

Driving Success: Factors Shaping Employee Performance in the Logistics Sector at Klang Valley, Malaysia

Bibi Nabi Ahmad Khan, Noor Aireen Mohd Arif Tan, Santhi Raghavan

Faculty of Business and Management, Open University Malaysia Malaysia

Email: santhi@oum.edu.my, aireentan@oum.edu.my

Corresponding Author Email: bibi_ahmadkhan@oum.edu.my

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i8/22098> DOI:10.6007/IJARBSS/v14-i8/22098

Published Date: 11 August 2024

Abstract

The study investigates the factors influencing employee performance within the logistics sector in Klang Valley, Malaysia. Included in this study is one dependent variable (employee performance) and three independent variables (job satisfaction, work environment, and employee engagement). The quantitative approach of analysis using data gathered by questionnaire distribution among samples was used in this study. In this study, primary data was employed, and a survey questionnaire that had been adopted and modified from earlier studies is used to gather the data. The analysis of the data encompassed the use of descriptive statistics (mean and standard deviation) as well as inferential statistics (correlation and multiple regressions) by using SPSS 22.0. The results indicate a important connection between job satisfaction, employee engagement, work environment, and employee performance. In addition to the empirical findings, this study contains substantial theoretical implications, highlighting job satisfaction emerged as the most impactful, followed by employee engagement and lastly work environment. This study provides additional knowledge to identify challenges faced by employees in balancing job satisfaction, work environment, employee engagement, and employee performance in this sector.

Keywords: Job Satisfaction, Work Environment, Employee Engagement, Employee Performance, Logistics Industry.

Introduction

The logistics industry is an ever-growing industry not only in Malaysia but also in other parts of this world. Logistics was once considered an additional industry to other functional areas, but it is now has evolved from being considered a secondary service to a primary one, becoming a key driver of competitive advantage and a crucial sector in its own right (Grand View Research., 2021). According to the Allied Market Research (2021), the Asia-Pacific region has a very promising future for growth. From being only a means of facilitating trade,

logistics has developed into an important sector that measures a nation's competitiveness. Its increasing importance stems from the growth of global trade and the globalization strategy of companies in their respective business. Malaysia has no exception on this particular issue (Muhammad et al., 2014). Due to Malaysia's advantageous location, strong infrastructure, and government attempts to improve logistics capabilities, the country's logistics sector is expected to grow dramatically (MIDA., 2020).

Andrejić et al (2022), indicated that the logistics industry is one of the main forces behind Malaysia's industrialization, which is linked to international trade. The performance of the sector will have an impact on the country's industrialization process and its ability to compete in international trade. The development of logistics management has facilitated easier access to the global market and reduced the processes involved in manufacturing and distribution. The growth of global trade raises the need for human resources as well as logistics and transportation services (Hitka, et al., 2021).

In the past decade, numerous organizations have placed significant emphasis on enhancing their logistics and supply chain operations, acknowledging it as the fundamental pillar of any economy (Jia et al., 2018). The rise in global sourcing and manufacturing in recent decades has led to a heightened focus on the efficient and effective management of supply chains and the accompanying logistics, marking them as a primary concern (Andrejić et al., 2022).

According to Aldoseri and Almaamari (2020), the majority of firms place a great deal of emphasis on managing employee performance. Employers utilize employee performance management as a means of motivating staff to achieve set goals. In today's competitive market, businesses are facing an increasing number of problems with employee engagement, satisfaction, career advancement, hiring, and retention. The organization was impacted by significant elements that affected employee performance, and it was supported by adequate organizational capability (Rinny et al. 2020). A few factors that influence employee retention are job happiness, the nature of the workplace, and employee involvement. Logistics Company is dedicated to promoting innovation in society, providing highly efficient working capacity, and having personnel with the necessary training (Tiwasing et al., 2021).

