



Print ISSN: 1738-3110 / Online ISSN 2093-7717
 JDS website: <http://kodisa.jams.or.kr/>
<http://dx.doi.org/10.15722/jds.21.05.202305.83>

How to Boost Workers' Motivation in the Supply Chain based on the Difference between Wholesale and Retail Market

Jae-Hyung LEE¹

Received: February 15, 2023. Revised: April 24, 2023. Accepted: May 05, 2023.

Abstract

Purpose: Increasing their motivation and job satisfaction, employees in the distribution channel may be better able to interact with consumers and provide a more satisfying experience. Thus, increasing employee engagement in the supply chain necessitates a complex strategy considering the distinctive features of wholesale and retail markets. This study investigates how to boost employees' motivation in the supply chain based on the difference between wholesale and retail market. **Research design, data, and methodology:** The prior study analysis is a useful tool to take a look at relevant previous works via a significant screening and selecting strategy. The Key words based on the topic of the research have used, such as 'Employee Motivation', 'Supply Chain', 'Wholesale' and 'Retail' worker. **Results:** The findings of this research strongly indicates that motivating employees is essential for the efficient operation of supply chain activities as they continue to expand and become more complicated. The supply chain's two main segments are the wholesale and retail markets, each with distinct characteristics. **Conclusions:** This research focused exclusively on the factors that motivate supply chain workers, ignoring job satisfaction, corporate culture, and managerial style, which may affect employee motivation. These factors also have the potential to impact employee motivation and should be considered in subsequent research.

Keywords : Job Motivation, Supply Chain Management, Wholesale and Retail Market

JEL Classification Code: J22, L81, O15

1. Introduction

A key element that might affect an organization's performance is motivation. Motivated employees are crucial to achieving the intended results, such as greater productivity, enhanced quality, and satisfied customers throughout the supply chain. Many elements, such as monetary incentives, chances for career advancement, and work atmosphere, can impact motivation. This thesis will examine how the wholesale and retail markets differ

regarding employee motivation and suggest tactics to increase motivation in both industries.

The supply chain has two distinct divisions for the wholesale and retail markets. Retail markets directly sell products to customers, whereas wholesale markets sell products in bulk to retailers or other enterprises. Different aspects of the two markets may affect employee motivation. Working at wholesale marketplaces frequently entails handling enormous volumes of merchandise, so employees must be organized and detail-oriented (Escamilla et al., 2021). On the other hand, retail markets include more

¹ First and Corresponding Author. Visiting Professor. The department of sports and leisure, Yongin University, Yongin-si, Gyeonggi-do, South Korea, 17092, Email: headlee81@naver.com

© Copyright: The Author(s)

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

consumer engagement, which can be lucrative and challenging for employees. Retail employees must have excellent communication and interpersonal skills to interact effectively with clients.

In the wholesale market, worker motivation can be influenced by several factors. One significant factor is financial incentives. Wholesale workers are often paid based on the volume of goods they handle. Offering bonuses or commissions for meeting or exceeding sales targets can effectively boost motivation (Dey & Giri, 2021). Career growth opportunities, such as promotions to managerial positions or training programs, can motivate workers to perform at their best. Another critical factor that can impact motivation in the wholesale market is the work environment (Dey & Giri, 2021). Wholesale workers often work long hours and may face physical demands, such as lifting and carrying heavy goods. Providing a safe and comfortable work environment, with access to ergonomic equipment and regular breaks, can help reduce physical strain and boost motivation.

Other considerations than those in the wholesale industry can affect employee motivation in the retail market. The client experience is a crucial component that can impact motivation, even though financial incentives can still be successful (Yan et al., 2021). To guarantee that consumers are satisfied, retail employees must interact with customers and deliver top-notch customer service, which can help the firm succeed (Chun et al., 2020). Giving employees the tools and assistance they need to improve their customer service abilities is one way to increase motivation in the retail sector. The whole customer experience can be enhanced, and job satisfaction can be raised by encouraging employees to personalize interactions with clients and find innovative solutions to issues. Giving employees chances to communicate with consumers in ways other than standard sales contacts can help increase motivation (Chun et al., 2020).

For instance, holding workshops or events encouraging customer contact and education can increase employees' sense of kinship with the company and its clients. Financial incentives and possibilities for professional advancement can increase motivation in the wholesale market, and creating a secure and comfortable work environment can lessen physical stress. Motivation in the retail sector can be increased by fostering individualized interactions with consumers and providing training and support to improve customer service abilities (Chun et al., 2020). Businesses may raise employee motivation, which will increase productivity, improve quality, and increase customer happiness by understanding the distinctions between the two markets and implementing successful tactics.

