



Inspiring Excellence

Internship Report On  
Workplace Behavior of Generation Z employees of Inspira  
Advisory and Consulting Limited

Submitted to

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BRAC Business School

Submitted By

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Date of Submission: 5 March, 2023



*Workplace Behavior of Generation Z employees  
of Inspira Advisory and Consulting Limited*

## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Student Full Name: Fariha Yeasmin Irin**  
Student ID: 18104067

**Supervisor's Full Name & Signature:**

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Zaheed Husein Mohammad Al-Din

Senior Lecturer  
BRAC Business School  
BRAC University

## Letter of Transmittal

Zaheed Husein Mohammad Al-Din

Senior Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Inspira Advisory and Consulting Limited.

Dear Sir,

With due respect, I would display my pleasure to display my gratitude for having an opportunity to prepare and represent a comprehensive analysis on the generation Z employees of Inspira Advisory and Consulting Limited to complete my internship program, BUS400 as a conclusion of my Bachelor's degree. It has been a wonderful experience for me avail an opportunity to complete internship program as well as completing the report with practical contents.

Working for four months in the Inspira Advisory and Consulting Ltd has assist me to accomplish the requirement of viable learnings and construct this comprehensive report. It was a worthwhile experience and the exposure of such an organization was a valuable exposure for me. Throughout the internship journey, I have gathered preceding knowledge about the organizational culture and avail opportunity to work in subtle working environment. Thank you very much for your kind co-operation, without which this internship report cannot be completed. I want to show my gratitude to you for your encouragement, effective guidelines and support.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. I trust that the report will meet the desires.

Sincerely yours,

Student Full Name: Fariha Yeasmin Irin

Student ID: 18104067

BRAC Business School

BRAC University

Date: 5 March, 2023

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Inspira Advisory and Consulting Limited and the undersigned student at BRAC University, BRAC Business School.

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Fariha Yeasmin Irin

## Executive Summary

The study analysis is orchestrated focusing on the environment of the Inspira Advisory and Consulting Limited. Inspira ACL is a professional consultancy agency that is engaged with economic and social research to generate development initiatives by consulting with INGOs, NGOs and government agencies. Inspira ACL is a proud consultancy agency that enlighten many sectoral and industrial innovative approach to build a support system to mitigate fundamental gaps among underprivileged segments. Therefore, internship in such an organization has been an influential opportunity to directly work and contribute in social and economic development.

Apart from the external achievements, the company has an exclusive and unique internal workplace environment, filled with youthful minds. The report illustrates a gist of the effective learning outcomes, professionalism and interpersonal skill development throughout the internship program at Inspira ACL. Alongside, the main part of the report is about the behavioral trait analysis of the Inspira employees from generation Z. The study analysis is dedicated towards this particular segment (Gen Z) among the other generations. The research assessment specially concentrates on critically reviewing on the employee's behavioral traits and expectations form future initiatives. It contains a comprehensive assessment criterion and generated positive, negative insights in a descriptive format along with supporting illustrations. Furthermore, the report highlights a comparative interpretation highlighting each employee's distinct insights and expectations. The 1st chapter contains as extensive discussion about the Organization, Company Profile, Vision and Mission, Organogram and functional expertise of Inspira ACL, approaches and a glimpse on the clients Inspira is aligned with overall research and development activities. The 2nd chapter describes my internship experiences and learnings for the internship program which includes description on my team, job responsibilities, learning outcomes, challenges in adapting the work environment. The 3rd chapter emphasis on objectives of my research, methodology of the extensive analysis, overall outcome, limitation of the study and recommendations aligned with the research outcomes. In this chapter I have tried to identify how workplace culture has impact of the employee's attitudes, address their preferences. Afterwards, I provided the findings, comparative assessment and some considerable recommendations to overcome some challenges faced in workplace. Finally, I have included concluding remarks based on my overall research outcomes and the recommendations.

**Keywords:** Inspira ACL; Generation Z; Employees; Workplace environment; Study Analysis, Attitude, Expectation

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## List of Acronyms

Inspira ACL	Inspira Advisory and Consulting Limited
TOR	Terms of Reference
RFP	Request for Proposal
EOI	Experience of Interest
NGO	Non-Governmental Organization
INGO	International Non-Governmental Organization
UN	United Nations
KII	Key Informant Interview
FGD	Focus Group Discussion
IDI	In Depth Interview
SPO	Senior Partners Office
IGA	Income Generating Activities
WASH	Water, Sanitation and Hygiene
AHP	Australian Humanitarian Consortium

# Chapter 1

## **Overview of Internship Program**

## Chapter 1: Internship Experience and observation at Inspira Advisory and Consulting Limited

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### 1.1 Job Responsibilities

The internship program I have been working under was a four-month Internship Program at Inspira Advisory and Consulting Limited. As the organization is Consultancy sector of Bangladesh, the ongoing activities relevant to internship program are quite different from the generic internships which we often know about in different companies. As an intern, the prime work-plan for me was to explore and identify potential tender and EOI of governmental, non-governmental and international NGOs, INGOs, UN agencies which are appeal for consultancy support to execute market assessment, social and business research, sectorial and industrial development analysis in various contextual lenses.

The initial goal of the Inspira internship program is to make potential “Inspirates” (employees) from the existing interns by introducing and aligning them with critical organizational tasks that plays major role in functional progress and profitability. Alongside, the program task-plan assured to make every intern industry and corporate ready for further career development in their respective fields. As for me, I am an intern working under the Business Development department where I mainly support development team in tracking new project opportunities by exploring largest job site, bdjobs.com. In general, I am responsible to prepare concept notes and carry out the rigorous writing part of the assigned TOR or RFP based on the briefing sessions of my supervisor and adhere to the instructions provided to me. In the first week, it was more of a welcoming session rather than getting into the work right away. Since my major was Human resource and finance, being a part of the consultancy firm was a challenging matter to execute and adapt distinctive curriculums, specially the workplace culture. However, I have learned a good deal of sectorial, industrial, social and business oriented standard functionalities and systematic development initiatives for the under privileged segments of Bangladesh.

#### Develop Research plan

Throughout the process of exploring process, I have greater opportunity to earn in-dept knowledge about different international, government and non-government initiative to assess humanitarian crisis (Rohingya Influx, Coastal regional crisis), sectorial and industrial needs of underprivileged group (labors, MSME, informal workers, blue collar works), transactional development activities for digitalization. After identifying new project opportunities and studying the concept thoroughly, I designed a comprehensive research plan and exquisite methodology with the guidance of the supervisors. This research plan is also commonly known as proposal and involves two categories, technical proposal and financial proposal. By technical proposal we illustrate an overall contextual understanding of the project, customize and construct a viable study plan that meets the client side’s vision of outcome-oriented assessment. If the proposal got shortlisted by the client side, I was assigned to create a proper pitch presentation of the descriptive work plan of the project in power point slides. Apart from that, I have also created legal joint venture documents, Express of interest conditions for the

partners of the potential projects. Thus, I have learned how to visualize and develop customized proposal and implement them in a proper structural form with the guidance of my supervisor.

### **Transcriptions**

Alongside, I had done transcriptions of the interactive conversations (KII, FGD, IDI) with government officials, target beneficiaries which was conducted for qualitative data collection of the specific projects. Usually, I captured relevant information and insights covering project areas and created a descriptive picture of discussed areas throughout the transcription process. As I had to listen to recording of 2 to 3 hours interview conversations among several clients it was a very monotonous and exhausting for me in the beginning. After few times, I adapted with the overall process and undertake steps to finish the task accordingly.

### **Dealing with Clients**

As conducting fruitful social and economic development projects is the prime expertise of Inspira ACL, dealing with intricate clients with varieties of requirements is a particular challenging ground. As an intern, I assisted my supervisors (Managing directors, project managers) in different pre-bid and post-bid meetings with clients for project opportunities.

### **Pre-bid Meetings:**

In pre-bid meetings, the clients address bidder firm's questions relevant to the project, TOR and RFP documents. In such meeting, my responsibility was to identify level of potential bidders (competitors) capacity and jot down materials, information shared in the meeting. Besides, I used to participate by asking relevant queries to clarify my understanding in documentation parts and developing overall technical proposal (research plan) for the project. Thus, I had greater opportunity to directly communicate and participate in client-side meetings for potential projects.

### **Post-bid Meetings**

The post-bid meetings are usually the visual presentations of the technical proposal (research plan) that we established in the bidding phase of the project. In such meeting, the representatives of the core team of the project, gives an illustrative presentation of the overall research plan which we have submitted in pre-bidding stage. As an intern, I used to prepare power point slides based on the objectives and implemented research plan. Furthermore, I used to attend these meetings to present the slides, address and jot down client site comments and suggestions. After the meeting, I used to prepare meeting learnings so that the team can acknowledge gaps and identify improvement points. This practice helped me to improve my working functionality and productivity at personal level.