To increase productivity and efficiency, companies in the logistics industry, for instance, want workers who are not just extremely motivated but also satisfied and well-balanced. However, many companies in the 20th century failed to provide a safe workplace, job satisfaction, or employee involvement. All of these components have a higher likelihood of failing if they are unable to attain the necessary efficiency while making inefficient use of their labor (Osborne & Hammoud, 2017). Moreover, the majority of businesses encounter the most difficult obstacles in inspiring their staff members to perform better (Lejsková, et al., 2021). In addition, many logistics companies are facing a challenge from the labor shortage in the industry (Strenitzerová et al., 2019).

Many workers had to become used to working remotely since they were unable to stop unforeseen changes in the workplace (Hite & McDonalds, 2020). For example, because the COVID-19 pandemic lasted so long, the "New Normal" workplace that developed after the epidemic showed significant shifts in how businesses operate and how their employees interact. These modifications have an impact o

n workers' expectations, values, and preferences in addition to their job happiness (Lejsková, et al., 2021). Therefore, job happiness may have an effect on employees' physical and mental health (Ko et al., 2021).

Hence, the goal of this study is to determine the elements that contribute to employee performance so that workers in the logistics sector may guarantee that they are able to draw in new customers and offer outstanding services.

Research Objectives

In this study, the research objectives have been developed after investigating the problem are as follows: -

- i) To examine the relationship between job satisfaction and employee's performance in the logistics industry.
- ii) To examine the relationship between work environment and employee's performance in the logistics industry.
- iii) To examine the relationship between employee engagement and employee's performance in the logistics industry.

Literature Review

Relationship between Job satisfaction & employee performance

Job satisfaction, defined as an employee's emotional response to their job conditions, has consistently been linked to various positive outcomes such as higher productivity, reduced turnover rates, and increased organizational commitment (Judge et al., 2001; Harter et al., 2002). Employees who are satisfied with their jobs are more likely to exhibit proactive behaviors, contribute creatively, and stay longer with the organization, all of which contribute to enhance performance. Job satisfaction affects not just performance on the job but also morale, quality, relationships with co-workers, absenteeism and attrition, well-being, and organizations to a certain extent.

The Relationship between Work environment & Employee performance

The workplace atmosphere has a significant impact on everyone, including the business, (Athirah et al., 2019). According to Bangwal and Tiwari (2019), positive work environment is essential to the development of any firm; job success is contingent upon a positive work environment. The majority of industries have unhealthy work environments. They include badly constructed workstations, poor furniture, minimal ventilation, dim lighting, needless noise, inefficient fire evacuation systems, and a deficiency of personal protective equipment. A study had shown that conducive physical working environment can reduce absenteeism, and enhance employee performance (Chandrasekar, 2011). Research indicates that a positive work environment characterized by supportive leadership, clear communication channels, equitable policies, and opportunities for growth fosters higher levels of job satisfaction, thus increased and employee performance (Parker, 2014; Schneider et al., 2013).

Relationship between Employee engagement & Employee performance

Employee engagement refers to the emotional connection and commitment employees have towards their work and organization's goals (Hendrik et al., 2021). Engaged employees are

more likely to invest discretionary effort, exhibit higher levels of performance, and align their behaviors with organizational objectives (Saks, 2019; Shuck & Wollard, 2010).

According to Selvarasu and Sastry (2014), employee engagement has been defined in a variety of ways, such as the employees' positive attitudes about the organization and its values. Success on an individual basis is mostly based on how dedicated a person is to their organization and values. A concerned employee collaborates with co-workers to improve job performance for the company's benefit while being aware of the competitive environment. (Sendawula and others, 2018).

Research conducted by (2014), described employee engagement as a catalyst for employee performance, engagement is defined by intensity, absorption, dedication, inspiration, resolve, enthusiasm, and a supportive environment. Moreover, a high correlation has been shown between enhanced employee engagement and job success. This is attributed to the positive sensations that engaged workers experience, which in turn foster optimism and increase their likelihood of focus and engagement at work (Sendawula and others, 2018). Research constantly shows that organizational outcomes, including as profitability, customer satisfaction, and innovation, are positively correlated with employee engagement.