It is crucial to remember, though, that there can be some overlap in the methods employed to increase motivation in

the wholesale and retail sectors. For instance, offering employees training opportunities, fostering a healthy work environment, and implementing work-life balance initiatives can succeed in both markets (Escamilla et al., 2021). Also, technology adoption has a significant impact on increasing employee motivation in both the wholesale and retail industries. Automation, AI, and robotics technologies can help to lighten the load of repetitive and manual labor in the wholesale market (Fung et al., 2020). Automating these duties allows employees to concentrate on more innovative and challenging work areas, boosting motivation and job satisfaction. Technology can be used in the retail industry to deliver customized consumer experiences, such as through CRM systems and email marketing campaigns (Fung et al., 2020).

Employees may be better able to interact with consumers and provide a more satisfying experience. As a result, increasing their motivation and job satisfaction. Increasing employee engagement in the supply chain necessitates a complex strategy considering the distinctive features of wholesale and retail markets (Ghosh et al., 2021). For employees to be more motivated, employers must offer financial incentives, professional advancement opportunities, a secure and comfortable work environment, training, support, and a supportive workplace culture. Moreover, technology can significantly improve worker motivation in wholesale and retail marketplaces (Hastig & Sodhi, 2020). By implementing these tactics, businesses can boost employee engagement and motivation, which will benefit the organization.

2. Literature Review

Understanding the value of one's personnel in gaining a supply chain competitive advantage is critical for every firm. The major goal of this literature study is to examine how the distinction between wholesale and retail marketplaces might be used to inspire supply chain personnel. Sustainable development goals (SDG) in supply chains, as explained by Cammarano et al. (2022), involve techniques that improve procurement and distribution. When employees see that their efforts are directly helping the company succeed, they are likelier to put up their best effort. Nevertheless, competitiveness, product quality, and consumer behavior are only some aspects that might impact employees' motivation. Scholars Chen et al. (2022) stress the value of supply chain fairness in boosting employee morale. The authors argue that fairness in the distribution of resources and rewards along the supply chain boosts morale and output. The findings suggest that treating employees boosts their intrinsic incentive to work, which in turn boosts productivity. Boshkoska et al. (2019) provide a decision

support system for assessing cross-boundary information exchange along the agri-food value chain. According to the research, better supply chain performance has a beneficial effect on employee motivation. Employees are more likely to contribute to the company's success when they know its goals, performance, and progress.

Scholars Chakraborty et al. (2019) discuss how increasing product quality through cost-sharing systems in supply chains can boost employee morale. According to the study, employees are more invested in the company's success when management and staff work together to raise product quality. Learn how strategic consumer behavior influences the supply chain when adopting quick reactions and agility. Faster responses and greater flexibility in the supply chain boost employee morale, which in turn boosts productivity, according to the study by Kavyani-Charati et al. (2022). Employees are apt to raise their output if they have access to tools that allow them to multitask more effectively.

Global value chains and the servitization of manufacturing were the subjects of investigation in a study by Chun et al. (2020). The study analyzed the impact of global value chains on the propensity of enterprises to incorporate services as part of manufacturing by using data collected from individual companies. Companies should think about how global value chains will affect their production plans, as the results show that global value chains positively affect the likelihood of servitization. This research emphasizes the value of learning how supply chain tactics can impact a company's product or service portfolio. The study by Dey & Giri (2021) used game theory to analyze the behavior of retailers and investigate how alternative game structures can affect the sustainability of the closed-loop supply chain. They examined a sustainable closed-loop supply chain serving a duopolistic set of merchants. The results indicate that, compared to the Cournot equilibrium, the Nash equilibrium of the game may result in a more sustainable supply chain. The necessity of examining strategic interactions between retailers in closed-loop supply chains is highlighted. This study contributes to the field by investigating the effect of game structures on the long-term viability of such networks.

Nanostores can make supply chains more flexible, adaptable, aligned, accessible, and affordable. Case studies examined how nano stores can best utilize their individual qualities to accomplish these aims (Escamilla et al., 2021). The results indicate that nano stores can boost their supply chain performance by strengthening their ties with suppliers and customers by utilizing their local knowledge and social capital. This research adds to the literature by illuminating the difficulties and potentials specific to nanopores' supply chain management. The case study method was used to design and implement sustainable planning techniques in an

authentic fashion supply chain in the study by Fung et al. (2020). According to the results, the proposed strategies can help the fashion industry reduce waste and become more sustainable without hurting the bottom line. This research fills a gap in the existing literature by outlining concrete steps the fashion industry can take to adopt more environmentally friendly supply chain procedures.

Using game theory, Ghosh et al. (2021) created a model for coordinating the distribution of environmentally friendly goods at many price points. Several payment schemes' effects on green supply chain coordination were studied. Compared to wholesale pricing and repurchase price strategies, the results imply that a revenue-sharing plan can improve supply chain coordination (Ghosh et al., 2021). To better coordinate green supply chains, this study adds to the existing body of knowledge by emphasizing the significance of adopting alternative payment options. Retail and wholesale supply chain employee motivation is a crucial requirement of the business and a significant success factor in using blockchain for supply chain traceability. Hastig and Sodhi's (2020) study reviewed the literature to determine the most critical elements for successful blockchain implementation in supply chains. Data governance, interoperability, and scalability were critical success elements for blockchain adoption (Hastig & Sodhi, 2020). This research adds to the existing body of knowledge by laying out the essentials for successful blockchain implementation in supply chains.