### **Enumerators listing**

The project teams outsource qualified enumerators<sup>1</sup> from specific areas to assess targeted beneficiaries of the project. My job was to directly communicate with the enumerator group at individual level and conduct interview sessions for different project areas. I was responsible to prepare a spreadsheet highlighting enumerator's details and selected work locations for data collection procedure. As it was a very critical task, I was unable to keep up with the vast data

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<sup>1</sup> Enumerator is an individual who is hired to conduct quantitative and qualitative data collection.

base of the enumerators. In the beginning I really struggled with managing the overall initial interview sessions with random people (Enumerators). However, with the guidance of my supervisors and technical help of the onside officers I managed to build formal interaction skills and ability to deal with efficient manner.

### **1.2 Experience and Learnings**

In line with this primary task, I got good opportunity to learned about formal writing pattern, International standard format and templatization, customized visual representations (Graph, Chart, Smart diagrams), different MS word, Excel and PowerPoint functions etc. This learning helped me improve my knowledge about program's basic features, functionalities and tools such as creating and formatting text, paragraphs and pages using different style and templates; boost my skills on proofreading and editing tools. In addition, knowledge and learning about different keyboard shortcuts, advanced features has greatly improved my productivity level and efficiency in writing and navigating any functional or formatting issues.

At the beginning stage of internship, I faced difficulty in understanding the overall functionality of the work environment as it maintains the non-traditional organizational curriculum. But with the assistance of my supervisor and coworkers, I was able to understand overall work culture. In line with the work experience I learned that in consulting agency employees needs to have additional knowledge about the overall country's economic condition, policy and advocacy; international linkage and contribution of donor organization for development initiatives; rural areas traits, norms and IGA for livelihood; market demand etc. As for myself, I have gathered various insights on the overall development of the economy while developing research plan for the projects. For instance, if I specifically mention one learning I gather greater insights on WASH sectoral assessments, AHP consortium activities on humanitarian activities and joint response plan to tackle Rohingya Influx and the influential effects on the economy of the surrounding community. Since, developing sector and private sector is a major part of the organizational curriculum, it opens a greater opportunity to nurture myself with in-depth learnings on the economy of Bangladesh. This learning opportunity has broadened my knowledge and insights on trend analysis and market assessment at national and international level.

### **1.3 Recommendation on Internship Programs**

The organization can establish an extensive onboarding session with the new comers so that they can relate and understand more about the organizational functionality and cultural aspects. Because, the interns are the fresh graduates without any professional word experiences. Throughout an internship program the students learn and experiences a overall jest of corporate world and prepare themselves for upcoming professional life. Therefore, the organization must consider their view points and utilize their capabilities by providing a comprehensive briefing on the functional aspect like projects, sectoral assessment and work functionalities. Thus, the interns can easily cope up with the organizational practices and achieve expected learning outcomes. In most case, initial onboarding session is insufficient to actually adapt the concepts. Multiple onboarding sessions will highly benefit the intern to understand density and effectivity of the assigned tasks. In addition, it will motivate the new comers to keep on trying and learn from their mistakes.

Chapter 2  
**Overview on  
Inspira Advisory and Consulting Limited**

## Chapter 2: The Organization: Inspira Advisory and Consulting Limited

### 2.1 Inspira Advisory and Consulting Limited

Name of the Organization	Inspira Advisory & Consulting Limited
Type of Organization	Private Limited
Company Registration No.	C-121178/15
Incorporated from	Registrar of Joint Stock Companies and Firms, Ministry of Commerce, Government of the People’s Republic of Bangladesh
Incorporated Under	Companies Act 1994
International Affiliations	The International Council of Management Consulting Institutes
Global Best Practice/SOP Adopted	Operating in accordance with ISO 20700:2017 - Guidelines for management consultancy services
Total Number of Completed Projects	160
Contact Person	Muntasir Tahmeed Chowdhury, Managing Director, Inspira Advisory & Consulting Limited
Mailing Address	House-83 (Level 5), Road-23, Gulshan-1 Gulshan, Dhaka-1212
Cell Phone	+8801817759728
Email	<a href="mailto:muntasir.tahmeed@inspira-bd.com">muntasir.tahmeed@inspira-bd.com</a>
Website	<a href="http://www.inspira-bd.com">www.inspira-bd.com</a>
Bankers	Mutual Trust Bank Limited

*Table 1: Inspira ACL at Glimpse*

### Introduction

Inspira Advisory & Consulting Limited (IACL), is a private limited company, registered with the Registrar of Joint Stock Companies & Firms. It is a strategy consulting & business research firm based in Dhaka. It is a professional services firm specializing in strategic research & consulting, project implementation & Business Development Services. Within a span of 8 years, Inspira has served 100+ clients including Key directorates and ministries of the Government of Bangladesh, Bi-lateral donors, Corporates, Local Conglomerates, UN agencies, and nonprofit organizations (NPO) for conducting SME Business Development, Social Research, Evaluation Studies, Sector Research, Socio-economic Studies, Financial Feasibility Study, Market System Assessment, Feasibility Studies, Market Scanning, Brand Health Study, Private Sector Development. Inspira ACL works with key sector actors of diverse sizes and scale to co-create durable, grounded-in-market-system solutions with development sector entities for addressing the challenges barricading the achievement of SDGs in Bangladesh.



The services are structured to establish an open and collaborative environment between all key parties to evaluate project planning and execution issues and facilitate identification of solutions. The core team and consultants build on rigorous social analyses, deep knowledge, insights, and guidance to formulate business strategies, gender inclusion and pragmatic solutions and thus produce practical, high-impact results as sought after. Some of our services include but not limited to Social impact assessment, Policy impact analysis, Market intelligence collection, Industry roadmap design, and Business and route to market mapping.

This gives Inspira wide spectrum of experience on Industry Research, Domain knowledge about various industries, Capacity building, Assessment and Advocacy. Since stepping into the

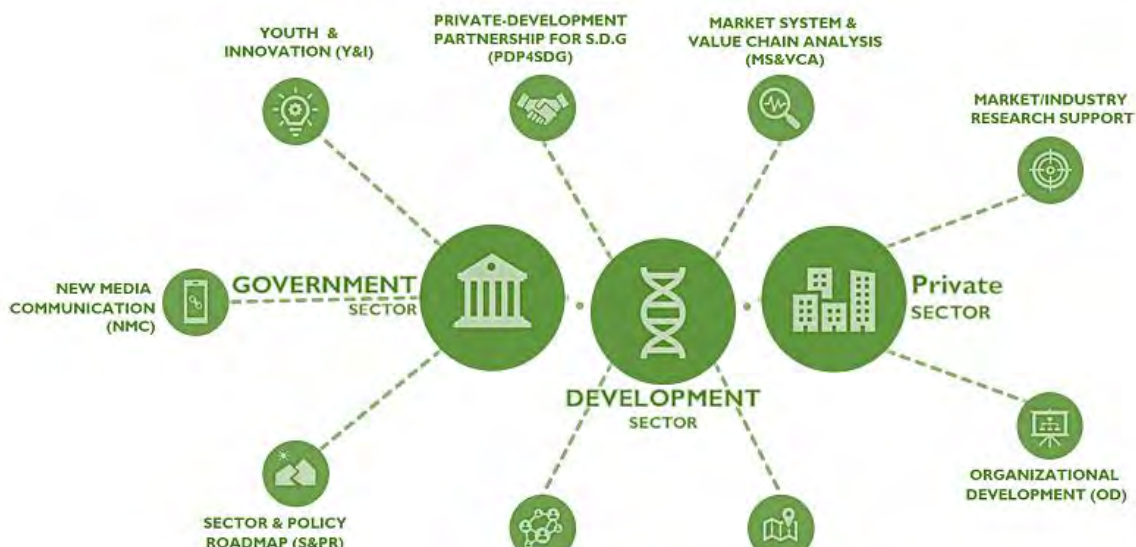


Figure 2: Inspira Specialization

Research and management consultancy space, it has successfully completed significant national level projects with a number of multilateral & bi-lateral development partners including the US Government (USAID), UK Government (FCDO-formerly DFID), Australian Government (DFAT, AusAid), Dutch development agency (SNV), German development agency (GIZ) etc. in pursuit of the nexus between market (business) and development (ODA). The organization also works at the confluence of data and development by assisting the UN agencies (such as: UNICEF, IOM, UNGM) and international NGOs (such as: Save the children, Oxfam, ACF, DanChurchAid, Obat helpers etc.) in undertaking evaluation studies, project monitoring, value chain development exercises, needs assessment and scoping studies so that the program design is informed by the ground level voices. Moreover, Inspira had the opportunity to work with diverse public sector stakeholders including the central government counterparts, ministries, local government stakeholders and specific departments under the government system in conducting nationwide surveys, tracking behavior research data and producing strategic reports for informing short-mid and long-term policies. Public sector clients include the central bank of Bangladesh (Bangladesh Bank), Department of ICT, Ministry of Power, Energy and Mineral Resources, Bangladesh Investment Development Authority etc.