The interrelationships among job satisfaction, work environment, and employee engagement show their collective impact on employee performance. When employees perceive their work environment positively and experience high levels of job satisfaction, they are more likely to become engaged in their work, resulting in improved job performance (Bakker et al., 2012; Demerouti et al., 2014). Conversely, negative work environments or low job satisfaction can lead to disengagement, reduced motivation, and lower performance levels (Bahsri and Zakaria., 2022).

By aligning these elements organizations can not only enhance individual employee well-being but also drive collective success and sustainable competitive advantage in today's dynamic business environment. As such, research should continue to explore these interventions that optimize these factors to maximize both employee and organizational performance. The research model is shown in figure 1.

Therefore, the following hypotheses were proposed:

H1. There is significant and positive relationship between job satisfaction and employee performance.

H2. There is significant and positive relationship between work environment and employee performance.

H3. There is significant and positive relationship between employee engagement and employee performance.

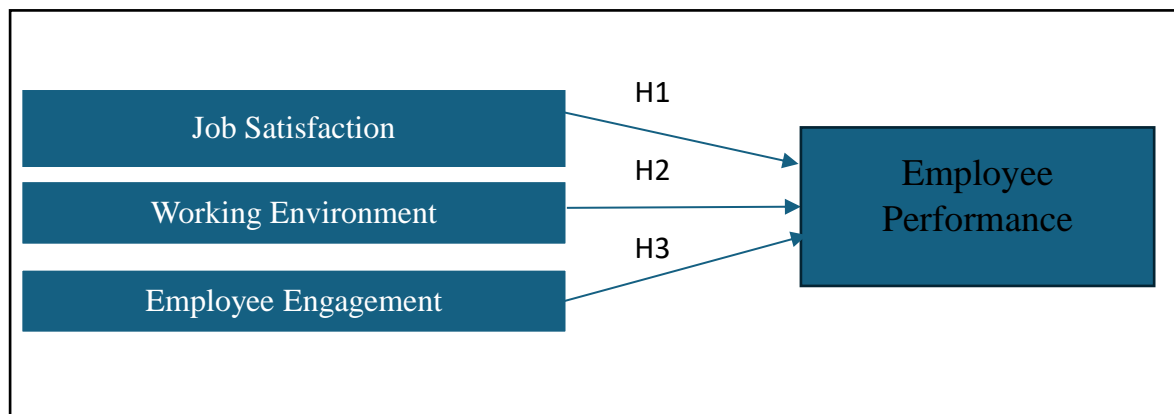


Figure 1 Research model

Methodology

This study is characterized by its quantitative approach, which examines the association between independent variables (job satisfaction, work environment, and employee engagement) and the dependent variable (employee performance). According to Sekaran & Bougie (2016), the use of quantitative methods is not only widespread but also appropriate for gathering empirical evidence in the fields of social sciences and business.

Respondents of this research merely come from logistics industry in Klang Valley, Malaysia. The survey questionnaires were then emailed to selected participants, utilizing convenience sampling due to the unavailability of a comprehensive population list. A total of 48 variables were scrutinized, including exogenous variables such as job satisfaction using an 18 items scale (Brayfield et al., 1951); work environment, assessed with 10 items (Keat et al., 2011); employee engagement, evaluated through 10 items from Vorina et al (2017), while the dependent variable was employee performance, appraised via 10 items (Keat et al., 2011). A Likert scale featuring five response choices, ranging from strongly disagree to strongly agree, was employed to measure elements within each construct. Out of 145 surveys disseminated, 132 were collected, resulting in a high response rate of 91%. From the collected surveys, 100 were identified as clean and suitable for analysis. For data analysis and hypothesis testing, researchers selected the SPSS software version 22.

