International Journal of Management and Sustainability
2025 Vol. 14, No. 3, pp. 982-1006
ISSN(e): 2306-0662
ISSN(p): 2306-9856
DOI: 10.18488/11.v14i3.4427

HRM strategies for sustainable performance: A focus on SDG-3 and SDG-8 in the logistics sector

Tung-Thanh Le[1,2]
Luan-Thanh Nguyen[3]
Nhi-Uyen Truong Pham[4]
Tai Minh Huynh[5]
Dang Thi Viet Duc[6+]

[1,3,4,5]*Ho Chi Minh City University of Foreign Languages-Information Technology, 828 Su Van Hanh, Ward 13, District 10, Ho Chi Minh City, Vietnam.*
[1,2]*Email: tunglt@huflit.edu.vn*
[3]*Email: luannt@huflit.edu.vn*
[4]*Email: uyennhi240103@gmail.com*
[5]*Email: huynhminhtai003@gmail.com*
[2] *Ho Chi Minh City University of Economics and Finance, 141 - 145 Dien Bien Phu, Ward 2, Binh Thanh District, HCM City, Vietnam.*
[6]*Posts and Telecommunications Institute of Technology, 94 Tran Phu, Ha Dong District, Hanoi 100000, Vietnam.*
[6]*Email: ducdtv@ptit.edu.vn*

(+ Corresponding author)

Article History
Received: 22 January 2025
Revised: 24 July 2025
Accepted: 9 September 2025
Published: 29 September 2025

Keywords
Employee well-being programs
Herzberg's two-factor theory
Human resource management
Logistics industry
Sustainable development goals
Sustainable performance.

ABSTRACT

The logistics sector in Vietnam is a key driver of economic growth and is projected to become a billion-dollar industry. However, post-COVID-19 challenges, particularly a shortage of skilled employees, hinder its sustainable development. This study explores HRM solutions to address these challenges using the Person-Environment Fit Theory and Herzberg's Two-Factor Theory. Additionally, technological adoption (TAD) and employee well-being programs (EWP) are incorporated to examine their impact. Employing PLS-SEM and SPSS, the study analyzes employee perceptions of sustainable performance across different job levels. Findings reveal that improving work environments and employee well-being significantly enhance job satisfaction and sustainable outcomes. However, technological adoption shows a weaker impact than expected, with varying effects based on job levels. These insights highlight the need for tailored HRM strategies in the logistics sector. The study contributes to HRM literature by addressing workforce challenges specific to Vietnam and offers actionable insights for companies seeking to enhance employee satisfaction and commitment. Furthermore, it aligns with Sustainable Development Goals (SDGs) 3 (Good Health and Well-Being) and 8 (Decent Work and Economic Growth), providing a roadmap for integrating sustainability into HRM practices. The findings underscore the importance of effective HRM strategies in fostering a competitive and sustainable logistics industry.

Contribution/Originality: Sustainable HRM in logistics remains underexplored, especially in emerging economies. This study integrates key theories to examine HRM's impact on satisfaction and commitment, incorporating technological adoption and employee well-being. The findings provide empirical insights and offer strategies to enhance workforce stability, sustainable performance, and long-term competitiveness in the logistics industry.

1. INTRODUCTION

Logistics refers to the systematic coordination of activities involved in the procurement, storage, transportation, and distribution of goods and services. As a fundamental component of supply chain management, logistics' primary functions include transportation, warehousing, inventory control, and customer service, all of which ensure the timely and cost-effective delivery of products (Linh & Huong, 2020; Van Quy, Huu Cuong, & Danh Chan, 2019). The logistics sector not only is the backbone of the global economy but also plays a pivotal role in the development of the

Vietnamese economy, with a contribution rate of approximately 4.5% of the total GDP and forecasted to reach a billion dollars in the next few years (Khan, 2019; Ngoc Mai, 2023; Suong, 2017). According to World Bank (2023) (Title: "Connecting to Compete"), countries with developed logistics systems often have higher GDP and stronger competitiveness. Vietnam is ranked 43rd out of 139 on the Logistics Performance Index (LPI) – an index that evaluates the competitiveness and operational efficiency of the logistics service industry. Vietnam's achievements place it among the five highest-ranked ASEAN countries, but it still lags behind countries such as Singapore (1st) and China (19th), indicating the development potential of Vietnam's logistics industry, as well as many challenges. Additionally, after the COVID-19 pandemic, the boom in e-commerce has led to significant growth in e-logistics—the field of supply chain management and logistics based on digital platforms. According to a report by Research and Markets, global e-logistics revenue is expected to reach $861.4 billion by 2027, an increase of nearly 30% compared to 2020, which will lead to increased demand for logistics personnel.