## **Our Approach**

Inspira Advisory and Consulting is a strategic research firm working with private & public-sector organizations in shaping up Bangladesh as the next frontier for growth. We believe in closely partnering with the client's management team as opposed to working as an "External Plug in" and come up with long term, sustainable solutions that will yield satisfactory results when implemented in the real world. Furthermore, our analysis and recommendations are not limited to the scope of the study but allow clients to visualize and explore the future commercial and financial implications of their decisions.

## **Mission**

Inspira wants to plug in knowledge interventions across sunrise industries primarily, industries which have an exponential growth potential but are at their infancy. Our sectorial footprints across Blue Economy, BPO, and Creative Economy & Inclusive Business essentially reflect the statement above. Working in nascent sectors often pose the risk of data dearth, information inadequacy and vicious loop of uncertainty-but we take up on that challenge with satisfaction.

Unlike larger, traditional management consulting firms that bring in their "cast of experts" to tell a company's management how to run their business, we have crafted the unique approach of partnering with the client's management team as an anchor from which to develop solutions. We value client's knowledge. Hence, as opposed to working as an "External Plug In" we work as Internal Chip" which supplements the client's domain specific insights with our growth-catalyzing expertise.

## **Our Values**

### **Collaboration:**

We structure our teams to enhance interaction with clients throughout the course of our work. Every team blends strong project management and client service skills with high-level quantitative analysis.

### **Access:**

We build and maintain close ties to specialized experts from academia, industry, and government. This ensures that our clients have access to the people and ideas that will make a real difference in addressing their issue.

### **Flexible:**

We work in highly flexible teams equipped with knowledge from diverse academic background, so we can assign just the right talent to every challenge. We rapidly scale resources to meet scheduled client pitch or planning deadlines.

### **Pragmatism:**

All of our work must meet rigorous standards of relevance and usefulness to our clients, as well as high quality. We work closely with clients to translate complex concepts and data into clear business cases and compelling, credible arguments.

### **Inspira Policies: How We Operate Finance & Accounting Policies:**

Inspira Advisory & Consulting limited came into existence as Private Limited Company by Shares. Vide company registration no. C-121178/15 under the Companies Act, 1994 and shall be governed by The Companies Act, 1994.

For Financial & Accounting reporting, all financial statements of Inspira are prepared in accordance with Bangladesh Accounting Standards (BAS) & Bangladesh Financial Reporting Standards (BFRS), The Companies Act 1994 and other applicable rules & regulations. Statement of cash flows has been prepared in accordance with the requirements of “BAS 7: Statement of Cash Flows” using indirect method.

### **Human Resource Policies:**

Inspira Advisory & Consulting Limited follows a defined HR policy. This policy is developed in accordance with Bangladesh Labor Law 2015. These policies are strictly implemented throughout the organization. Commitment to Policies: All employees are bound under individual contract and he/she agrees that he/she will at all times faithfully, industriously, and to the best of his/her skill, ability, experience, and talents, perform all of the duties required of his position. In carrying out these duties and responsibilities, the Employee shall comply with all Employer policies, procedures, rules and regulations.

### **Work Place Environment:**

Inspira believes in equal opportunity. This is reflected in our recruitment process and gender empowerment throughout the organization. Inspira has adopted strict policies to maintain workplace environment and security and this is reflected in the contract of every employee where the workplace misconducts like harming/abusing another employee physically or mentally, fraudulent activities, theft, sexual harassment and intoxication in workplace are severely punished.

### **Protection of Data:**

Inspira is very cautious about the protection of data of clients of diverse dynamics. We understand that our work has significant impact on strategic decision making of our clients. We use encryption system to ensure the privacy of our communication with clients, non-disclosure agreement with clients according to their need, software used for data analysis and their security are handled to utmost care. We follow ISO 27001 standard procedures for data protection.

### **Contract Specifics:**

Every employee has a specific job description and set of responsibilities that they have to follow through in their daily conduct. Compensation, Festival Bonus, Number of Paid Vacation are agreed upon by the both parties before signing the contract of employment. Pro-Education Approach: Inspira believes in the growth potential of its employees. A large number of employees are fresh graduates and the organization aims to support their growth with pro-education approach and provides employees with rather flexible work hour to pursue professional trainings, academic degrees etc. However, due to the nature of the work &

employees' commitment to quality of their work, all the employees still manage to put in 45-60 hours per week in the job.

### **Innovation Infusion:**

Inspira believes in the creative & innovative approaches to cater to dynamic needs of clients. To ensure the flow of creativity, Inspira organizes non-work capacity building workshops on a weekly basis which are conducted by Different industry veterans which helps the employees to broaden their perspective regarding different industry and develop a combination of skill to excel in this challenging workspace. Apart from these workshops, Inspira organizes K-crunch on a weekly basis where employees present on a topic of their selection from their work-experience, analysis method, new research approach, sun-shine industry analysis, new project ideas etc. K-crunch has developed into a platform for knowledge-sharing, brain-storming which helps maintain the creative juice flow.

### **Safeguarding & Protection of Children:**

Inspira strictly follows child protection guidelines of UNICEF and Convention on the rights of children (1989). We recognize that a child or young person should never experience abuse of any kind. We have a responsibility to promote the welfare of all children and young people and to keep them safe. We are committed to a philosophy and practice which protects children and young people from harm. We commit ourselves to the safe recruitment of staff and volunteers and will ensure all necessary checks and vetting processes are followed. We have a careful due diligence and reporting procedure in place, which includes undertaking the most effective background search available in each country in which we operate.

### **2.2 Areas of expertise**

In the 8 years existence of 100+ projects, Inspira have explore ample amount of opportunities in executing social and economic development through comprehensive consulting and implementations. The major elements include, [Social Research](#) (GESI contexts, Baseline Research, Mid Term Study, End line Evaluation), [Market Systems Analysis](#) (Value Chain Analysis, Market Mapping and Ecosystem Identification), [Sector and Policy Roadmap](#) (Industry Analysis, Policy Brief, Sectorial Tracking), [Market Research](#) (Competitive Landscape, Consumer Behavior, Market Entry Strategy), [Feasibility Study](#) (Project Feasibility, Business Feasibility, Strategic Business Unit Expansion Feasibility), [SME Business Development](#) (Access to Market, Access to Finance, Lead firm linkage), New Media Communications (Social media Campaigns, Cyber security Campaigns), Humanitarian Response (Income Generating Activity Design for Host Community, Economic Development of Host District).

Inspira has been rendering expert professional services to the government and other development & private partners in their various initiatives and ventures in Bangladesh. Inspira wants to plug in knowledge interventions across sunrise industries primarily, industries which have an exponential growth potential but are at their infancy. Our sectoral footprints across ICT, Blue Economy, BPO, and Creative Economy & Inclusive Business essentially reflect the statement above. Working in nascent sectors often pose the risk of data dearth, information inadequacy and vicious loop of uncertainty-but we take up on that challenge with satisfaction.

We have in depth exposure to established and matured industry verticals of the country as well, whereby our team members have played instrumental role in delivering successful private sector projects. Such services involve project identification, design, formulation, feasibility studies, planning, monitoring and evaluation etc. In a nutshell we can summarize the following sectors where we have strong footprints of multi-sector collaboration.