Respondents' Profile

The majority of the respondents are male (74%), with females making up 26%. This suggests a male-dominated respondent pool in the logistic industry. A significant majority of respondents are married (78%), while a smaller proportion are single (22%). Only 2% are above 36 years old, indicating a predominantly younger to middle-aged group. The data on years of service illustrate a various level of experience among respondents. The higher proportion of respondents with 6-10 years of service (38%) may indicate a critical juncture where employees seek new challenges or career progression opportunities.

Data Analysis

Normality test has been conducted in this research to determine if the data follows a normal distribution. A symmetric and bell-shaped curve is commonly known as "normality". As

indicated by Hair et al (2014), data is considered normally distributed if both skewness and kurtosis values fall within the range of -1.98 to +1.98. Skewness is a statistical measure that indicates the symmetry of a variable's distribution and kurtosis is characterized as the extent of the peak or flat distribution in comparison to a normal distribution (Hair et al., 2017).

Figure 2 shows employee performance, with a mean of 3.81 with a standard deviation of 0.966 indicating moderate variability, a positive skew due to more lower scores, and deviations from normality primarily because of the high concentration at 4.00.

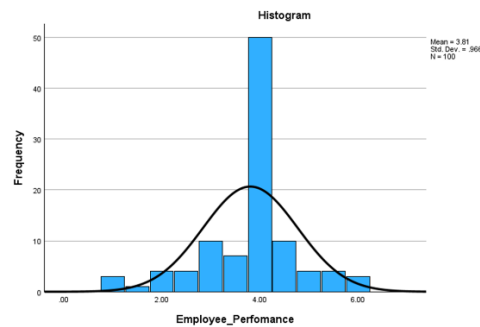


Figure 2

Figure 3 reveals job satisfaction, with a mean of 4.09 and a standard deviation of 1.053 indicating moderate variability, a slight positive skew due to a longer tail on the left side, and a normal distribution overlay showing that the actual data has some deviations from normality, particularly in the lower range.

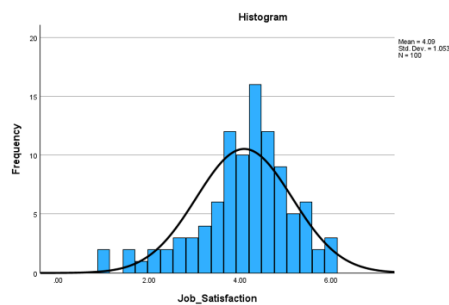


Figure 3

Figure 4 shows work environment with a mean of 4.02 and a standard deviation of 1.157 indicating moderate variability, a slight positive skew with a longer tail on the left, and a normal distribution connection revealing some deviations from normality, particularly with a higher concentration of scores around 4.00 and fewer extreme values.

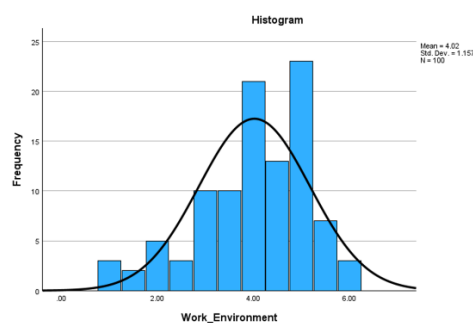


Figure 4

Figure 5 shows employee engagement with a mean of 3.82 and a standard deviation of 0.973, are roughly normally distributed but have a significant peak around a score of 4.0, indicating a high concentration of employees at this engagement level.

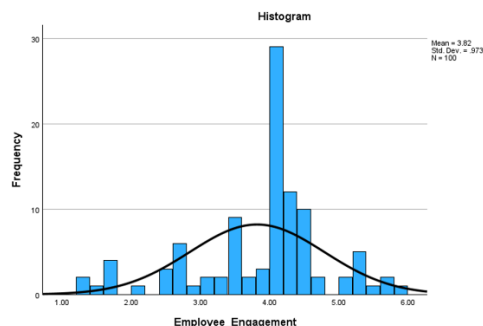


Figure 5

Based on Table 1 below, the values for Kolmogorov and Shapiro for all the variables fall within the range of -1.98 to +1.98. Therefore, it can be concluded that the data in this study fall within the normal distribution range.

