

## RESEARCH ARTICLE

# SYSTEMATIC LITERATURE REVIEW ON THE JOB SATISFACTION OF EMPLOYEES IN THE LOGISTICS INDUSTRY

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**ABSTRACT** - The logistics industry plays an important role in economic development. One of the major issues in the logistics industry is human resources or labor. Hence, this research aims to explore job satisfaction among employees in the logistics industry. A systematic literature review was conducted where research published from the year 2012 until 2021 was included. After the full-text screening, 8 articles were reviewed and used for qualitative synthesis. Three main areas were identified as the focus of this review which are the factors influencing job satisfaction, the theory used, and the impact of job satisfaction on individuals and organizations. There are limited studies on job satisfaction among employees in the logistics industry, hence future studies should focus on this as the logistics industry are a significant contributor to the economy, especially in Malaysia.

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## INTRODUCTION

The logistics industry's significance and role in the country's economic development have long been recognized. The logistics industry is characterized by a highly competitive market that is constantly changing. Changes at the global, regional, and national levels have an immediate impact on the logistics sector (Andrejić et al., 2022).

The maintenance of a company's competitiveness depends heavily on the operational processes contained in production and logistics (P&L) systems. P&L systems consist of components such as equipment/ machines, and humans that work together as a sociotechnical system to carry out processes. Many operational processes depend heavily on human involvement. They can adjust to quick changes and are more adaptable than machinery or equipment. Therefore, failing to consider human factor (HF) aspects in a P&L system could prevent performance improvements from being achieved as expected (Vijayakumar et al., 2022).

The expansion of international trade increases demands for transportation and logistics services, as well as for human resources (Hitka, et al., 2021). Recently, one of the major issues in logistics has been identified as labour and retaining high-quality human resources is a challenge for businesses, especially when it comes to individuals who have shown their abilities and completed professional training (Andrejić et al., 2022; Ližbetinová, Lejsková, et al., 2021). Furthermore, most business owners face the toughest challenges to motivate their employees and increase their performance (Ližbetinová, Lejsková, et al., 2021). Besides that, the lack of labour in the logistics industries also becoming a threat to many logistics companies (Strenitzerová et al, 2019). Some of the positions available in the logistics industry been listed by Shi and Handfield (2012) below:

- Market manager
- Logistics project manager
- Logistics system designer
- Logistics information manager
- Traffic manager
- Customer service manager
- Warehousing manager
- HR manager
- International business manager
- Inventory manager

Unexpected changes to the workplace were unavoidable for the employees, and many of them had to adapt to remote work arrangements (Hite & Mcdonalds, 2020). For example, the working environment in the New Normal after the Covid-19 pandemic indicated significant changes in how businesses operate and how their employees behave because of the prolonged nature of the COVID-19 epidemic. The expectations, values, and preferences, as well as the job satisfaction of employees, are impacted by such changes (Ližbetinová, Lejsková, et al., 2021). Consequently, job satisfaction may have an impact on workers' physical and mental well-being (Ko et al., 2021). Besides that, financial performance of the business appears to be closely linked to job satisfaction (Kim & Kim, 2020). Hence, this review will explore further job satisfaction among employees in the logistics industry.

## LITERATURE REVIEW

One of the key conditions for keeping employees is job satisfaction (Andrejić et al., 2022). Job satisfaction is when employees feel their work is valuable and important, hence reducing the intention to turnover. Job satisfaction has been influenced by a number of variables, including working hours, working conditions, salary, pay scale, work design, promotions, demographics, development of human resources, leadership style, and stress level. As a result, managers are increasingly mindful of job satisfaction as a key component in determining how individuals are motivated (Ko et al., 2021). Examples of motivational factors adapted from Ližbetinová et al. (2021) are included in Table 1 below:

**Table 1.** Motivational Factors

<b>Factors</b>	<b>Example</b>
Financial factors	Basic salary, financial compensation
Occupational factors	Working hours, job security, mental pressure, work demand
Social factors	Leisure time, social benefits
Relational factors	Leadership, teamwork, communication at work
Career factors	Recognition at work, career growth, promotion

The services industries such as the logistics industry might incur a lot of costs in training and retention of their employees where the employees need to work under high pressure (Maden, 2014). Employees in Malaysia's electrical and electronic manufacturing industries are under pressure to produce high-quality products due to competitive advantage and technological changes. Employees are under pressure to constantly improve products and services in order to meet the challenges of a rapidly changing world (Samad, 2012). This scenario may create tension that would affect their performance in the organization. Employees' dissatisfaction would disrupt the organizations' productivity (Samad, 2005).