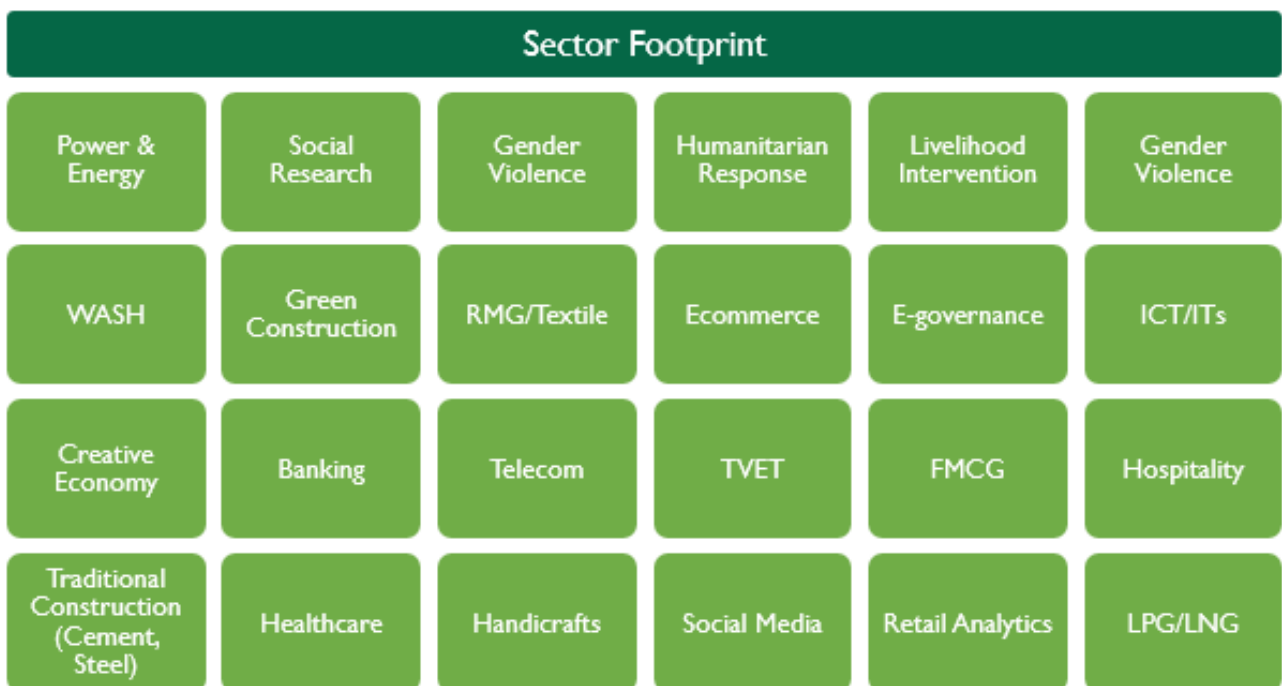


Figure 3: Sectoral Involvement

### 2.3 Clients Inspira work with Government, Donors and INGOs

**GOVERNMENT OF BANGLADESH**

Ministry of Power, Energy and Mineral Resources

ICT DIVISION  
FUTURE IS HERE

DEESCO  
POWER IS YOURS

POWERCELL

**UN AGENCIES / MULTI-LATERAL DONORS**

unicef

IOM  
UN MIGRATION

UNOPS

swisscontact

DAI  
Shaping a more livable world.

Australian Aid

European Union  
Civil Protection and Humanitarian Aid

Foreign & Commonwealth Office

Australian Government  
Department of Foreign Affairs and Trade

UKaid  
Part of the British people

giz

Cooperation of Switzerland

**Development Sectors**

**NGO/INGOs**

ACTION AGAINST HUNGER

SNV

iDE

gain  
Global Alliance for Empowerment

educo  
Ministry of Education

SOLIDARITÉS INTERNATIONAL

OXFAM

BRITISH COUNCIL

DCA  
act alliance

RESCUE

Vitens Evides  
INTERNATIONAL

Manusher Jono Foundation

PLAN INTERNATIONAL

OBATHELPERS

World Vision

Save the Children

kt

CONCERN worldwide

water.org

icco COOPERATION

START FUND BANGLADESH

Banaha

BBDN  
Bangladesh Business & Development Network

brac

British Asian Trust

solidiance

Ain o Salish Kendra (ASK)  
A Legal Aid & Human Rights Organisation

act:onaid

TEACH FOR BANGLADESH

## Private Sectors



## 2.4 Organization Structure

At present, Inspira ACL has around forty employees and 3 interns. The following illustration highlights different level of hierarchy, reporting lines and interrelated relationship in certain responsibilities. The organization is mainly monitored and operated by the SP (Senior Partners). Below 3 levels of teams are led by different project managers aligned with their expertise. Lastly, the interns are temporary resources that assist in implementing research plan, project derivable activities etc.

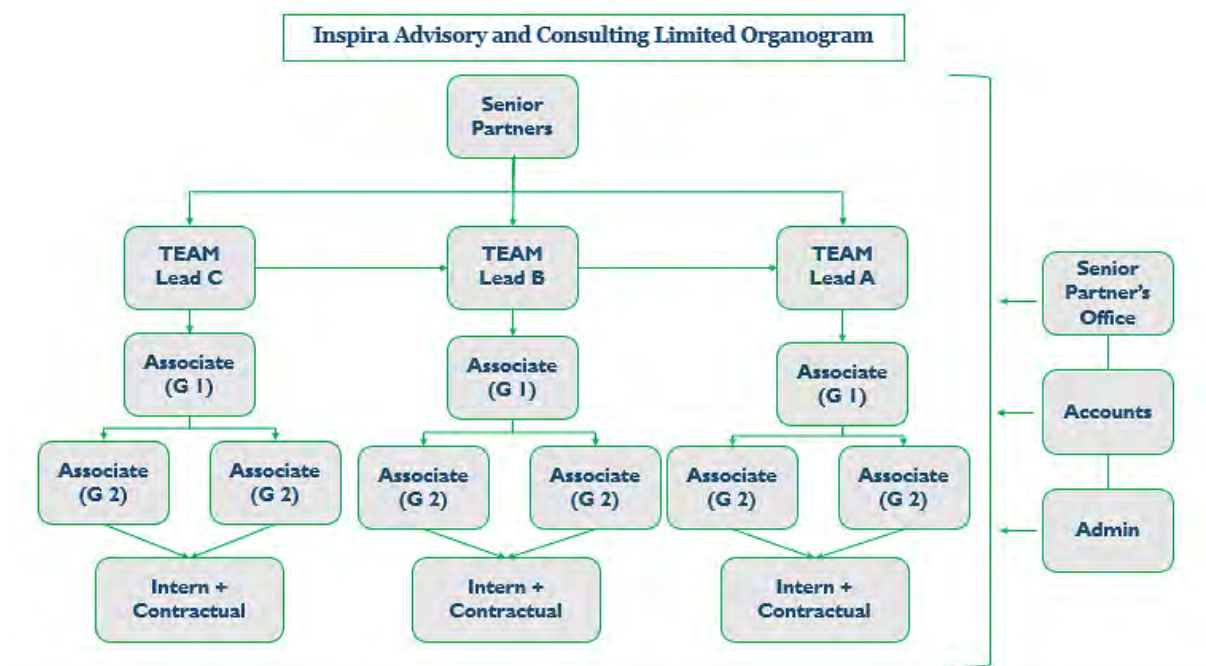


Figure 4: Inspira ACL Organogram

## Chapter 3

# **Workplace Behavior Analysis of Generation Z Employees at Inspira Advisory and Consulting Limited**



## Chapter 3: The Assessment on Generation Z of Inspira Advisory and Consulting Ltd

### 3.1 Understanding of the Study

‘Generation Z’ is a significant part that falls under the demographic group born between the mid-1990s and the mid-2010s. As this generation belongs to the era of extensive digitalization and diverse set of ethnic, socio-economic culture, their communication patterns and social interaction has multidimensional sets of influential elements. For such perspective, the ‘Generation Z’ or ‘Gen Z’ is also known as “Digital Native” generation. As this group is anticipated as the upcoming leading industry player, their behavioral, aspirational and influential attitude plays an insignificant element to evaluate and assess to predict future prosperities (Generation Z, 2023).

As generation Z belongs to the era of digitalization and heterogenous cultural attributes, their credibility of professionalism and interactive skills is an insignificant asset for an organization. According to the article Deloitte (2019), the generation Z possesses an immediate and profound impact of the critical market specific components. The individuals have the tendency of sharing influential decisions on politics, retail consumption, the workplace, technology, and culture. Comparing to millennials, this generation possesses an entirely different outlook on careers as well as how to measure achievement in life. A statistical analysis showed that around 75% of this segment believes there are numerous ways to build a successful career rather than maintaining conventional academic path (Generation Z Statistics, 2023).



Figure 5: Generation Z's Interest



Figure 6: Gen Z preferred work environment

The generation prefers diversity in work opportunity to create an effective career which indicates continuous opportunities to exhibit growth potentials with an efficient work life balance. The organization work culture, functional diversity, job liquidity and employee beneficial incentives plays a greater role in assessing this generation. A trend analysis on generation Z highlighted that empowering work culture, growth potential, benefit package and promotional aspects plays vital role in generation Z’s sustainable work dedication and Interest. (Anthony, 2023). The organization with diverse

offerings and functional work culture is a superior element for this aspirational generation.