Table 1

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job_Satisfaction	.076	100	.164	.980	100	.124
Work_Environment	.118	100	.002	.947	100	<.001
Employee_Engagement	.225	100	<.001	.881	100	<.001
Employee_Performance	.273	100	<.001	.846	100	<.001

a. Lilliefors Significance Correction

On the other hand, Cronbach's Alpha is employed in this test to measure the instrument's reliability (Hair et al., 2010). The acceptable alpha coefficient is more than 0.7. (Nunally, 1978). Based on table 2 below, the reliability analysis yields high Cronbach's alpha coefficients for all metrics indicate excellent internal consistency reliability.

Table 2

	Cronbach's Alpha
Job satisfaction	0.993
Work environment	0.994
Employee engagement	0.994
Employee performance	0.994

Correlation Analysis

Correlation process examines the linear link between two variables: IV (independent variables) and DV (dependent variables) (Sekaran, 2003). The findings of Pearson's correlations in Table 3, shows that employee performance is strongly and positively correlated with job satisfaction ($r = 0.925, p < 0.001$), work environment ($r = 0.925, p < 0.001$), and employee engagement ($r = 0.721, p < 0.001$), with all correlations being significant at the 0.001 level, indicating robust relationships among these variables, while job satisfaction is

also highly correlated with work environment ($r = 0.925, p < 0.001$) and employee engagement ($r = 0.721, p < 0.001$), and work environment is positively correlated with employee engagement ($r = 0.714, p < 0.001$), suggesting that improvements in job satisfaction, work environment, and employee engagement are all significantly associated with enhanced employee performance. Therefore, all the hypothesis, H1, H2 and H3 are accepted.

Table 3

			Job_Satisfaction	Work_Environment	Employee_Engagement	
Control Variables	Employee_Performance	Job_Satisfaction	Correlation	1.000	.925	.721
			Significance (2-tailed)	.	<.001	<.001
			df	0	97	97
	Work_Environment		Correlation	.925	1.000	.714
			Significance (2-tailed)	<.001	.	<.001
			df	97	0	97
	Employee_Engagement		Correlation	.721	.714	1.000
			Significance (2-tailed)	<.001	<.001	.
			df	97	97	0

Multiple Regression Analysis

Multiple regression is a method employed to determine the predictive capability of independent variables on the dependent variable, as elucidated by Zikmund et al., (2013). The impact of job satisfaction, work environment, and employee engagement on employee performance is demonstrated and explained in Table 4 and Table 5.

The coefficients table for the regression model with employee performance as the dependent variable reveals that job satisfaction ($B = 0.407, \beta = 0.444, t = 2.682, p = 0.009$) and employee engagement ($B = 1.008, \beta = 1.016, t = 10.988, p < 0.001$) positively and significantly predict employee performance, while work environment ($B = -0.399, \beta = -0.478, t = -3.814, p < 0.001$) negatively and significantly predicts employee performance, indicating that higher job satisfaction and employee engagement enhance performance, whereas a better work environment unexpectedly decreases it.

However, the high variance inflation factor (VIF) values for job satisfaction (121.849), work environment (69.857), and employee engagement (38.005) suggest multicollinearity issues among the predictors, potentially affecting the reliability of these regression coefficients.