The logistics industry in Vietnam is currently developing but still faces difficulties and challenges in human resources: only about 10-20% of personnel have professional certificates (compared to 30-40% in Thailand and Malaysia), and more than 60% change jobs within two years. Additionally, there is a contradiction between the necessary skills and the current training provided (Tongzon & Lee, 2015). Currently, the logistics' human resources remain substantial, yet they lack awareness of their involvement in this field (Zainal & Jeevan, 2019). A survey conducted by the Ho Chi Minh City Development Research Institute revealed that 53.3% of businesses lacked qualified staff and logistics knowledge, and only 6.7% were satisfied with their employees' expertise. Therefore, the logistics sector experiences a low quality of human resources (Phuong, 2022; Rodríguez-Espíndola, Albores, & Brewster, 2018).

Human Resource Management (HRM) refers to activities related to how people are employed, managed, and developed within organizations. As a discipline based on achievements in psychology and economics, HRM practices directly influence employee motivation, behavior, and skill development to enhance organizational performance. This view is implied through the studies of Armstrong, Kane, Kursumovic, Oglesby, and Cook (2021); Manzoor, Wei, Bányai, Nurunnabi, & Subhan, (2019) and Piwowar-Sulej (2021). In Vietnam's logistics sector, firms face persistent challenges such as high employee turnover, skills shortages, and demanding working conditions (Phuong, 2022) necessitating HRM practices that align with broader sustainability goals. The Sustainable Development Goals (SDGs) are a set of 17 interconnected goals adopted by the United Nations in 2015 as a call to action to address poverty, climate change, inequality, and other global issues by 2030. These goals are important for creating a more sustainable and equitable society for all. In the Vietnamese logistics industry, several SDGs are highly relevant to HRM practices, particularly SDG-3 (Good Health and Well-Being) and SDG-8 (Decent Work and Economic Growth). Concerning SDG-3, sustainable HRM practices focus on employee well-being by mitigating occupational health risks, ensuring work-life balance, and promoting mental health initiatives to enhance workforce stability. SDG-8 emphasizes the need for fair wages, career development opportunities, and decent work for employees (Madero-Gómez, Rubio Leal, Olivas-Luján, & Yusliza, 2023). This introduction helps Vietnamese logistics gain sustainable performance and is a prominent goal in the Vietnamese logistics industry. Therefore, sustainable HRM plays a vital role in achieving long-term objectives.

Sustainable HRM is a field of study that is rigorously examined and evaluated by practitioners and researchers (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2015; Madero-Gómez et al., 2023; Manzoor, Wei, Bányai, Nurunnabi, & Subhan, 2019; Piwowar-Sulej, 2021; Silveira Ramalho & de Fátima Martins, 2022). To attain high levels of performance and sustainable competitive advantage in the marketplace, researchers ubiquitously agree on the vital role of HRM practices for an organization (Jeronimo, de Lacerda, & Henriques, 2020; Newman, Miao, Hofman, & Zhu, 2015). Nevertheless, while sustainable HRM has gained increasing attention in academic literature, research on its application in logistics, especially in emerging economies such as Vietnam, remains significantly scarce. Several studies have explored sustainable HRM from various perspectives. Stankevičiūtė and Savanevičienė (2018) provided

a theoretical foundation for sustainable HRM, revealing numerous primary characteristics of sustainable HRM in today's world, yet lacked empirical insights tailored to labor-intensive industries. Mazur and Walczyna (2020) examined the role of sustainable HRM in corporate sustainability strategies, whilst (Qamar, Afshan, & Rana, 2024) analyzed its implications for employee well-being and organizational outcomes. Several studies have developed the definition and concept of sustainable HRM in alignment with green HRM (Guerci, Longoni, & Luzzini, 2015; Piwowar-Sulej, 2021; Saeed et al., 2019) or socially responsible HRM (Barrena-Martinez, López-Fernández, & Romero-Fernandez, 2018; Diaz-Carrion, López-Fernández, & Romero-Fernandez, 2019; Newman et al., 2015).

