for sustaining career development and motivation to enrich job satisfaction based on work experience in an HR role in the logistics industry.

Question 3 theme Based on the findings, the researcher has proposed the model of proposed enablers of sustain development of career development and motivation to enrich job satisfaction in logistic industry. It contains from the analysis, which have short, mid, and long-term key enablers of sustain development of career development and motivation (see Figure 5).

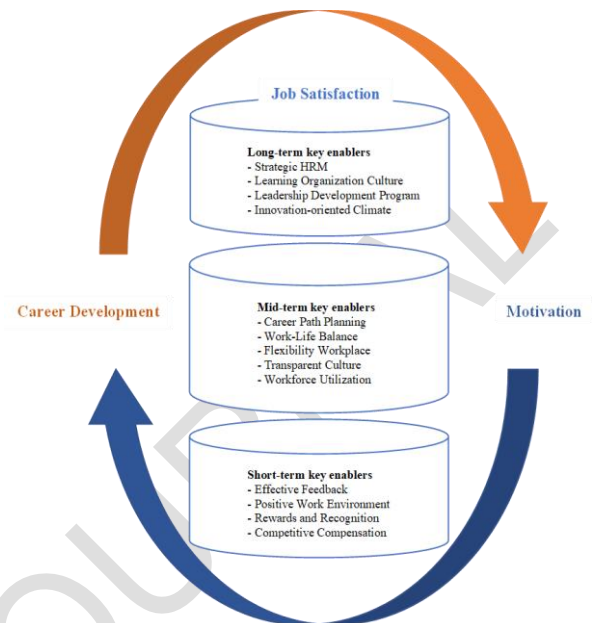


Figure 5: The model of proposed enablers of sustain development of career development and motivation to enrich job satisfaction in logistic industry

For immediate impact, four short-term key enablers were identified:

- **Effective Feedback:** Providing regular and constructive feedback helps HR and organizations gain a comprehensive understanding of how various variables interrelate and influence each other. These insights can guide the development of career development and motivation strategies to enhance job satisfaction.

- **Positive Environment:** Cultivating a positive work environment, characterized by respect, recognition, and teamwork, can play a pivotal role in job satisfaction.

- **Rewards and Recognition:** Acknowledging and appreciating employees for their contributions is crucial for motivation and job satisfaction in the short term.

- **Compensation and Benefits:** Although compensation and benefits are important, they may not be the most influential factors in career development and motivation in the logistics industry, even after economic crises like the one triggered by Covid-19.

Mid-Term Key Enablers for Sustainable Career Development and Motivation. Five mid-term key enablers were highlighted for continued implementation:

- **Career Planning:** Identifying career requirements, objectives, and opportunities for individuals, and implementing HR programs to support career development.

- **Work-life Balance:** Prioritizing work-life balance is vital to sustaining motivation and job satisfaction.

- **Transparent Culture:** Fostering a culture of transparency aids in career development and motivation efforts.

- **Flexibility Workplace:** Offering a flexible work environment contributes to employee satisfaction in the mid-term.

- **Workforce Utilization:** Optimizing workforce utilization is a key consideration in career development and motivation strategies.

Long-Term Key Enablers for Sustainable Career Development and Motivation. To ensure sustainable career development and motivation in the long term, four key enablers were emphasized:

- **Strategic HRM (Human Resource Management):** Strategic HRM plays a critical role, especially in an industry with diverse roles, such as logistics. HR needs to address differences in responsibilities and skill sets to drive long-term success.

- **Learning Organization Culture:** Cultivating a culture of learning and development is essential for sustained career growth and motivation.

- **Leadership Development Program:** Implementing leadership development programs prepares employees for management roles and fosters career progression.

- **Innovation-Oriented Climate:** An environment that encourages innovation and creative thinking is crucial for long-term career development and motivation.

In conclusion, participants in the logistics industry stressed the importance of addressing short-term, mid-term, and long-term enablers to enrich job satisfaction and sustainably enhance career development and motivation. This comprehensive approach takes into account the industry's diverse workforce, ensuring that HR strategies align with individual growth levels and resource management.

10. Conclusion

This study has two aims: (1) To explore the employees' perspectives on key enablers for sustainable career development and motivation to enrich job satisfaction. (2) To develop a short/mid/long-term enabler for sustainable development of career development and motivation to enrich job satisfaction. To accomplish these goals, a population of 15 individuals, all holding HR positions within the logistics sector, served as the study's subjects. Data collection revolved around virtual interviews, involving three open-ended questions, and qualitative analysis techniques, such as content analysis, were employed to discern the final themes within the data.