They look at through Kiss et al. (2019) carried out an examination to look at quick supply chains from the attitude of a round monetary machine and sustainability. The research examined the literature to perceive the crucial elements of the round financial device and sustainability in short supply chains. The findings suggest that brief supply chains can contribute to the round economic gadget and sustainable development by reducing environmental influences, improving social and financial blessings, and enhancing valuable resources' overall performance. Kuznetsova et al. (2019) investigated the connection between intricate painting productiveness degree, wages, and modifications inside the tough work market. The observer used statistical assessment to select the differentiation of intricate paintings' productiveness level and wages and their impact on the exertions market. The findings endorse that the differentiation of exertions productivity degree and wages can result in changes in the exertions market by affecting activity introduction, activity destruction, and wage inequality. The effects of a data-sharing gadget on worker creativity, engagement, and average performance may impact worker motivation. The check by the prior study (Li & Sandino, 2018) used a discipline experiment to look at the impact of an information-sharing system on worker behavior and

ordinary performance (Li & Sandino, 2018). The findings propose that the data-sharing machine can beautify employee creativity, engagement, and overall performance via selling knowledge sharing, collaboration, and communication.

Employee motivation is derived from decision-making and coordination in a two-stage supply chain that considers the cost information asymmetry of CSR. In their study (Liu et al., 2019) employed a mathematical model to investigate how cost information asymmetry affected supply chain coordination and decision-making. The results imply that by affecting the behavior and incentives of supply chain partners, the cost information asymmetry of corporate social responsibility might alter decision-making and coordination in a supply chain. Scholar Liu et al. (2020)'s investigation of a supply chain's value-added profit distribution as a coordination mechanism took corporate social responsibility into account. Using a mathematical model, the study looked at how to profit distribution affected supply chain coordination (Liu et al., 2020). The results indicate that a value-added profit distribution mechanism can improve supply chain coordination by coordinating the incentives and interests of supply chain participants concerning corporate social responsibility.

According to Scholars (Lou et al., 2020), they investigated the options for outsourcing logistics services in a supply chain that retailers drive. The study examined the effectiveness and profitability of a supply chain led by retailers using a mathematical model. According to the results, outsourcing logistics services can increase a retailer-led supply chain's flexibility, quality, and cost-effectiveness while increasing efficiency (Lou et al., 2020). Employee motivation in connection to the employment and carbon implications of paying a decent wage in international textile supply chains. Using a case study technique, the study examined the effects of providing a livable wage on the employment and carbon performance of garment supply chains (Mair et al., 2019). According to the research, paying a decent wage can encourage sustainable growth by enhancing workers' social and economic circumstances, decreasing turnover, and minimizing adverse environmental effects. In their research, Mikova et al. (2020) examined how higher education institutions and commercial firms interact in logistics and supply chain management. The study employed a survey to examine the type and degree of logistics and supply chain management collaboration between higher education institutions and commercial businesses (Mikova et al., 2020). The results imply that cooperation between corporate entities and institutions of higher education can improve quality.

Table 1: Supporting Resources to Find the Research Gap

Research Gap	Supporting Recent Resources
Going up employee engagement in the supply chain necessitates a complex strategy considering the distinctive features of wholesale and retail markets.	Cammarano et al. (2022), Chen et al. (2022), Boshkoska et al. (2019), Chakraborty et al. (2019), Kavyani-Charati et al. (2022), Chun et al. (2020), Dey & Giri (2021), Escamilla et al. (2021), Fung et al. (2020), Ghosh et al. (2021), Hastig and Sodhi (2020), Kiss et al. (2019), Kuznetsova et al. (2019), Li & Sandino (2018), Liu et al. (2019), Liu et al. (2020), Lou et al. (2020), Mair et al. (2019), Mikova et al. (2020)

3. Data Collection and Findings

According to the previous literature investigation, numerous prior studies (Phommahaxay, et al., 2019; Kang, 2021; Nguyen et al., 2022; Kang & Hwang, 2023; Woo & Kang, 2022; Hong, 2021), the qualitative textual approach should be followed the below four criteria and the present research has reflected them thoroughly.

1. The justification of the prior literature review may provide significant evidence for obtaining textual dataset.
2. All collected textual data should be analyzed by the procedure of checking the quality of instrument and screening improper resources.
3. The textual dataset investigated included independence of observation among various subjects.
4. Additional evidence independent of the study can validate content analysis data on solutions found to enhance employee motivation in the supply chain (Relevant Topic).

Motivating employees is essential for the efficient operation of supply chain activities as they continue to expand and become more complicated. The supply chain's two main segments are the wholesale and retail markets, each with distinct characteristics (Pi et al., 2020). So, there may be differences in employee motivational elements in these two marketplaces.