Furthermore, several studies have revealed HRM's role in achieving sustainability goals, especially with SDG-3 (Good Health and Well-Being) and SDG-8 (Decent Work and Economic Growth). The study by Chillakuri and Vanka (2021) examined the role of workplace well-being and high-performance work systems in mitigating health harm. Similarly, research explored how work intensification influences employee mental well-being, showing that its effects can be both beneficial and detrimental depending on its intensity (Mariappanadar, 2024). Although both studies rely on cross-sectional data, there is a lack of a more comprehensive understanding of how sustainable HRM can drive both employee well-being and long-term organizational performance in logistics. Addressing these limitations, this study investigates how sustainable HRM practices influence job satisfaction, organizational commitment, and sustainable performance in the logistics sector, with a particular focus on SDG-3 and SDG-8. This contribution not only fills a crucial gap in sustainable HRM literature but also offers actionable insights for logistics enterprises targeting workforce stability and long-term productivity.

By addressing the Person-Environment (P-E) Fit Theory and Herzberg's Two-Factor Theory, researchers can find evidence of the factors influencing how businesses attain SDGs to manage sustainable HRM in the Vietnamese logistics sector. To fulfill the research objectives, it is necessary to clarify the following questions: (1) How do the factors in Person-Environment (P-E) Fit, motivational factors, and hygiene factors influence job satisfaction, organizational commitment, and sustainable performance in the context of technology adoption and employee well-being programs? (2) Does the job level significantly affect the mediators of employee satisfaction and commitment?

Apart from the first section of the introduction, the study is divided into six remaining sections as follows. Section 2 presents the literature review and hypotheses development. Section 3 discusses the research methodology, data context, and data collection. Section 4 describes the research results based on quantitative data procedures. Section 5 presents the discussion, potential limitations, and future research. The conclusion is in Section 6.

2. LITERATURE REVIEW

2.1. The Person-Environment (P-E) Fit Theory

The Person-Environment (P-E) Fit Theory is one of the theories applied in this research. The theory has been widely used in organizational psychology to elucidate the dynamic interaction between individuals and their work environments. Initially introduced by Parsons (1909) in "Choosing a Vacation", the concept argues the connection of employees' abilities and workplace demands to enhance job performance (Hoffman & Woehr, 2006). A key development in this theory is Holland (1966) classification of personality types (realistic, investigative, social, conventional, enterprising, and artistic), suggesting that individuals are most motivated and fulfilled at their best when their personality matches with their job environment. Similarly, Wang and Wang (2018) stated that P-E fit occurs when employees' skills and expectations align with organizational values, role requirements, and cultural dynamics. Nonetheless, despite its broad application, the theory has been criticized by researchers and practitioners, for it was ambiguous to measure and conceptualize (Chuang, Shen, & Judge, 2016; van Vianen, 2018) or overlooked new P-E fit difficulties in the rapidly evolving job landscape (Ashford, Caza, & Reid, 2018; Baruch & Rousseau, 2019). Over time, scholars have expanded this framework into psychological (Barrick & Parks-Leduc, 2019; Wang & Wang, 2018) and behavioral perspectives (Holland, 1966; Lofquist & Dawis, 1984).