Even though gen Z have motivational and influential workplace expectation, the generation struggle in engaging effectively at the workplace. According to B.R Harvest (January, 2023) article, around 54% of this generation employees feel indecisive in engaging in work environment. In most case, the lack of transparency and restricted accessibility in functional and interpersonal activities cause such dilemma among Gen Z employees. Therefore, communication transparency and level of accessibility plays significant role in behavioral attribute of the Gen Z employees. An organization with straightforward and interactive workplace culture can highly extract all the optimistic characteristics of a Gen Z employee.

In regards of such aspirational group, I have conducted a comprehensive analysis on the behavioral and expectational attribute of employees inflecting organizational culture. The purpose of this study is to determine workplace behavior of generation Z and their surroundings by conducting a comprehensive assessment on the Gen Z employee's expectation and attitude towards the cultural and functional aspects of Inspira Advisory and Consulting Limited. As majority of the Inspirates (Employees) was born in mid-to-late 1990s, the study emphasizes majorly on this post Millennials generation. In accordance with the Inspira coworkers, I have built a Google survey form to assess the employee's views on workplace culture, their behavioral norms and expectations from the organization. The google form highlights questionnaires to identify the existing and sustainable workplace culture that motivates employees, boost productivity and nurture growth potentials. Alongside, the negative drawbacks that affect overall productivity and work motivation. By conducting this study, I want to determine gaps in the current workplace environment and potential changes that can uplift the organizational function in monitoring and assessing employees.

### **3.2 Objective of the Study**

The objective of the study is to determine workplace behavior of generation Z and their surroundings by conducting a comprehensive assessment on the expectation and attitude towards the cultural and functional aspects of Inspira Advisory and Consulting Limited. Also, the study analysis will reflect the positive and negative organizational practices at Inspira ACL. Furthermore, elaborate influential effects of the workplace culture with relevant recommendations.

#### **Broad Objective**

The broad objective of the study is to determine generation Z's aspiration, expectation and attitude towards the cultural and functional aspects of their current workplace.

#### **Specific Objective**

- Identify expectation of generation Z of Inspira ACL from their working environment
- Point out how work culture and functional attributes affects behavioral traits of the gen Z employees
- Derive their opinion or viewpoint on non-traditional or informal work culture of Inspira ACL
- Point out positive and negative experices of the employees of Inspira ACL

### 3.3 Study Methodology

Based on the preliminary understanding, trend and findings I have conducted data analysis following a purposive sampling approach to assess the need of the future market leaders, Gen Z. Purposive sampling refers to a series of non-probability sampling approach where units are selected by the judgement on the specified traits or characteristics to conduct data analysis. It is also known as judgmental sampling as it highly relies on the researcher’s point of view on individual selection which will provide best outcome relevant to study objectives. A part from that, the study is established focusing on the organization, “Inspira ACL” which has limited population of employees for rigorous analysis as target representatives. Therefore, the purposive sampling approach is a suitable option to conduct analysis among a limited number of target representatives. At present, the organization have on average 40 employees working in projects and other operational functions where 70%-75% of them are identified as Gen Z. On that note, I have conducted the analysis ensuring ethical concerns and derive information with the consent of approximately 35 Inspirates (employees), representing the key target resources.

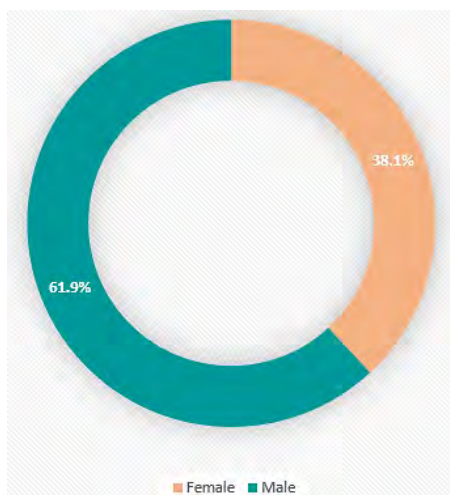


Figure 8: Male female employees at Inspira ACL

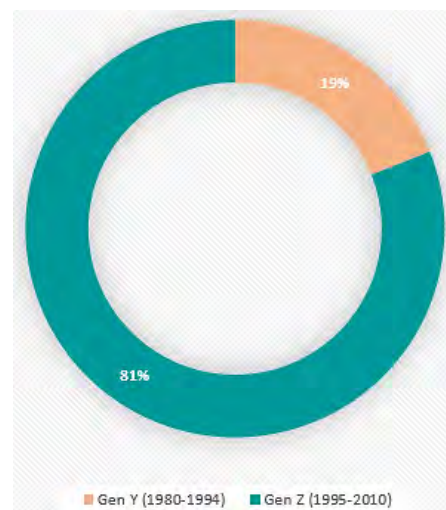


Figure 7: Existing Generation at Inspira ACL

The above pie charts indicate, existing employee’s gender and generation ratios at Inspira ACL. According to the survey outcomes, among total employees there are 61.9% of male employees and 38.1% of female employees working at Inspira ACL. Alongside, approximately, 81% of the employees belong to the Generation Z (1995-2010) and 19% of them belongs to Generation Y (1980-1994), also known as Millennials. As majority of the employees belongs to generation Z, the study has provided major priorities of the generation Z of Inspira ACL. The above added figure 7 justifies the generation selection criteria for the study analysis by presenting current generation ratios among existing employees of Inspira ACL.

### 3.4 Findings and Analyzed outcomes

The behavioral attribute of the employees is evaluated based on four elemental lenses featuring overall work life essentials. The evaluated elemental lenses are current work life experiences, future goals at professional level, impact of integrated work culture and expected organizational functionality. Each elemental lens contributes concrete insights and views of the Gen Z employees which helped greatly in understanding the key requirements of this group more precisely.

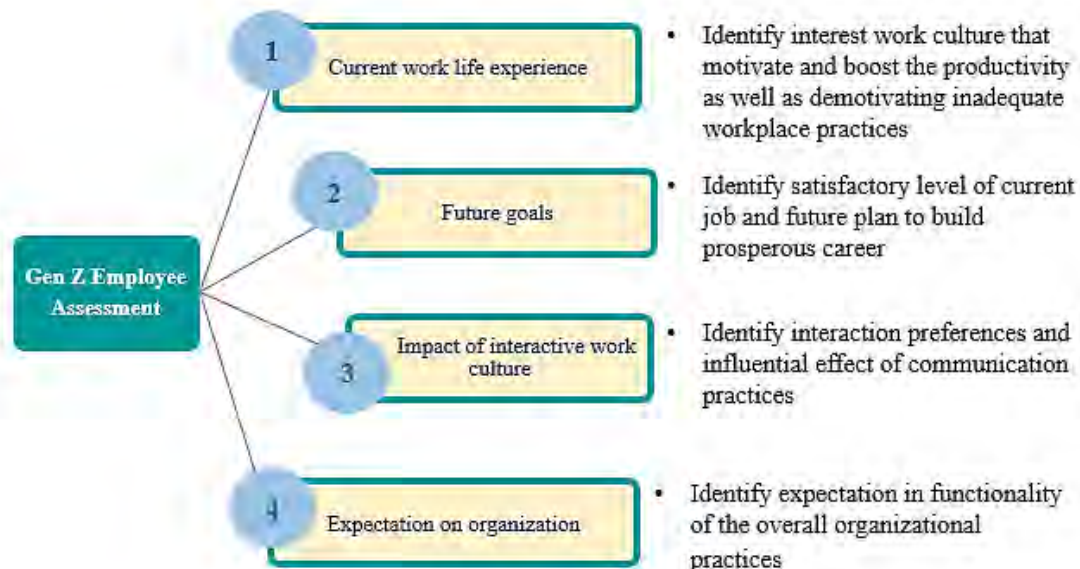


Figure 9: Four lenses of Study Assessment

#### Current work life experience

As the study research, give special emphasis on the generation Z employee’s behavioral attributes the survey analysis concentrated on deriving their current workplace experiences. The employees shared many insightful comments on the major work culture and practices of Inspira ACL. Following pie charts and bar charts displays Gen Z employee’s experiences in certain work environment.