3.1. Compensation and Benefits

In wholesale and retail markets, salaries and benefits are the most frequently cited sources of employee motivation. Due to the greater demand for competent personnel in the wholesale sector compared to the retail business, salary, and perks may be higher. For hitting targets or achieving specific objectives, wholesale employees may also be given incentives and bonuses (Balamurugan et al., 2021). However, the increased proportion of entry-level workers in the retail business may result in lower pay and benefits. Benefits like health insurance and retirement plans can also be more prevalent wholesale.

Moreover, bonuses and incentives may be given to wholesale employees for hitting targets or completing particular objectives. Employees who achieve above and above the norm are rewarded with incentives and bonuses (Chen et al., 2022). For instance, a bonus might be given to warehouse employees if they finish a sizable shipment ahead of schedule or maintain a specific degree of accuracy in inventory management. These bonuses encourage employees to work harder and improve their performance, which benefits the wholesale operation as a whole (Balamurugan et al., 2021). Due to the more significant number of workers in entry-level professions, compensation and benefits may be lower in the retail business. Employees in the retail industry frequently serve customers, operate cash registers, and replenish shelves. Because these jobs require fundamental abilities, there is less need for skilled individuals in the retail sector (Chen et al., 2022). Hence, compared to wholesale, remuneration and benefits may be lower in the retail market.

Despite the decreased pay and benefits, retail employees could still get bonuses for hitting sales goals or commission-based income. For instance, a salesperson may get paid a commission for every product they sell or a bonus for reaching a specified monthly sales goal. The employees' increased performance influences the success of the retail operation as a whole due to these incentives. As stated by the previous research (Toktaş-Palut, 2022), compensation and perks are essential factors in the supply chain sector employee motivation. Retail employees may still receive incentives like commission-based pay or bonuses for hitting sales goals even though wholesale workers' salaries and perks may be higher. Supply chain managers must be aware of the particular requirements of every market and design compensation and benefits plan that consider the abilities and contributions of employees in those areas. They can encourage staff to give their best effort in achieving this, which will help the supply chain operation succeed.

3.2. Training and Development

For employees in both the wholesale and retail segments, opportunities for training and development are crucial motivators. The two markets, however, require different kinds of training and development. Workers in the wholesale sector may obtain more specific training in technical skills, such as logistics and inventory management (Azam et al., 2022). On the other hand, retail employees might be given more training focused on providing excellent customer services, like sales and communication skills. Ensuring employees are aware of and ready to satisfy their particular markets' demands requires both training forms. Training and development opportunities play a crucial role in motivating workers in the supply chain. It helps them

acquire new skills and improves their overall performance, productivity, and job satisfaction (Azam et al., 2022). However, the type of training and development may differ between the wholesale and retail markets, depending on the nature of their operations and job requirements.

Workers in the wholesale sector could get more specific training in technical subjects like logistics and inventory control. Managing huge product volumes and collaborating with suppliers, distributors, and retailers are typical tasks in the wholesale business (Ranjbar et al., 2020). Because of this, employees in this field need to have a thorough understanding of supply chain management, which includes transportation, warehousing, and inventory control. To monitor and track the movement of commodities, they must be adept at using sophisticated software and technology (Rouvroye et al., 2022). Supply chain optimization, data analytics, demand forecasting, and risk management are a few examples of topics that training programs in the wholesale market might touch on (Ranjbar, et al., 2020). Employees in the wholesale market can acquire the skills and knowledge required to enhance their performance, streamline their operations, and cut expenses by receiving such training.

Workers in the retail sector might be trained more in skills related to customer services, such as sales and communication. Customer interaction, comprehension of requirements and preferences, and offering a pleasurable shopping experience are common aspects of retail operations (Rouvroye et al., 2022). As a result, employees in this industry need to be effective communicators, knowledgeable about their products, and capable of handling client inquiries and complaints. Training courses in the retail industry could include product knowledge, visual merchandising, customer service abilities, and sales strategies (Sagegg et al., 2020). By receiving such training, retail employees can develop more vital customer service abilities, increase their product knowledge, and cultivate a following of devoted clients.

Training and development programs can be given in various ways, including classroom instruction, e-learning, on-the-job training, and coaching in wholesale and retail markets. The format may be determined by the resources available, the complexity of the training, and the learners' preferred learning styles (Sagegg et al., 2020). Training and development opportunities must be offered frequently and continuously to maintain employees' motivation and engagement, regardless of the format. Opportunities for training and development are essential motivators for wholesale and retail employees (Yu et al., 2022). Retail market employees may need more customer service-focused training, whereas wholesale market employees may need more training in technical abilities. Supply chain managers may guarantee that employees are aware and capable of

meeting the demands of their particular markets by offering tailored training programs (Yu et al., 2022). It can therefore enhance employee performance, productivity, and job happiness, which will ultimately result in a supply chain that is more effective and efficient.