The history of P-E fit's research efforts has revealed several categories of fit. Some studies are categorized into supplementary fit and complementary fit (Cesário, Sabino, Moreira, & Azevedo, 2022; Kristof-Brown, Zimmerman, & Johnson, 2005; Muchinsky & Monahan, 1987). In the scenario of work, fit comprises, as explained by van Vianen (2018) a wide array of concepts, such as person-vocation fit (PVF), person-job fit (PJF), person-team fit (PTF), person-organization fit (POF), and person-supervisor fit (PSF). Within this study, two subdimensions, namely POF and PSF, are particularly considered as relevant concepts for further analysis. POF emphasizes the compatibility between an individual's values, goals, and personality that align with those of the organization (Chuang et al., 2016). This concept has been deemed a pivotal element in maintaining a flexible and committed workplace that can handle a demanding work environment (Andela & van Der Doef, 2019). Conversely, PSF refers to the compatibility between employees (or subordinates) and their supervisors, particularly in terms of goals, styles (work, life, leadership), personality, and values (Chuang et al., 2016; Kristof-Brown et al., 2005; van Vianen, 2018). The significant role of supervisors to their subordinates is affirmed as they can control a handful of workplace resources, provide rewards, and open promotion opportunities (van Vianen, 2018; Zhang, Ling, Zhang, & Xie, 2015). While P-E theory effectively explains job satisfaction and performance in various industries, its applicability in logistics remains limited. Concerning the increasing diversity in modern workplaces across all sectors, this study examines an additional framework, Herzberg's Two-Factor Theory, to provide deeper insights into how sustainable HRM practices correlate with the sustainable performance of logistics employees.

2.2. Herzberg (1959) Two-Factor Theory

Two-Factor Theory, also called Motivation-Hygiene Theory, suggests that there is a significant difference between intrinsic and extrinsic factors of a job (John, Daniel, & Joseph, 2024). This theory was proposed by Frederick Herzberg, a psychologist interested in the interplay between employees and their job motivation. The theory was developed as a result of Herzberg et al.'s investigation of job satisfaction among 200 engineers and accountants from the Pittsburgh area during the late 1950s (Henry Gaziel, 1986). The investigation's results emphasized that respondents who feel good about their jobs tend to attribute intrinsic factors such as achievement, advancement, the work itself, recognition, and responsibility to specific situations. Meanwhile, respondents who feel dissatisfied tend to attribute their feelings to extrinsic factors, including supervision, pay, company policy, work conditions, job security, interpersonal relations, salary, and personal life (Henry Gaziel, 1986; Lee, Lee, Choi, & Kim, 2022; Maidani, 1991). In Herzberg (1959) considered satisfiers "motivators," whilst dissatisfiers were referred to "hygiene factors" by Herzberg (1959). Another special aspect of Herzberg's Two-Factor Theory is that hygiene factors, when fulfilled, can reduce dissatisfaction but are unable to stimulate satisfaction. To achieve job satisfaction at work, motivators need to be harmonized with hygiene factors. Therefore, it can be concluded that the absence of satisfaction is not equivalent to dissatisfaction. The opposite of satisfaction is "no satisfaction," and the opposite of dissatisfaction is "no dissatisfaction" (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020; Lee et al., 2022; Thant & Chang, 2021).

Academics, mainly in psychology and organizational behavior, have published research papers with criticisms. Henry Gaziel (1986) and Langmead et al. (2021) listed are numerous critical ideas: (1) the theory appears to be limited by a single method; (2) the theory confuses events that trigger employee satisfaction and dissatisfaction with the agents (persons, organizations, etc.) causing the events; (3) the reliability of the data may have been negatively affected by ego defensiveness on the part of the employee; (4) some overlapping factors are considered sources of both satisfaction and dissatisfaction; (5) the value of motivators and hygiene factors varies depending on the employee's occupational level; (6) the role of individual differences was not adequately addressed. However, it lacks flexibility when applied across various sectors in the current digital era, where Person-Environment Fit Theory can be supported by emphasizing that satisfaction and commitment may depend on each individual. For example, not every employee desires a promotion. Overall, this theory offers a practical framework with distinct factors that cause pleasure and dissatisfaction, helping businesses identify areas for improvement.

2.3. SDGs and Sustainable HRM in Logistics Companies

In the face of escalating climate change, resource scarcity, and social inequality, adopting SDGs and Sustainable HRM has become an essential strategy for the sustainable development of logistics enterprises. The 18 Sustainable Development Goals (SDGs) set by the United Nations serve as a guiding light for organizations striving toward a sustainable future, while also providing direction for the practice of Sustainable HRM, an indispensable tool for achieving these goals. Logistics enterprises play a pivotal role in implementing SDGs, not only meeting legal requirements but also demonstrating a commitment to social and environmental responsibility.