Table 4

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-.104	.074		-1.413	.161		
	Job_Satisfaction	.407	.152	.444	2.682	.009	.008	121.849
	Work_Environment	-.399	.105	-.478	-3.814	<.001	.014	69.857
	Employee_Engagement	1.008	.092	1.016	10.988	<.001	.026	38.005

a. Dependent Variable: Employee_Performance

On the other hand, the ANOVA table indicates that the regression model, which includes the predictors employee engagement, work environment, and job satisfaction, significantly

explains the variance in employee performance ($F(3, 96) = 1449.184, p < .001$), accounting for a sum of squares of 90.322 compared to a residual sum of squares of 1.994, resulting in a mean square of 30.107 for the regression and 0.021 for the residual.

Table 5

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.322	3	30.107	1449.184	<.001 ^b
	Residual	1.994	96	.021		
	Total	92.316	99			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Employee_Engagement, Work_Environment, Job_Satisfaction

Discussion and Conclusion

The relationship between job satisfaction, the work environment, employee engagement, and employee performance are a multifaceted and crucial subject within the organizational psychology and management. This study investigates into the interconnection of these variables and their influence on improving employee performance in various organizational settings.

Job satisfaction serves as a fundamental component in this association, indicating the level of satisfaction employees derive from their duties, roles, and overall work atmosphere. Numerous studies consistently indicate that higher job satisfaction is linked with enhanced productivity, decreased turnover, and increased commitment to the organization (Judge et al., 2001; Harter et al., 2002). When employees experience satisfaction in their jobs, they are more inclined to dedicate their efforts, display positive attitudes, and make meaningful contributions towards organizational objectives.

The impact of the work environment is further intensified by these factors. An encouraging work environment, defined by effective leadership, clear communication channels, equitable policies, and opportunities for advancement, not only boosts job satisfaction but also nurtures a sense of inclusion and involvement among employees (Parker et al., 2014; Schneider et al., 2013). Favorable work environments promote higher levels of employee motivation, morale, and overall well-being, which are crucial catalysts for sustained high performance.

Employee engagement plays a vital role in this connection. Engaged employees exhibit a profound dedication to their tasks and organization, surpassing their official job responsibilities to contribute innovatively and proactively (Saks, 2019; Shuck & Wollard, 2010). Engaged employees are more inclined to harmonize their individual objectives with organizational goals, leading to enhanced job efficiency, client contentment, and creativity (Bakker et al., 2012; Demerouti et al., 2014).

The relationship among job satisfaction, work environment quality, and employee engagement highlights the synergistic effects these factors have on employee performance.

Organizations that strategically invest in creating positive work environments, fostering job satisfaction, and promoting employee engagement reap significant benefits in terms of enhanced productivity, reduced absenteeism, and improved employee retention rates.

In conclusion, this study highlights the importance of understanding and optimizing the factors of job satisfaction, work environment, and employee engagement to cultivate a workforce that is not only satisfied and engaged but also highly productive and aligned with organizational goals. By adopting proactive strategies to enhance these elements, organizations can create a positive cycle of employee performance improvement, contributing to long-term success and competitiveness in today's dynamic business landscape.

Theoretical Implications

The theoretical implication suggests that employee engagement, work environment, and job satisfaction are crucial determinants of employee performance. Higher levels of employee engagement can lead to increased motivation, commitment, and a sense of ownership among employees, resulting in better performance. A positive work environment that includes supportive management, adequate resources, and a healthy work-life balance can reduce stress and enhance job satisfaction, further contributing to improved performance. Job satisfaction itself, stemming from factors such as recognition, career development opportunities, and fair compensation, can lead to higher morale and reduced turnover, which are essential for maintaining a skilled and experienced workforce. Overall, these factors collectively influence employee performance, highlighting the need for logistics companies to invest in their human resources to achieve operational efficiency, increased productivity, and competitive advantage in the industry.