#### Gainfully Employed as an employee of Inspira ACL

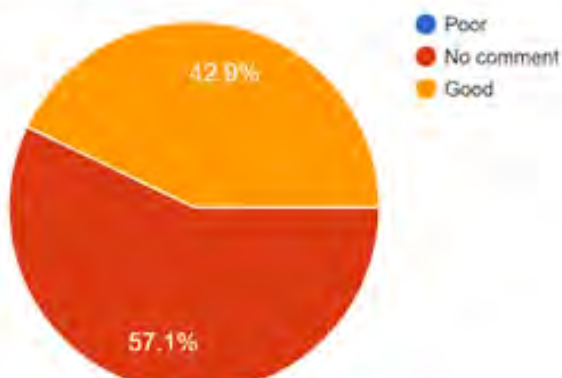


Figure 10: Gainfully Employed ratio

According to analysis, 57.1% of employees feel gainfully employed as an employee of Inspira ACL. According to a Senior associate, Inspira was able to give her a platform, where she can practice her skills. She also added that she really appreciates the fact that there's a trial and error mode while working. This indicates an affirmative workplace culture where work errors and mistakes are addressed as a learning opportunity to bring improvements. Another employee added

that he believes expectations are somewhat being fulfilled. However, it is very standard and lenient. Even though 42.9% have no comments on that eventually they shared some of the negative insights. For instance, one of Research Assistant mentioned that the organization prioritize technical skills rather than the higher educational performance of the employee which can be the root cause of multiple errors in projects.

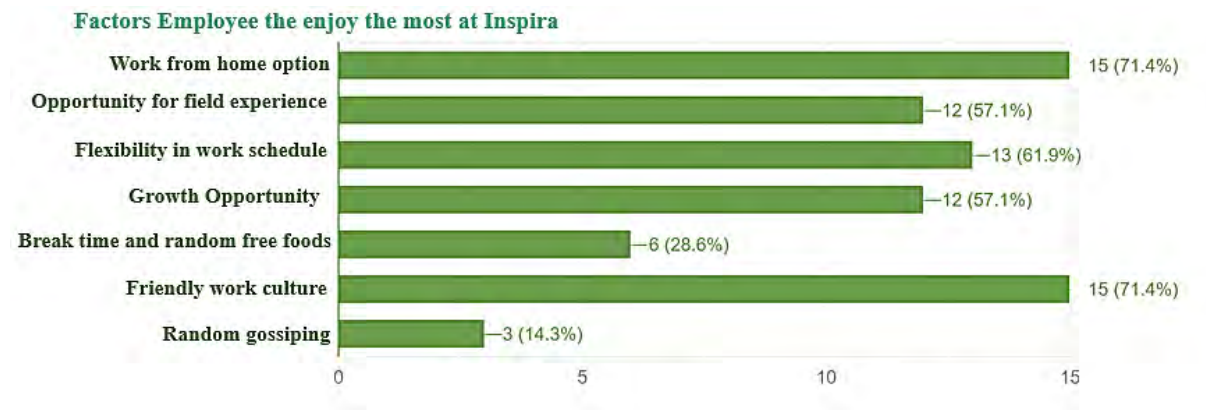


Figure 11: Enjoyable factors in Inspira ACL

The above chart illustrates the employee preferences and delighted points they appreciate for existing at Inspira ACL. If we focus on the appreciative points, the majority of the employees (around 71.4%) enjoys the organizational facility of enabling “work from home” option. In parallel with this factor, 71.4% employee addressed that the workplace culture is very friendly and easily accessible to higher authorities. Apart from that, 61.9% of the employees enjoy flexibility in work schedule which is the employees can change their working hours in case emergency needs. For instance, if an employee is feeling sick, they can have few hours of break and rejoin later at after office hours. The employee does not have to take leave for unconventional situations. Lastly, more than half of the employees addressed that Inspira ACL provide growth opportunities to its employees and promotional uplifts are highly functional at the organization.



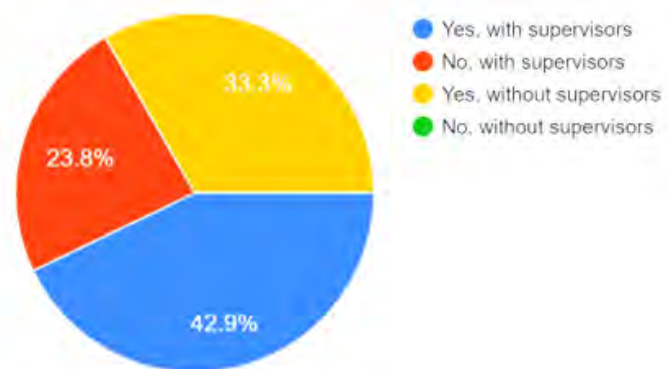
Figure 12: Demotivating factors in Inspira ACL

Along with the positive factors there are serious negative factors that disrupt the overall employee motivation and productivity. Approximately, 66.7% of the employees point out

that the Inspira ACL has limited resources to conduct the project interventions effectively. Due to functional error in implementation the project derivable gets delayed and require extra timeframe for data cleaning and validation. Following the same rate, majority of the employees disregarded the sudden engagement in other task in addition with the assigned tasks. Almost 50% of the employee agreed that SPO has out of blue expectations. One of the employees added, the supervisors has unusual expectation form them at credibility level. Even though the supervisors know the density of currently assigned works, they bring additional task with limited time and completely irrelevant to ongoing assignments. Among total employee 57.1% addressed the demotivating factor during survey analysis. This create a greater work pressure and hampers the productivity of work flow. This indicates that despite of the friendly work culture the work pressure at Inspira ACL is evitable.

The Pie chart highlights specific lens of mental and physical attributes of the employees at Inspira ACL. Majority of the employees have certain level of anxiety attack while working with the supervisor. An intern added that, she feels really nervous during the meetings with her survivors and often do spelling mistakes. She added that, she is weak at selling hard words, but in general she can manage herself. However, during the meetings, the presence of the supervisors triggers her inability and she tends to do more mistakes. Conversely, 33.3% of the employees have anxiety attack while working without supervisors. In such cases, the employees feel nervous whether he or she is completing the task in accordance with the supervisor’s interests. An Associate mentioned that the organization has serious resource deployment issues, undue pressure, unfair expectations regarding work hours. The project manager added that sometimes he feels anxious while making major decisions which can affect the project directly. Because, while conducting project activities, making any mistake will put the whole team into a lot of pressure. Other employee added, sometimes, they can understand that supervisors' expectation is higher which is stressful to cope up within a very short time and have fear of failing to meet the expectations.

**Level of anxiety, with or without supervisors**



*Figure 13:Anxiety sinario while working with/without supervisors*

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### **Future Goals**

Corresponding with experience attributes the study highlighted an insightful factor regarding their decisions for future and orchestrate overall professional goals. The employees shared many insightful comments on the job preferences and career goals where some aligned with Inspira ACL and some have other plans. Following pie charts displays Gen Z employee’s interest in various job options and preferable future plans in certain work environment.

**Preferable Jobs among the employees**

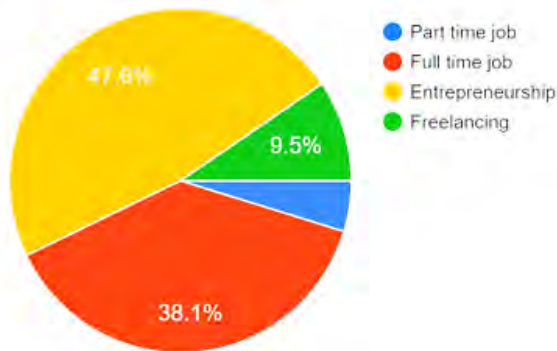


Figure 14: preferable Jobs of employees

According to the online survey results the employees of inspira ACL has shared greater insights on job preferences. Around 47.6% of the employees believe that the entrepreneurship is the best job category for uplifting career. Subsequently, the traditional category, full time job is preferred by the 38.1% of the gen Z employees. The maximum number of employees prefers entrepreneurship because each have extensive understanding about the market trend where majority to successive business are led by aspiring entrepreneurs. Furthermore, this job category enables

individual freedom to functional creativity, operating mechanism and onboarding preferences. As the gen Z employee prefers balanced workload in navigating effective career outcomes, majority finds entrepreneurship as the superior job option to build prosperous future. Alongside, other segment of employees prefers risk free permanent option which is traditional full-time job. Even though this job option has limited freedom and individual highly depends on the organization’s curriculums, roles and regulation, they believe this option provides a stable income source. Also, the employee can predict future challenges and take preparation accordingly.