SDG-3 (Good Health and Well-being) and SDG-8 (Decent Work and Economic Growth) hold significant importance in the sustainable development strategy of logistics enterprises due to their dependence on a workforce with strong health. Particularly, SDG 3 promotes the mental and physical well-being of employees, minimizes workplace accidents, which lead to a decrease in turnover rates, thereby contributing to productivity and efficiency (Cooper & Dewe, 2008). Logistics workers must be stressed by long working hours and risks to support the need for focusing on SDG-3. In fact, some logistics companies prioritize their benefits over employees' health (Eric, 2023). SDG-8 champions quality employment, promotes employee skill development, and supports sustainable economic growth. However, the logistics sector witnesses less investment in long-term resources, which hampers the implementation of SDG-8. By integrating SDGs and Sustainable HRM, logistics enterprises can effectively attract and retain talented individuals by encouraging a strong sense of social and environmental responsibility, cultivating a reputable and responsible brand image, captivating customers and investors, elevating productivity, creativity, and innovation, establishing a competitive advantage, and contributing to the sustainable development of the industry and society as a whole (Kramar, 2014). In the research of Ehnert et al. (2015), sustainable HRM is defined as an integration between economics, environment and society in managing people, and it is critical to gain SDGs. However, logistics companies still face challenges such as high turnover rates, poor working conditions, and budget pressures (Jabbour, de Sousa Jabbour, Sarkis, & Godinho Filho, 2019).

While existing literature provides many theoretical advantages of integrating SDG-3 and SDG-8 into HRM strategies, it lacks consistency in execution across logistics enterprises. Some researchers argue that the industry's structural limitations cause difficulties in adopting sustainable HRM (Jabbar & Abid, 2014). Conversely, reports from leading logistics firms suggest that those investing in well-structured HRM sustainability initiatives see tangible long-term benefits, including improved employee well-being, reduced turnover, and increased trust from stakeholders (Cooke, Schuler, & Varma, 2020).

2.4. Hypothesis Development

Although governments set the goals for a sustainable future, businesses are essential to achieving them. That is why the UN established a program specifically for business involvement—the UN Global Compact. Therefore, the Person-Environment Fit Theory (P-E Fit) and Herzberg's Two-Factor Theory are considered suitable for human resources management research when pursuing SDG-3 and SDG-8, with the aim of boosting employees' performance in logistics corporations. In this research, we combine the two theories within a model because both theories have been previously well-applied to investigate the importance of individual values and skills in an organizational environment. Hence, this helps businesses understand key elements that influence workers' satisfaction in order to build an effective workplace, which can improve sustainable performance (Brewster & Brookes, 2024). All hypotheses and the proposed model in this study are illustrated in Figure 1.

2.4.1. The Influence of Job Satisfaction on Organizational Commitment and Sustainable Performance

Job satisfaction (JSA) is defined by Dodanwala, Santoso, and Yukongdi (2022) as a positive emotional response resulting from performance appraisal or experience, leading to attitudes and behaviors of employees at their workplace (Bai, Vahedian, Bai, Ghahreman, & Piri, 2024). When individuals feel satisfied, they tend to engage more

actively in the organization, which enhances their level of organizational commitment (OCO). The research by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) introduced the concepts of "affective," "continuance," and "normative" commitment, which reflect the intention to stay longer and exert more effort within the organization. Another study describes the degree of employee satisfaction at work, encompassing factors such as workplace environment, recognition, promotion opportunities, and other elements that influence employee turnover. Abdelhamied, Elbaz, Al-Romeedy, and Amer (2023) also define job satisfaction as a result of higher labor productivity. Satisfied employees tend to be more efficient, with an increase of approximately 25%, leading to a lower turnover rate. This fosters a positive cycle within the organization. Such satisfaction is often achieved and reinforced when the company values employee contributions and provides a healthy work environment characterized by recognition, job security, and clear career development paths. Employees in good physical and mental health may also foster creativity, contributing to business innovation and sustainability aligned with SDG-8. Previous studies have demonstrated that meeting these conditions consistently enhances organizational commitment (Hendri, 2019). Recently, further evidence has emerged confirming employee satisfaction and commitment. In the logistics industry, high-pressure environments challenge firms to address high turnover rates, especially if employers cannot resolve issues related to working conditions, adequate support, individual development, and recognition.