A lack of fair rewards and recognition system may result in an unsatisfactory workforce within the organisation because today's employees want to be treated as valuable resources rather than disposable assets. Organizational justice refers to workers' comprehension of fairness of the distribution of justice and distribution of issues similar to price, stipend, etc. by decision-makers (Eryilmaza et al., 2016). As a result, in today's context, retention of qualified blood within organisations has become one of the most common challenges, and thus one of the major problems managers face today is employee turnover (Mendis, 2017).

Furthermore, employees' job satisfaction will substantially impact performance in a freight-forwarding business, thus managers should pay attention to this area. Leaders or managers play an important role in influencing the job satisfaction of employees based on their leadership styles. For example, Chinese employees are more satisfied with their Chinese leaders as they can communicate effectively with them compared to foreign business owners (Shi & Handfield, 2012). Despite still having low interaction with their subordinates, warehouse workers in the US are satisfied with the leaders who have supervisory coaching behavior (Ellinger et al., 2005).

The research makes numerous significant contributions to the practical body of knowledge. The results of the studies show how crucial it is to determine the factors of job satisfaction among the employees in the logistics industry, which can help the managers, training providers, and researchers develop the relevant policies on human resource development (Kim & Kim, 2020). Due to a lack of research on job satisfaction in the logistics industry, this research will carry out a systematic review of previous research. The review is guided by this key research question: What is the trend of research in job satisfaction among employees in the logistics industry?

## METHODOLOGY

### *The review protocol ROSES*

This study was guided by the ROSES review protocol. ROSES, which stands for Reporting Criteria for Systematic Evidence Syntheses, is intended to encourage researchers to provide adequate information in an appropriate amount of detail. The review process in this SLR starts by constructing acceptable research questions for the review. Following that, the authors discuss the systematic search technique, which would be divided into three steps: identification, screening (inclusion and exclusion criteria), and eligibility. The authors then proceed to a quality assessment of the chosen papers, explaining the method they used to ensure the quality of the articles to be evaluated. Finally, the authors explain how the review's data were derived, as well as how the derived data were analysed and interpreted.

### *The process of retrieving articles for review*

The authors used three major search engines which are Scopus, Web of Science, and Google Scholar to conduct advanced and manual searches for relevant papers published from 2012 to 2022. The authors combined keywords in the advanced keyword search by using the phrase searching function and the Boolean operator OR or/and AND. The keywords were selected in accordance with the research question, taking into consideration suggestions from an online

thesaurus, keywords from earlier studies, and keywords provided by Scopus, as suggested by Mohamed Shaffril (2020) and Okoli (2015). The authors used the following keywords:

TITLE-ABS-KEY ( ( "job\*" OR "work\*" ) AND ( "satisfaction\*" OR "happiness\*" ) AND ( "employee\*" OR "worker\*" OR "staff\*" ) AND ( "logistic\* industry\*" OR "logistic\* compan\*" OR "logistic\* sector\*" ) )

The initial round of keyword searches generated 187 potential articles. The chosen articles' content, the timing of publication, and language were then used by the authors to establish the inclusion criteria. The 2012–2023 period was chosen by the authors because it fits the concept of research maturity provided by (Kraus, 2020), which states that as the number of related papers rises throughout this time, more significant issues can be studied and more evidence-based conclusions can be drawn. The number of research on job satisfaction in the logistics industry has dramatically expanded since 2012, according to the results of the search on the selected database. To assure their quality, only journal-published articles with actual data are included in the analysis. In addition, to avoid misunderstandings, only papers written in English are included in the analysis (Mohamed Shaffril,2020).

## RESULTS

### Background of the selected articles

187 papers in total were found using databases from Scopus, the Web of Sciences, and Google Scholar. Out of these, 131 articles were rejected because they were published before 2012, as article reviews, book chapters, book series, conference proceedings, or in a language other than English. Prior to this, 12 duplicate articles were removed, which resulted in 44 articles being evaluated based on the title and abstract during the full-text screening. 36 papers were not included because of data inconsistencies, such as not focusing on job satisfaction in the logistics industries which resulted in 8 articles. To learn more about job satisfaction in the logistics industry, 8 publications were reviewed and divided into three areas. The outcomes of the search process are shown in Figure 1.