3.3. Working Conditions

Working circumstances in wholesale and retail marketplaces can strongly impact employee motivation. Workers may be expected to work in warehouses or distribution facilities in the wholesale market, which can be physically taxing and necessitate long hours (Rajabzadeh et al., 2023). As a result, offering comfortable workplace amenities like air conditioning and ergonomic workstations can greatly encourage employees. In the retail industry, employees may work in locations where they must stand for extended periods or interact with challenging clients (Wang et al., 2022). Hence, creating a comfortable and secure work atmosphere can aid in inspiring retail employees.

Workers are frequently required to work in warehouses or distribution centers in the wholesale sector. These settings can be physically taxing because they ask workers to lift big goods, use machinery, and maneuver around obstacles. In meeting deadlines and completing orders, additional long hours can be necessary (Rajabzadeh et al., 2023). The physical demands of the profession may result in weariness, accidents, and other health problems. Hence, creating comfortable working environments is essential to ensuring the security and welfare of employees (Yang et al., 2022). For instance, having air conditioning available in warehouses during hot weather may keep employees cool and at ease. Ergonomic workstations can aid in the prevention of musculoskeletal problems and repetitive strain injuries.

Employees in the retail industry may work in establishments where they must stand for extended periods, travel great distances, or interact with challenging customers. These physically and mentally taxing working circumstances might result in burnout and decreased productivity. Hence, creating a comfortable and secure work environment is crucial to inspiring retail employees. For instance, providing workers with suitable sitting and breaks can aid in preventing fatigue and lowering stress levels (Yun et al., 2019). Also, ensuring that stores are spotless, well-lit, and secure can encourage employees to give exceptional customer service by making them feel valued.

Accidents and injuries can be avoided if there is a safe place to work. In the wholesale market, workers may be exposed to hazardous products, heavy machinery, and other possible safety dangers (Zhao et al., 2021). In the retail business, workers may face dangers such as slipping, falling, or being hurt by clients. Hence, investing in worker

motivation and health by providing safety training, equipment, and resources is essential (Zhao et al., 2021). In both the wholesale and retail sectors, worker motivation dramatically depends on the quality of their working environment. Offering comfortable and safe working conditions can help prevent injuries, lower stress levels, and boost worker productivity. A pleasant working atmosphere can help people feel valued and inspired to perform at their best (Zhao et al., 2021). Managers in the supply chain may boost morale, retention, and output by putting a premium on creating a pleasant workplace.

3.4. Recognition and Feedback

Workers in both the wholesale and retail sectors benefit greatly from positive reinforcement and feedback. Employees in the wholesale sector may receive rewards for hitting goals, cutting expenses, or increasing output (Xiao et al., 2020). Employees in the retail sector may be rewarded for things like providing outstanding customer service, reaching sales goals, or obtaining excellent customer feedback (Chakraborty et al., 2019). Consistent praise and acknowledgment can boost morale and encourage employees to keep up their excellent job. Employee morale, output, and fulfillment in the workplace can all be boosted by regular opportunities for feedback and acknowledgment (Chan et al., 2020). Employees with a strong sense of belonging to their workplace are more devoted to their jobs and less inclined to leave their employers.

Employees may receive praise in the wholesale market for hitting goals, realizing savings, or boosting production. In the wholesale market, workers often manage substantial amounts of inventory, shipping, and receiving and uphold quality control (Zhao et al., 2021). So, employees must be acknowledged or given feedback on their performance to ensure their contributions to the company's success are recognized (Bai et al., 2021). Giving these employees feedback on their performance can assist them in comprehending how they contribute to the firm's success and how their work affects the supply chain (Chan et al., 2020). Also, rewarding their efforts with incentives like bonuses raises, or awards for employee of the month can boost their motivation and job satisfaction.

Recognition and feedback have an even more significant impact on employee motivation in the retail industry. Those who work in retail are frequently in contact with customers daily. They may achieve their sales goals, offer outstanding customer service, and acquire pleased client reviews (Bai et al., 2021). Giving these employees regular feedback and appreciation can make them feel valued and appreciated, especially when they obtain favorable customer feedback (Chakraborty et al., 2019). This encouraging feedback can result in a more excellent

performance, more sales, and a boost in motivation and job satisfaction. Recognition and feedback should be given frequently, rather than only at annual performance assessments, in both the wholesale and retail industries. Employees should receive detailed feedback from their managers, highlighting their strengths and opportunities for development (Cammarano et al., 2022). Constructive criticism should include ideas for enhancement and compliments for excellent work. Several ways to express appreciation and feedback include employee recognition programs, casual interactions, and company-wide mailings.