After assessing their job preferences, they study analysis highlighted an interesting outcome on the employee’s preferences on how they want to extent their professional life. In accordance with the research results, about 47.6% of employees are interested in leaving the country for higher studies. The research assistant of Inspira ACL shared that they want to acquire foreign degrees by going abroad for masters. However, the required financial credibility is really high for them to arrange. On the other hand, 23.8% of employees prefer to continue with the job. Because, the job opportunity has provided greater satisfaction level at growth state, benefits and incentives, excluding the work pressure. Conversely, 19% of the employees prefer switching to better jobs opportunities in the same area of work. Lastly, a small group of people prefer taking break form the employment and figure out other meaningful factors to relieve stress.

**Goals for the next stage of professional life**

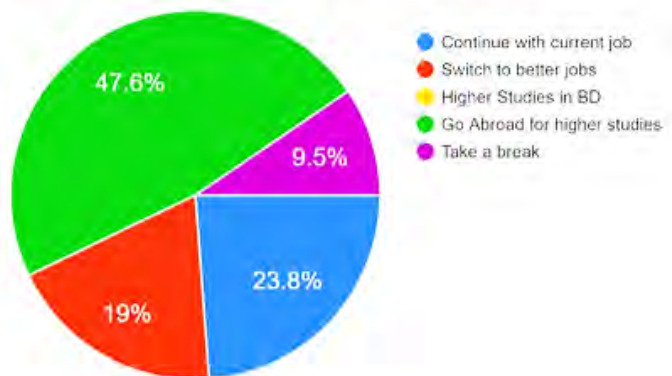


Figure 15: Employees goals at next stage of professional life

### Impact of Interactive Work Culture

To evaluate the integrated workplace culture of Inspira ACL I have derive the employees preferable medium or ways to conduct formal and informal communications at workplace. This analysis result also highlights the exposure level of the Gen Z employees in organizational decision makings and other action points. The survey outcome highlights employee’s insights on the interaction level at workplace and their influence on organizational decision making. The following pie charts orchestrated the ratios of employee views on given factors.

**Participation in organizational Decision Making Process**

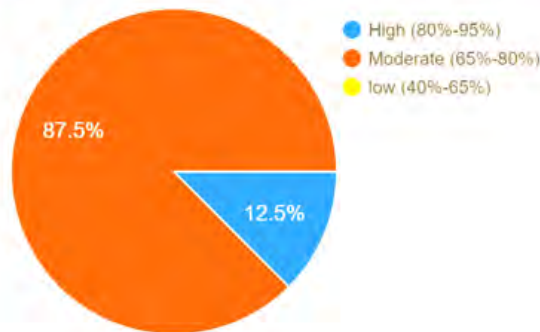


Figure 16: Participation rate at decision making

The study analysis identified that the employees has moderate access to participate in organizational decision-making process. In most of the cases the employees participate in planning festival programs, vacation plans and other extra-curricular activities. Apart from that, the organization has a trend of initiating an interactive meeting every week to address malfunctions and innovative initiatives. In this meeting the employee shares their critical observation and effective practices

which can benefit in distributing successful project outcomes and improve external, internal practices. For example, in last week’s weekly meeting a project manager shared his insights form a project initiate by Care Bangladesh. The idea is before inception meeting of the project, both parties must list down required queries and issues that can be addressed in the meeting. Thus, the consultant and the client both parties can have a transparent conversation and conduct project activities more swiftly. Besides, employees have greater exposure in sharing their views for improving interior and functional attire of the workplace environment.



Figure 17: Formal informal preferences

The above pie charts illustrate the communication practices in the workplace of Inspira ACL. As the organization have a non-traditional organizational culture, the employees can join at work virtually sitting at their homes. For this reason, most of the time all types of conversation involve online meeting calls. Thus, employees working at home and office can join for a short or long call through online platform skype. Therefore, the analysis prioritizing the formal and



informal categories, identified which types of discussion is mostly preferred among the employees. In terms of formal discussion, 38.9% of the employees prefer one-to-one or in person offline discussions where 33.3% of them prefer one-to-one online discussions. Furthermore, approximately 16% of the employees prefers offline group discussion. Conversely, in case of informal communications factors the employees prefers three categories at equal rate of 33.3%. The categories include, online group discussion, offline group discussions and one to one offline group discussions. Based on the majority of analysis results we can see that employees prefers offline discussion more than other categories at formal and informal level. In addition, a supervisor added that, he prefers any forms of offline discussions because it helps him to understand whether the person he is interacting to is actually listening and capturing the points. He further added that he finds it hard to communicate through online platform because of low responsiveness of the employees comparing to the offline discussions. Alongside, an employee added that he finds offline discussion more interactive. It helps him to concentrate on the topic without getting distracted. In conclusion, overall analysis on the interaction defines that majority of the employees prefer offline formal and informal conversation in one-to-one and group both categories.

### Expectation on Organization

As inspira ACL has a nontraditional approach and organizational cultural aspects, employees have greater expectation from the organization. In this segment of analysis, I have illustrated employee’s expectation level at three lenses which are organization level, supervisor level and peers’ level. Each segment highlighted interesting overviews of the Gen Z employees of Inspira ACL. The following bar charts illustrate a visual presentation and the descriptions highlights distinctly prefer employee’s expectation from the three segments.

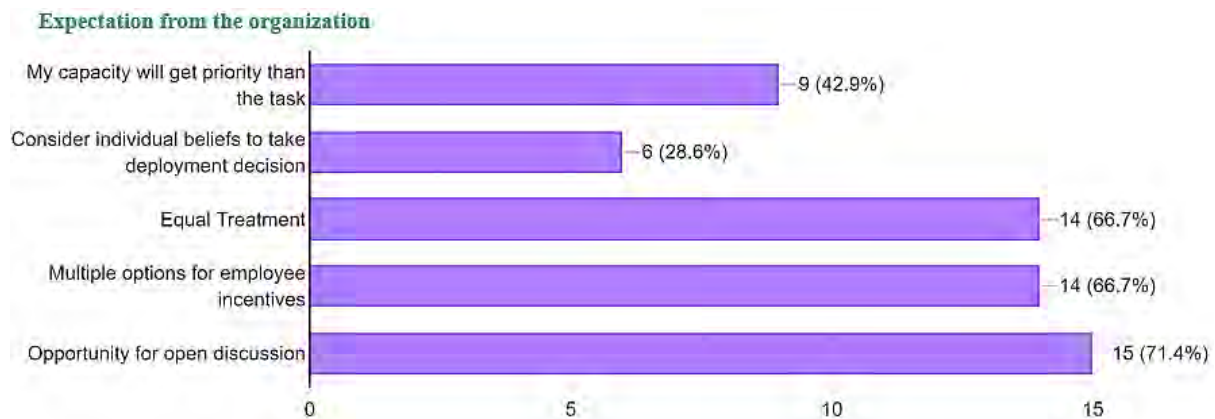


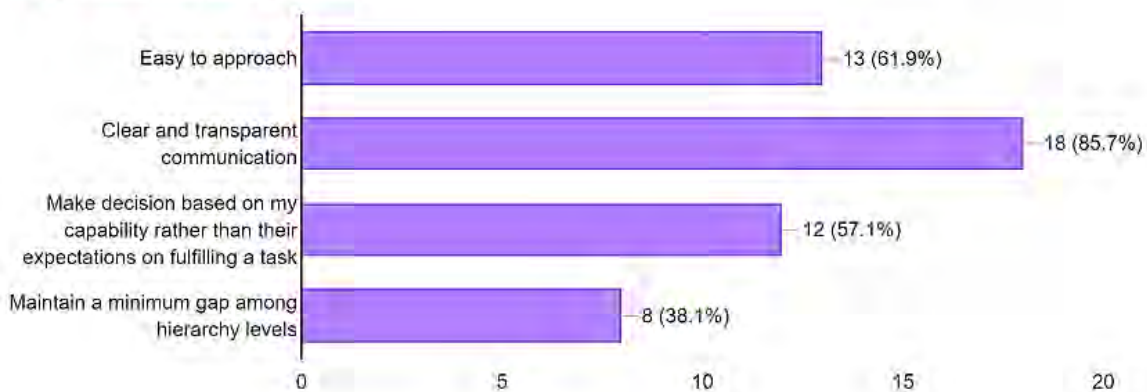
Figure 18: Organizational expectation

The study analysis indicated that majority of the employee expects to have open discussions with their supervisors. At least 71.4% of the employees seeks opportunities for open discussions on organizational structural factors and policy aspects. As we mentioned about the policies, around 67% of the employees prefer multiple options for employee incentives. According to an employee, the policy and criteria for employee incentives is very limited. The

Figure 19: Expectations on supervisors

organization should add more diverse intensive options to meet employee’s expectations. In parallel with the incentive optional gaps, around 66.7% employees expect equal treatment and 42.9% expects the organization should prioritize their capacity rather the accomplishment of the tasks. For example, each employee has different capacities and work abilities. If an employee gets tasks that overflows their capacity and have limited time to complete, they tend to work overtime to wrap it up. On employee added that she has to work on weekends as she fails to finish the tasks within the working hours. For such incidents around half of the employees expects their credibility need to be addressed before assigning tasks. Thus, the employees expect above factors to get addressed in organizational functionality and work culture.