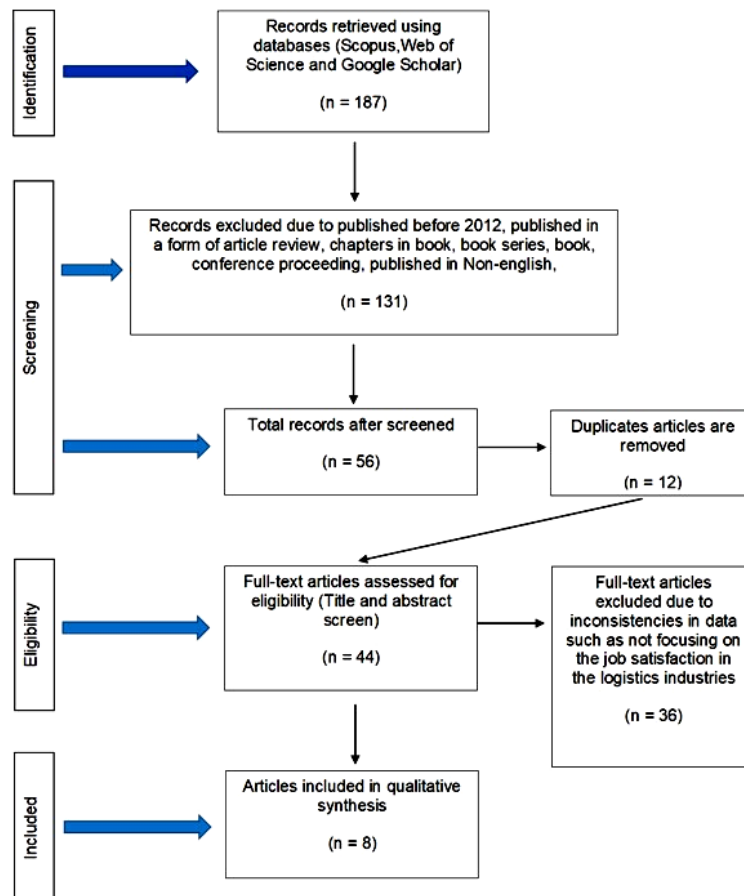


Figure 1. Systematic searching process

Out of 8 selected articles, one was published in each of the years 2012, 2014, 2016, 2017, 2018, 2019, and two articles were published in 2021. The key findings of the 8 articles are summarised in Table 2 in different areas. Several studies were conducted in various countries, with the samples focusing on employees in the logistics industry.

**Table 2.** Summary of findings

Author, Year	Theory	Factors	Impacts	Sample	Findings
Samad, 2012	Not specified	Organizational justice		292 manufacturing employees in Malaysian electronic and electrical companies.	Organizational justice relates to employee work outcomes (organizational commitment and job satisfaction)
Maden, 2014	Social Identity Theory	Needs–supplies fit, job involvement, and tenure	Turnover intention	252 employees working in four different organizations (i.e., three different banks and one logistics company) operating in Istanbul, Turkey	Needs–supplies fit affected service sector employees' job satisfaction
Zhang, 2016	Not specified	Job stress		170 employees in a large logistics company in Chengdu, China	Employee satisfaction moderates job stress and upward influence behavior
Chhetri et al, 2017	Not specified		Employee productivity	90 workers in organizations who had recently completed employer-sponsored training	Employer-sponsored training increases performance and relates to the increased self-confidence, job satisfaction, and pride
Tucker et al, 2018	Conservation of Resources Theory	Role stressors - role overload, role conflict, and role ambiguity	Turnover intention, sleep disturbances	443 employees from 10 Australian transportation and logistics industries	Role overload, role conflict, and role ambiguity affects psychological strain and sleep disturbances, job satisfaction and turnover intentions
Strenitzzerová et al, 2019	CSR Theory	Age, years of practice, job position and place of work	Employee loyalty	1775 employees of a Slovak postal provider	The most satisfied category: Employees over 61 years old with 31–40 years of service Technical and economics position Employees in Banská Bystrica region.
Ko et al, 2021	Carroll's CSR Pyramid Theory	CSR activities	Organizational commitment	265 employees of an international freight forwarding company in Busan.	Economic, legal, and philanthropic responsibility affect job satisfaction. Job satisfaction has a significant effect on organizational commitment
Hitka et al, 2021	Not specified	Motivational factors such as basic salary, good work team and size of an enterprise		4,885 employees working in logistics companies	The motivation of employees is different in Slovakia and Czech Size of enterprise determines job satisfaction