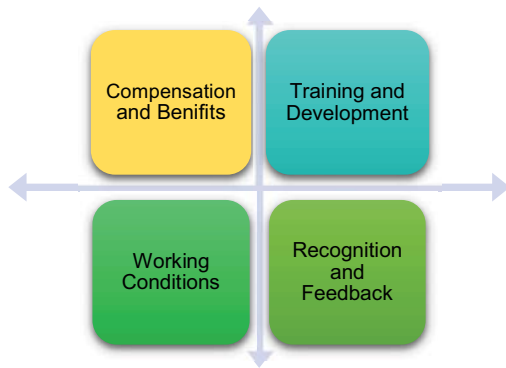


Figure 1: Summary of the Research Finding

4. Discussions

The implications for people working in the airline industry are enormous. Airline companies may boost their bottom line by learning what motivates their staff from the wholesale and retail sectors. Implementing recognition and feedback systems is one method airline firms can use to increase employee motivation. These initiatives can motivate employees to work hard by making them feel valued and appreciated (Rouvroye et al., 2022). For instance, airline firms might reward staff members who consistently deliver first-rate customer care, achieve sales goals, or succeed (Cammarano et al. 2022). Bonuses, promotions, or other awards are just a few examples of how someone could be recognized.

By offering training and development programs, airlines can also increase employee motivation. Employees are more likely to be driven to work effectively if they feel they are learning and improving (Boshkoska et al., 2019). For instance, airlines can offer training courses to boost sales prowess, customer service abilities, or operational effectiveness.

Incentive programs are another tool airlines can use to foster a positive work environment. Increasing revenue or decreasing expenses are only two examples of how these

initiatives might be related to concrete targets (Boshkoska et al., 2019). Bonuses, paid time off, and other incentives can be given to employees who meet or exceed set goals.

Providing employees with some leeway when they clock in and out can improve morale. When workers have some control over their work schedules and time in the office, they are more invested in their jobs (Boshkoska et al., 2019). Employers in the airline industry can demonstrate their concern for their workers by allowing for flexible scheduling and remote work.

Motivating employees is another benefit of enhanced communication. If employees have a sense of belonging to the organization and buy into its mission, they are more likely to put in extra effort (Cammarano et al., 2022). It could mean holding regular team meetings to review objectives, plan the following steps, and assess overall success in the aviation industry.

Empowering and involving employees can also enhance worker motivation. Employees are more likely to be motivated to do a good job when they have a voice in decision-making and are trusted to take the initiative (Kaviyani-Charati et al., 2022). Airlines may improve employee engagement by giving workers a voice in company decisions, encouraging them to offer suggestions, and giving them chances to take on greater responsibility.

Pay and benefits are other factors that can entice people to work in the aviation sector. Employees who believe they receive competitive pay and benefits are likelier to go above and beyond in their work (Zeng & Lu, 2021). Recruiting and retaining the best employees is essential for the success of any business, and airlines are no exception (Kaviyani-Charati et al., 2022). Boosting employee morale and airline productivity can be achieved through various measures. Improved employee motivation and productivity can be achieved when airlines create employee recognition and feedback programs, employee growth and incentives, enhanced communication, employee involvement and empowerment, and competitive remuneration and benefits.

The study's findings and possible applications are intriguing, but keeping a few things in mind is essential. The research focused solely on the wholesale and retail tiers of the supply chain (Vadakkepatt et al., 2021). Manufacturing and distribution marketplaces are outside the purview of this study's participants. It may not be possible to generalize the findings and implications of this study to other industries involved in the supply chain. The research focused exclusively on the factors that motivate supply chain workers, ignoring job satisfaction, corporate culture, and managerial style, which may affect employee motivation (Schmuck, 2021). These factors also have the potential to impact employee motivation and should be considered in subsequent research. Self-reported information from supply

chain personnel was used in the study, which could have needed to be more accurate or biased.

If employees are reluctant to provide honest responses or need to understand the questions thoroughly, the data's validity and trustworthiness may be jeopardized (Sgarbossa et al., 2022). Other stakeholders in the supply chain industry should have been investigated in the study, including managers, executives, and customers. The supply chain business could benefit from hearing from these parties to learn how to increase worker motivation and profits. Notwithstanding these limitations, the study's findings offer novel perspectives on what drives employees in the wholesale and retail sectors of the supply chain. Business leaders can use the study's results to improve staff morale and output through new policies and procedures. Despite its caveats, this study underlines the need for further exploration into the factors that affect the motivation of supply chain workers.

5. Conclusions

In conclusion, practitioners must motivate their supply chain workers if they want higher production, better quality, and happier customers. The distinction between wholesale and retail marketplaces creates significant obstacles in terms of worker motivation, and organizations must grasp these variations to develop effective tactics. Retail workers can be motivated through customized consumer encounters, training, and support to improve their customer service abilities. In contrast, wholesale workers can be motivated through financial incentives, career progression prospects, and a safe and comfortable work environment. Furthermore, technology, such as automation, AI, robotics, and customer relationship management systems, can boost worker motivation in wholesale and retail industries. A positive work culture, work-life balance efforts, and fair treatment of workers are only some of the components necessary for successfully implementing these strategies, which must also account for the differences between the two markets.