Practical Implications

This study provides practical implications for the logistics industry, employees, and the government by highlighting the critical factors that influence employee performance and offering actionable insights for each stakeholder. For the logistics industry, the study underscores the importance of fostering a work environment that enhances employee engagement, satisfaction, and performance. By investing in employee development programs, improving workplace conditions, and implementing effective recognition and reward systems, companies can boost productivity, reduce turnover rates, and achieve higher operational efficiency. This, in turn, can lead to cost savings, improved service delivery, and a stronger competitive position in the market. To the employees, the study emphasizes the benefits of working in a supportive and engaging environment. It suggests that when employers prioritize employee well-being and satisfaction, workers are likely to experience increased motivation, job satisfaction, and professional growth opportunities. This can lead to higher morale, better job performance, and a more fulfilling career, ultimately enhancing overall quality of life. For the government, the study highlights the broader socio-economic benefits of supporting policies and regulations that promote healthy and productive work environments. By encouraging and incentivizing companies to adopt best practices in employee engagement and satisfaction, the government can help improve workforce stability, reduce unemployment and turnover rates, and enhance national productivity. Additionally, such policies can contribute to the overall well-being of the population, leading to lower healthcare costs and a more robust economy. Overall, the study's findings offer a roadmap for all stakeholders to collaborate in creating a more efficient, productive, and

satisfying work environment in the logistics industry, ultimately benefiting the entire economy.

Suggestion for Future Study

The recommendation for future study involves exploring the longitudinal effects of employee engagement, work environment, and job satisfaction on employee performance in the logistics industry across diverse geographical regions and cultural contexts, incorporating advanced analytical techniques to assess potential mediating and moderating variables, and examining the role of emerging technologies and industry trends in shaping these dynamics to provide a comprehensive understanding that can inform targeted interventions and policy-making.

Conclusion

The conclusion of the study emphasizes that employee engagement, work environment, and job satisfaction are significant determinants of employee performance in the logistics industry, highlighting the need for companies to prioritize these factors through strategic initiatives and supportive policies to enhance productivity, reduce turnover, and achieve a competitive edge, ultimately contributing to better organizational outcomes and overall industry growth.

The theoretical contribution of this study exist in its integration of job satisfaction, work environment, and employee engagement as interrelated determinants of performance. It does this by providing a comprehensive framework that advances our understanding of organizational behavior and contextualizing these factors specifically within the logistics sector. This fills a gap in the literature and offers practical insights for companies to implement customized strategies that can boost productivity, foster long-term growth, and improve employee well-being. In this way, human resource management plays a crucial role in helping businesses achieve a competitive advantage in a sector marked by hectic operations and rapid changes.

References

- Aldoseri, F. I. and Almaamari, Q. A. (2020). Factors Influencing Employee Performance at the Banking Sector in Kingdom of Bahrain: Literature Review. *International Journal on Emerging Technologies*, 11(5): 304–309.
- Andrejic, M., Kilibarda, M., & Pajic, V. (2022). Job Satisfaction and Labor Fluctuation: A Case Study in the Logistics Sector in Serbia. *Logistics*, 6(3), 50-60.
- Saidi, A. N. S., Michael, F. L. ., Sumilan, H. ., Omar Lim, S. L. ., Jonathan, V. ., Hamidi, H. ., & Abg Ahmad, A. I. . (2019). The Relationship Between Working Environment and Employee Performance. *Journal of Cognitive Sciences and Human Development*, 5(2), 14–22.
- Bahsri, and Zakaria. (2022). Systematic review on the job satisfaction of employees in the logistics industry. *International journal of industrial Management*. ISSN: 2289-9286 e-ISSN: 0127-564X, volume 17, No. 1, 2023, 1 – 6.
- Bakker, A. B., Demerouti, E., and Xanthopoulou, D. (2012). How do engaged employees stay engaged. *Ciencia and Trabajo* 14: 15–21
- Bangwal, D. and Tiwari, P. (2019), "Workplace environment, employee satisfaction and intent to stay", *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 1, pp. 268-284.

- Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of applied psychology*, 35(5), 307. Cengage learning.
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.
- Demerouti, E., Arnold, B., Bakker, Nachreiner, F., and Wilmar B. Schaufeli. (2014). The job demands-resources model of burnout. *Journal of Applied Psychology* 86: 499.
- Grand View Research. (2021). *Logistics Market Size, Share & Trends Analysis Report*.
- Hair, J. F., Alabara G. Tomas M. Hult, Christian M. Ringle, and Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. Thousand Oaks: Sage.
- Hair, J. F., Alabara G. Tomas M. Hult, Christian M. Ringle, and Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 2nd ed. Thousand Oaks: Sage.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). A meta-analysis of a business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes. *Journal of Applied Psychology*, 87(2), 268–279
- Hendrik, G. E., Rolland E. Fanggidae, and Timuneno, T. (2021). Effect of work engagement on employee performance. Paper presented at 6th International Conference on Tourism, Economics, Accounting, Management, and Social Science (TEAMS2021), Online, October 27–29; Amsterdam: Atlantis Press, pp. 660–65.
- Hite, L. M., & McDonald, K. S. (2020). Careers after COVID-19: Challenges and changes. *Human Resource Development International*, 23(4), 427-437.
- Hitka, M., Schmidtova J., Lorincova, S., Starchon, P., Weberova, D., & Kampf, R. (2021). Sustainability of human resource management processes through employee motivation and job satisfaction. *Acta Polytechnica Hungarica*, 18(2), 7-26.
- Jia, F., Zuluaga-Cardona, L., Bailey, A., & Rueda, X. (2018). Sustainable supply chain management in developing countries: An analysis of the literature. *Journal of Cleaner Production*, 189, 263-278
- Judge, T. A., Thoresen, C. J., Bono, J. E. & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127,376–407. <https://doi.org/10.1037/0033-2909.127.3.376>
- Keat, O. Y., Selvarajah, C., & Meyer, D. (2011). Inclination towards entrepreneurship among university students: An empirical study of Malaysian university students. *International Journal of Business and Social Science*, 2(4), 206-220
- Ko, J., Jang, H., & Kim, S. Y. (2021). The effect of corporate social responsibility recognition on organisational commitment in global freight forwarders. *The Asian Journal of Shipping and Logistics*, 37(2), 117-126.
- Lizbetinova, L., Hitka, M., Sousek, R., & Caha, Z. (2021). Motivational preferences within job positions are different: empirical study from the Czech transport and logistics enterprises. *Economic Research-Ekonomska Istraživanja*, 34(1), 2387-2407.
- Malaysia Investment Development Authority (MIDA). (2020). *Logistics and Trade Facilitation Masterplan*.
- Osborne & Hammoud, (2017). *Effective Employee Engagement in the Workplace*. *International Journal of Applied Management and Technology* 2017, Volume 16, Issue 1, Pages 50–67 ©Walden University, LLC, Minneapolis, MN DOI:10.5590/IJAMT.2017.16.1.04

- Parker, S. K. (2014). Beyond motivation: Job and work design for development, health, ambidexterity, and more. *Annual Review of Psychology*, 65: 661–691.
- Rinny, P., Purba, C. B., & Handiman, U. T. (2020). The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), 39-48.
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance* 6: 19–38
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64: 361–388.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Selvarasu, A., & Sastry, S. (2014). A study of impact on performance appraisal on employee's engagement in an organization. *International Journal of Managerial Studies and Research (IJMSR)*, 2(1), 10-22.
- Sendawula, K., Kimuli, S. N., Bananuka, J., & Muganga, G. N. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business & Management*, 5(1), 1470891.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
- Strenitzerova, M., & Achimsky, K. (2019). Employee satisfaction and loyalty as a part of sustainable human resource management in postal sector. *Sustainability*, 11(17), 4591-4599.
- Vorina, A., Simonic, M., & Vlasova, M. (2017). An analysis of the relationship between job satisfaction and employee engagement. *Economic Themes*, 55(2), 243–262.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*.