### ***Theories used in the articles reviewed***

Many different theories have been used in the articles reviewed. Maden (2014) used social identity theory, while Tucker et al. (2018) used Conservation of Resources theory (COR). Strenitzzerová et al. (2019) used Corporate Social Responsibility theory (CSR), while Ko et al. (2021) used Carroll's CSR Pyramid model. However, the well-known theory of job satisfaction such as the theory of Herzberg was not used in all these articles.

### ***Factors influencing job satisfaction***

Only 7 articles mentioned the factors affecting job satisfaction among employees in the logistics industry. For example, Samad (2012) discovered that organizational justice affects job satisfaction. Meanwhile, a study by Maden (2014) identified three factors affecting job satisfaction, which are need-supply factor fit, job involvement, and job tenure. Aside from that, job stress and supervisory support are factors of job satisfaction among employees in China's logistics industry (Zhang, 2016). Tucker (2018) found that role stressors such as role overload, role conflict, and role ambiguity affected job satisfaction. Another factor explored is training and education by HR department (Kim et al. 2020). Another variable that has also been tested as one way of determining job satisfaction is CSR activities, where economic, legal and philanthropic responsibility showed a significant effect (Ko et al., 2021). Hitka et al. (2021) discovered that motivation and the size of an enterprise can affect job satisfaction. All these articles have tested these variables to see the relationship between those factors with the job satisfaction.

### ***Impacts of job satisfaction***

By examining the impact of job satisfaction among employees in the logistics industry, companies can acquire important detail for handling employees' issues. For example, Maden (2014) and Tucker et al. (2018) have discovered that turnover intention is one of the impacts of job satisfaction. Besides that, sleep disturbances have also been identified as having an impact on job satisfaction among employees (Tucker et al., 2018). Meanwhile, in Australia, employee productivity is an indicator of job satisfaction (Chhetri et al., 2017). In addition, Alias et al. (2020) explored the relationship between job satisfaction and job performance and found a significant relationship between those variables. Hence, these results suggest that the impact of job satisfaction is important on overall company performance.

## **DISCUSSION**

This systematic literature review aims to discover job satisfaction among employees in the logistics industry. Table 2 summarizes the findings of the papers included in this review. There is still not much research focusing on job satisfaction among employees in the logistics industry, although this industry plays an important role in the economy. In order to better serve consumers and satisfy the needs of regionally connected industrial facilities for reliable delivery of inputs and outputs, a country's connectivity, international trade facilitation, and competitiveness can all be improved by implementing an effective logistics system. A satisfied employee will lead to better job performance, hence they will deliver the best service to the company.

From this review, a few factors affect job satisfaction among employees in the logistics industry. Factors such as organizational justice, job stress, and motivation are a few factors that can be useful for managers and employers to strategies their human resources policies. Based on the review, the authors discover that organizational factor leads to job satisfaction among employees in the logistics industries.

Job satisfaction can impact the employees' loyalty, organizational commitment, and turnover intention. However, it does not only impact the organization but also individuals. For example, sleep disturbance becomes one of the impacts towards individuals. Hence, it is important for managers or business owners to address this issue well to ensure that employees can deliver quality service, especially in the logistics industry.

## **CONCLUSION AND IMPLICATIONS**

The main purpose of this study is to systematically review job satisfaction in the logistics industry. This review offers several significant contributions for practical purposes and to the body of knowledge. The review will help those who are interested, particularly managers, trainers, human resource researchers, or even the employees themselves, understand the variables influencing job satisfaction, particularly in the logistics sector, where there are still few findings.

This review demonstrates that although these studies discuss job satisfaction, there are many different aspects of it, such as its factors and impacts on both the individual and the organization. To get accurate findings, this issue should be anticipated and addressed in the future by discussing job satisfaction among those working in the logistics industry. Employees' job satisfaction in the logistics industry must be investigated further, particularly considering the pandemic Covid-19, which may have an impact on overall business performance

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