Sustainable development goals, equitable distribution of resources and benefits, and knowledge exchange are highlighted as critical factors in increasing employee engagement in the reviewed research. In order to foster a productive and satisfied workforce, organizations should give these concerns a top priority. To fulfill the ever-changing demands of their employees, organizations must regularly evaluate and revise their tactics since those presented in this thesis paper are only partial. Businesses must also consider demographic and cultural variables that may affect worker motivation, even though this research focuses on the contrasts between wholesale and retail marketplaces. In conclusion, increasing supply chain worker

motivation calls for a deliberate effort by organizations to learn about the specific obstacles and develop efficient solutions. Emphasizing employee morale can result in a more devoted and productive staff, which benefits the company.

References

- Azam, T., Malik, S. Y., Ren, D., Yuan, W., Mughal, Y. H., Ullah, I., ... & Riaz, S. (2022). The moderating role of organizational citizenship behavior toward environment on relationship between green supply chain management practices and sustainable performance. *Frontiers in Psychology, 13*, 876516.
- Bai, Q., Chen, M., Nikolaidis, Y., & Xu, J. (2021). Improving sustainability and social responsibility of a two-tier supply chain investing in emission reduction technology. *Applied Mathematical Modelling, 95*, 688-714.
- Balamurugan, S., Ayyasamy, A., & Joseph, K. S. (2021). IoT-Blockchain driven traceability techniques for improved safety measures in food supply chain. *International Journal of Information Technology, 14*, 1087-1098
- Boshkoska, B. M., Liu, S., Zhao, G., Fernandez, A., Gamboa, S., Del Pino, M., & Chen, H. (2019). A decision support system for evaluating knowledge sharing crossing boundaries in agri-food value chains. *Computers in Industry, 110*, 64-80.
- Cammarano, A., Perano, M., Michelino, F., Del Regno, C., & Caputo, M. (2022). Sdg-oriented supply chains: Business practices for procurement and distribution. *Sustainability, 14*(3), 1325.
- Chakraborty, T., Chauhan, S. S., & Ouhimmou, M. (2019). The cost-sharing mechanism for product quality improvement in a supply chain under competition. *International Journal of Production Economics, 208*, 566-587.
- Chan, H. L., Wei, X., Guo, S., & Leung, W. H. (2020). Corporate social responsibility (CSR) in fashion supply chains: A multi-methodological study. *Transportation Research Part E: logistics and transportation review, 142*, 102063.
- Chen, L., Lee, H. L., & Tang, C. S. (2022). Supply chain fairness. *Production and Operations Management, 31*(12), 4304-4318.
- Dey, S. K., & Giri, B. C. (2021). Analyzing a closed-loop sustainable supply chain with duopolistic retailers under different game structures. *CIRP Journal of Manufacturing Science and Technology, 33*, 222-233.
- Escamilla, R., Fransoo, J. C., & Tang, C. S. (2021). Improving agility, adaptability, alignment, accessibility, and affordability in nano store supply chains. *Production and Operations Management, 30*(3), 676-688.
- Fung, Y. N., Choi, T. M., & Liu, R. (2020). Sustainable planning strategies in supply chain systems: proposal and applications with an actual case study in fashion. *Production Planning & Control, 31*(11-12), 883-902.
- Ghosh, S., Lee, J., & Haupt, J. (2021). Understanding the attraction of the microcampus: A quantitative investigation of students' motivations to enroll in transnational education. *Journal of Comparative & International Higher Education, 13*(5), 53-71.
- Hastig, G. M., & Sodhi, M. S. (2020). Blockchain for supply chain traceability: Business requirements and critical success factors. *Production and Operations Management, 29*(4), 935-954.