**Expectation from the supervisors**



In terms of expectation level from supervisors, majority of the employee prefers clear and transparent communication system with the supervisors. In most cases, employees fail to understand what supervisors expects and do unnecessary mistakes predicting overall factors differently. For example, a research assistant said that she has misread the employers or supervisors’ instructions on entering SME, MSME data. Ultimately, she has to redo everything again which delayed overall data collection procedure and project activities. Therefore, total 85.7% of the employees have high expectation on conducting clear communication with the supervisor to conduct the assigned tasks more effectively. Furthermore, around 62% of the employees want easy and approachable characteristics from the supervisors. Because, most cases employees tend to feel uneasy to approach to the supervisors due to lack of confidence. Therefore, approachable attitudes of the supervisors can highly ease down employee worries and boost their confidence level. Apart form that, more than half of the employees (57.1%) expects their supervisors should measure employee’s capacity level before assigning them the tasks. This would benefit both parties to complete the work efficiently with appropriate engagements. Lastly, around 38% of the employees expects that supervisors should maintain minimal gaps maintaining hierarchy level. As the workplace environment is very friendly most of the employees and supervisors tends maintain a lenient level of professional boundaries which might affect the workplace ethics. For example, an employee shared that he doesn’t like the way his supervisors communicate at certain situations. Sometimes, in informal group discussions, the supervisors seem to joke around randomly which might render a negative effect on the employees. He also added that the person might take it seriously which might affect their productivity at workplace. Therefore, certain segment of employees prefers

maintaining some boundaries and expects their supervisors also could maintain it. Based on the above discussion we can see that; employees have certain insights and expectations that supervisors need to address.

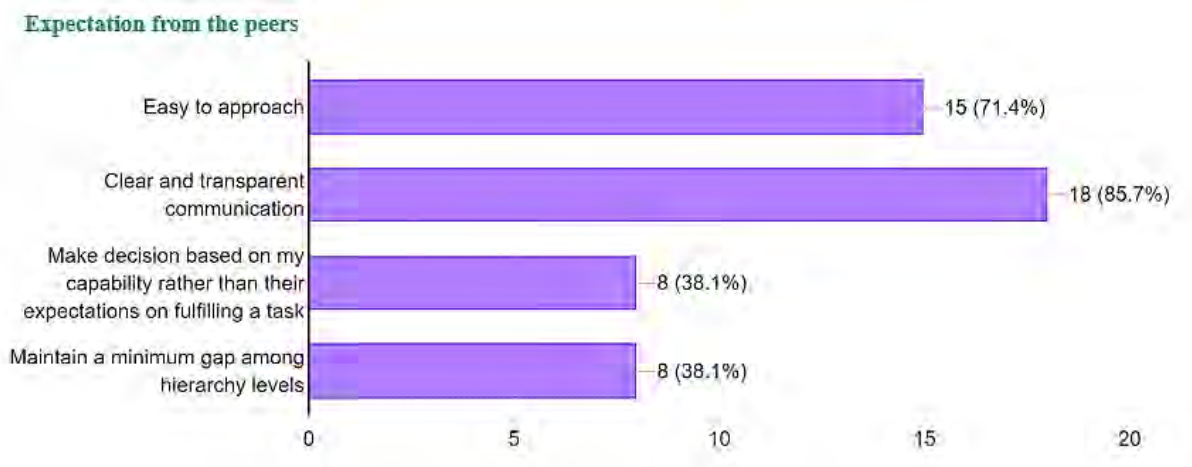


Figure 20: Expectation on peers

In an organization peers or coworkers play an important factor on employee's behavioral attitudes. As majority of the employees falls under same generation which is Gen Z, the internal relationship with the peers are positively evitable. The study analysis highlighted illustration when employees shared their expectations for the peer group. As per the employee's assessment outcome, approximately 85.7% of the employees expect to have a clear and transparent communication. Because, peer group plays a vital role in supporting each other at workplace. An employee added that from the beginning of starting her job at Inspira ACL till now, the coworkers are really friendly and assist her while she was facing certain difficulties. This really helped her to cope up with the workplace environment and engage with work culture. Alongside, 71% of the employees have expectation on having colleagues that are easier to connect and share their work obstacle. The positive attitude among the peer group creates interactive work environment. An employee added that, my peers understand me, accepts me with all of my lacking and helps to learn from my mistakes. They do not have any judgmental attributes towards me which really boost up my confidence level. Thus, stronger peer bonding can derive influential outcomes that facilitates the overall organizational prosperities. Furthermore, employees expect their peers to maintain mutual understanding among different hierarchy level. Among employees, coworker have much open-minded relations which mitigates the weight of the professionalism. For such easy-going internal relationship, some employees might cross the boundaries which need to get addressed and eliminated. Therefore, among total employees 38% shared their expectation of maintaining certain gap among the other respective peers. Thus, employees must approach to each other by addressing certain level respect mechanisms in the workplace.

## Chapter 4

# **Recommendation and Conclusion**

## Chapter 4: Recommendation and conclusion

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### Recommendations:

As generation Z employees belongs to the era of distinctive values and aspirational cultural norms, the segment has distinct values and expectations in term of interactive workplace culture. Therefore, organization must consider certain aspects to eliminate the obstacle that effect affirmative factors of organization. Addressing the factors of in-depth analysis following recommendations can create flourishing workplace culture that aligns with the needs of Gen Z employees.

#### 1. Prioritize on highlighting on the purpose and impact of the work

The generation Z employees of Inspira ACL is very eager to learn and prefer transparent interactions at workplace. Therefore, addressing their work contribution and appreciative approach can highly boost employee's motivation and work productivity. want to feel like their work has meaning and that they are contributing to something larger than themselves. These positive aspects will increase employee's confidence level. Employers should communicate the mission and values of the organization and how their work aligns with those values.

#### 2. Foster Flexibility and Work-Life Balance:

The generation Z of Inspira ACL highly prioritize work-life balance and flexibility in organizational attributes. Alongside, they are individualist in terms of building factors relevant to professional life. The study has also indicated that they are more likely to prioritize their personal preferences and dedicative in work engagements. Therefore, the organization should offer flexible work arrangements with sufficient required resources, on field activities, verities incentive and job-sharing options.

#### 3. Implication of Diversity, Equity, and Inclusion:

As Inspira ACL has greater input in gender dynamics and inclusions assessment around the whole country, the workplace culture must emphasize on equal accessibility and growth opportunities. Therefore, the organization must strictly foster an inclusive workplace culture where all employees feel valued at opinionative level and have equal facilities regardless of their diversity in race, gender, sexual orientation, or other identity markers.

#### 4. Encourage Collaboration and Communication:

According to the analysis outcome generation Z of Inspira ACL prefers engagement and high interaction aligned with friendly work culture. Even though the generation have greater accessibility on technological advancement, they prefer offline collaborative interactions and communication options. Therefore, supervisors should utilize collaborative activities to create an instant engagement in productivity and motive employees to participate in such open communicative activities along with other team members.

#### 5. Offer learning and growth opportunities:

As the generation Z of Inspira ACL values continuous learning and development opportunities. Employers should establish a support mechanism to assist employees ongoing training, guide them with other learning opportunities. The supervisors can help employees to grow by directing them with key performance indicators which they can improve for further learnings and assessing growth opportunities.

Thus, by implementing above recommendations, the organization can improve and flourish their workplace environment that aligns with the aspiration and expectations of generation Z employees.

**Conclusion:**

Considering all of the relevant survey and analyses, it can be concluded that the Gen Z employees aspire a flourishing future for the organization. As Inspira ACL has already adapt the diverse cultural attributes at workplace, it can bring greater successive factors for the organization. The study analysis addressed the employee's attitudes and expectation towards the organization which gives an overall viewpoint on worthwhile factors and destruction factors at workplace of Inspira ACL. By addressing the gaps that generation Z employees have derived, the organization will become more resourceful and create an effective work life for the employees. According to the results of the online survey form results, the employees are very optimistic and career driven. Therefore, appropriate guidance, effective work environment and growth opportunities can highly motive this aspirational group. Thus, the organization can build a sustainable work culture with inspirable employees.

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