The study primarily adopted a qualitative approach, utilizing in-depth interviews to probe the research questions. This approach allowed for a deeper exploration of HR professionals' personal experiences within logistics companies, rendering the interpretation and analysis of results more insightful and meaningful.

The study's findings are particularly pertinent to employee retention, notably in terms of enhancing job satisfaction through sustained career development and motivation within the logistics industry. It underscores the critical role of HR in comprehending the alignment between career development and motivation, extending beyond mere workshops and development programs.

These findings have a direct bearing on not only retaining existing employees but also attracting new, skilled job seekers, especially in a fiercely competitive industry where individuals seek both flexibility and work-life balance.

Importantly, the research also revealed a range of key enablers, spanning short-term, mid-term, and long-term horizons, designed to sustain and enhance career development and motivation in the logistics industry. These enablers provide valuable insights for HR practitioners and organizations looking to foster lasting career growth and motivation within this challenging and dynamic sector.

11. Recommendation

Based on the qualitative findings, some recommendations can be made for HR in other logistics organizations going through the phase after Covid-19 challenge so that HR people can come up with HR trends or emerge struggle in terms of development of career development and motivation.

11.1 Career Development

The primary objective of this study is to identify key enablers for sustainable career development within the

logistics industry in European countries. In the fast-paced and competitive logistics market, retaining and enhancing employee job satisfaction is crucial. To achieve this, organizations and HR departments must promote career development, which not only includes career growth but also individual growth within the organization. Career development plays a pivotal role in this scenario, as it not only implies career growth but also individual growth within the organization. To align with the objectives of identifying these key enablers, several strategies are crucial:

1. Career Growth Opportunities: To facilitate sustainable career development, organizations and HR departments should actively provide opportunities for employees to advance in their career paths. This aligns with the objective of understanding how career growth contributes to job satisfaction within the logistics industry.

2. Effective Feedback: Leaders within the logistics industry must offer constructive feedback to employees, aiding in their skill development and growth within the workplace. This links to the objective of finding key enablers for career development, as feedback is essential for progress.

3. Positive Work Environment: Creating a positive work environment fosters job satisfaction and enables employees to thrive within a collaborative and supportive atmosphere. This contributes to the objective of identifying factors that support sustainable career development.

These factors contribute to enhancing employee job satisfaction and fostering their commitment to organizational goals.

In summary, the study's goal is to pinpoint the specific factors that drive sustainable career development within the logistics industry in European countries. Understanding these enablers is essential in the context of a changing job market and competitive industry, where employee satisfaction and commitment are pivotal for success.

11.2 Motivation

In the pursuit of identifying key enablers for sustainable career development in the European logistics industry, understanding how to foster and maintain motivation for enriched job satisfaction is essential. The study recognizes that motivation is a complex interplay of internal and external factors within an organization, influencing employees' willingness and behavior in their work performance. To align with the study's objectives, several strategies and findings are noteworthy:

1. Recognition and Rewards: The study acknowledges that while rewards, recognition, and compensation are important motivators, they may primarily serve as short-term factors. Proper recognition is vital for fostering trust and a

sense of belonging within the team and organization. These findings are significant in the context of understanding how to sustain motivation for career development in the logistics industry.

2. Diverse Workforce Motivation: The study highlights the diverse workforce within the logistics industry. For blue-collar workers, compensation and benefits are key drivers, often linked to their family's well-being. This insight emphasizes the need to tailor motivation strategies to different employee segments, which aligns with the objectives of identifying key enablers for career development.

3. Work-Life Balance: For management roles, the study suggests that work-life balance is a crucial motivator, particularly in an industry driven by time-sensitive demands and customer satisfaction. This finding links directly to the study's objectives, as it underscores the importance of understanding the needs and aspirations of employees in this sector.

4. Career Planning: Finally, the study emphasizes that career planning and opportunities for advancement are significant motivators, particularly for employees seeking to fulfill their career paths.

This aligns with the study's overarching goals, which involve identifying the enablers for sustainable career development within the logistics industry.

In summary, these findings and strategies are closely linked to the objectives of the study, which aims to uncover the key enablers for sustainable career development in the European logistics industry. Recognizing the diverse motivations and tailoring strategies accordingly is crucial for enhancing job satisfaction and overall career development in this competitive field.

12. Future Studies

If further research is interested in a similar topic, the other researchers should expand on other variables and increase the number of samples. Moreover, the quantitative research method with more samples can be improved to strengthen the research data so that the ideas gained and gathered are not limited to open-ended questions only. Lastly, due to the validation of the proposed model from three experts, which is beyond the local research area, the next researcher can get the validation from Thai nationality.

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