- Hong, J. H. (2021). A global strategy of a company that uses culture content as its core business. *The Journal of Industrial Distribution & Business*, 12(6), 37-46.
- Kang, E. (2021). Qualitative content approach: Impact of organizational climate on employee capability. *East Asian Journal of Business Economics (EAJBE)*, 9(4), 57-67.
- Kang, E., & Hwang, H. J. (2023). How to enhance an employee's organizational citizenship behavior (OCB) as a corporate strategy. *Journal of Industrial Distribution & Business*, 14(1), 29-37.
- Kaviyani-Charati, M., Ghodsypour, S. H., & Hajiaghahi-Keshteli, M. (2022). Impact of Adopting Quick Response and Agility on Supply Chain Competition with Strategic Customer Behavior. *Scientia Iranica*, 29(1), 387-411.
- Kiss, K., Ruszkai, C., & Takács-György, K. (2019). Examination of short supply chains based on circular economy and sustainability aspects. *Resources*, 8(4), 161.
- Kuznetsova, A., Askarov, A., Gusmanov, R., Askarova, A., & Pyplacz, P. (2019). Differentiation of labor productivity level and wages as a basis for changes in the labor market. *Polish Journal of Management Studies*, 20(2), 345-357.
- Li, S. X., & Sandino, T. (2018). Effects of an Information Sharing System on Employee Creativity, Engagement, and Performance. *Journal of Accounting Research*, 56(2), 713-747.
- Liu, Y., Li, J., Quan, B. T., & Yang, J. B. (2019). Decision analysis and coordination of a two-stage supply chain considering cost information asymmetry of corporate social responsibility. *Journal of Cleaner Production*, 228, 1073-1087.
- Liu, Y., Xu, Q., & Liu, Z. Y. (2020). A coordination mechanism through value-added profit distribution in a supply chain considering corporate social responsibility. *Managerial and Decision Economics*, 41(4), 586-598.
- Lou, Y., Feng, L., He, S., He, Z., & Zhao, X. (2020). Logistics service outsourcing choices in a retailer-led supply chain. *Transportation Research Part E: Logistics and Transportation Review*, 141, 101944.
- Mair, S., Druckman, A., & Jackson, T. (2019). Higher wages for sustainable development? Employment and carbon effects of paying a living wage in global apparel supply chains. *Ecological economics*, 159, 11-23.
- Mikova, S., Mihova, L., & Stefanov, M. (2020). Interaction between higher education institutions and business organizations in logistics and supply chain management. *Economy & Business*, 14(1), 116-129.
- Nguyen, L. T., Nantharath, P., & Kang, E. (2022). The sustainable care model for an ageing population in Vietnam: Evidence from a systematic review. *Sustainability*, 14(5), 2518.
- Phommahaxay, S., Kamnuansipla, P., Draper, J., Nantharath, P., & Kang, E. (2019). Preparedness of Lao People's Democratic Republic to Implement ASEAN Common Visa (ACV). *Research in World Economy*, 10(3), 419-430.
- Rajabzadeh, H., Altmann, J., & Rasti-Barzoki, M. (2023). A game-theoretic approach for pricing in a closed-loop supply chain considering product exchange program and a full-refund return policy: A case study of Iran. *Environmental Science and Pollution Research*, 30(4), 10390-10413.
- Ranjbar, Y., Sahebi, H., Ashayeri, J., & Teymouri, A. (2020). A competitive dual recycling channel in a three-level closed-loop supply chain under different power structures: Pricing and collecting decisions. *Journal of Cleaner Production*, 272, 122623.
- Rouvroye, L., van Dalen, H. P., Henkens, C. J. I. M., & Schippers, J. J. (2022). Employers' views on flexible employment contracts for younger workers: Benefits, downsides, and societal outlook. *Economic and Industrial Democracy*, 43(4), 1934-1957.
- Sagegg, Odd Jøran & Alfnes, Erlend. (2020). *ERP systems for manufacturing supply chain applications, configuration, and performance*. Boca Raton: CRC Press : Auerbach Publishers.
- Schmuck, R. (2021). Education and training in manufacturing and supply chain processes using business simulation games. *Procedia Manufacturing*, 55, 555-562.
- Sgarbossa, F., Romsdal, A., Oluyisola, O. E., & Strandhagen, J. O. (2022). *Digitalization in production and warehousing in food supply chains*. In *The Digital Supply Chain* (pp. 273-287). Elsevier.
- Toktaş-Palut, P. (2022). Analyzing the effects of Industry 4.0 technologies and coordination on the sustainability of supply chains. *Sustainable Production and Consumption*, 30, 341-358.
- Vadakkapatt, G. G., Winterich, K. P., Mittal, V., Zinn, W., Beitelspacher, L., Aloysius, J., & Reilman, J. (2021). Sustainable retailing. *Journal of Retailing*, 97(1), 62-80.
- Wang, Q., Chen, K., Wang, S., & Cao, X. (2022). Fairness concerns, corporate social responsibility, and information value are optimal decisions in a closed-loop supply chain. *Annals of Operations Research*, 309(1), 277-304.
- Woo, E. J., & Kang, E. (2020). Environmental issues as an indispensable aspect of sustainable leadership. *Sustainability*, 12(17), 7014.
- Xiao, D., Kuang, X., & Chen, K. (2020). E-commerce supply chain decisions under platform digital empowerment-induced demand. *Computers & Industrial Engineering*, 150, 106876.
- Yan, Y., Yao, F., & Sun, J. (2021). Manufacturer's cooperation strategy of closed-loop supply chain considering corporate social responsibility. *RAIRO-Operations Research*, 55(6), 3639-3659.
- Yang, S., Lai, I. K. W., & Tang, H. (2022). Pricing and contract coordination of BOPS supply chain considering product return risk. *Sustainability*, 14(9), 5055.
- Yu, Y., Luo, Y., & Shi, Y. (2022). Adoption of blockchain technology in a two-stage supply chain: Spillover effect on the workforce. *Transportation Research Part e: Logistics and Transportation Review*, 161, 102685.
- Zeng, M., & Lu, J. (2021). The impact of information technology capabilities on agri-food supply chain performance: The mediating effects of inter-organizational relationships. *Journal of Enterprise Information Management*, 34(6), 1699-1721.
- Zhao, G., Hormazabal, J. H., Elgueta, S., Manzur, J. P., Liu, S., Chen, H., & Chen, X. (2021). The impact of knowledge governance mechanisms on supply chain performance: Empirical evidence from the agri-food industry. *Production Planning & Control*, 32(15), 1313-1336.