The relationship between JSA and sustainable performance (SPE) was still predictive when SPE was first introduced in 1994 as the midpoint of economic, social, and environmental outcomes (John, 2013). It is linked with JSA and OCO because effective performance, low turnover rate, and working efforts are consequences when employees develop high satisfaction and strong commitment, which are perceived throughout their time working at the organization. Thus, we hypothesize that:

H_{1a}: Job satisfaction (JSA) has a positive connection to organizational commitment (OCO).

H_{1b}: Job satisfaction (JSA) has a positive connection to sustainable performance (SPE).

H_{1c}: Organizational Commitment (OCO) has a positive relationship with Sustainable Performance (SPE).

2.4.2. The Influence of Fits, Organizational, and Motivational Factors on Job Satisfaction

Apart from positive feelings at work, Herzberg's Two-Factor Theory states that the two main elements are motivational factors (MFS) and hygiene factors (HFS). However, based on the P-E Fit theory, JSA is more subjective than that, as it not only arises from organizational factors but also stems from employees' intrinsic sense of harmony regarding expectations and values related to the P-E Fit factor. Kristof-Brown et al. (2005) demonstrated that a stronger sense of fit correlates with a higher level of employee commitment. Additionally, Person-Supervisor Fit (PSF) emphasizes that compatibility between supervisors and employees can foster satisfaction, especially when there is a connection, shared perspectives, and compatible management styles. Previous studies have also reinforced this relationship, suggesting that considering this factor can reduce conflicts and improve interactions between employees and their supervisors. In summary, employees tend to be more committed when they feel respected by their superiors. Saleem and Ambreen (2011) and Sung, Seong, and Kim (2020) showed the relationship between less stress and commitment at work, which may support for sustainable OCO, aligning with SDG-3 and SDG-8 (Donald, 2023; Jia & Hou, 2024; Liu, Liu, & Hu, 2010).

H_{2a}: Person-Organization Fit (POF) has a positive connection to Job Satisfaction (JSA).

H_{2b}: Person-Supervisor Fit (PSF) has a positive correlation with Job Satisfaction (JSA).

To enhance satisfaction, MFS and HFS are considered fundamental requirements for maintaining a sustainable organization, which is achieved through employees' performance. Herzberg's theory mentions two groups that influence satisfaction, namely hygiene factors and motivational factors. While HFS describes workplace, management, and job security with the aim of stabilizing employees' emotions and encouraging retention, MFS (e.g., recognition, rewards, and promotion) can enhance feelings of joy and motivation to work better. Although these factors do not directly boost motivation, their absence can trigger dissatisfaction, according to Herzberg (Serhat, 2021). Bassett-

Jones and Lloyd (2005) conclude that job stability and fair benefits encourage employees to stay, fostering long-term commitment and success within the organization.

H_{2c}: Motivational factors (MFS) have a positive connection to job satisfaction (JSA).

H_{2d}: Hygiene Factors (HFS) have a positive connection to Job Satisfaction (JSA)

In today's fast-paced digital world, automation and technology play a vital role in nearly all aspects of life, requiring organizations to adapt quickly to remain competitive. Technological advancements contribute to job satisfaction by enhancing employees' perceptions of working in an innovative and well-supported environment. According to the Theory of Technology Acceptance Model (TAM) (Davis, 1989) and the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, Morris, Davis, & Davis, 2003), the use of high-quality technology can improve performance and workplace happiness (Bangun et al., 2021). In the logistics sector, IoT tracking systems and automation are widely adopted, and technology adoption (TAD) is presumed to enhance JSA by improving efficiency and ease of use (Baran, Shanock, & Miller, 2012). Furthermore, challenges during the adoption process contribute positively to working conditions and compensation and benefits, ultimately helping businesses attain SDG-3 and SDG-8. In pursuit of sustainable goals, employee well-being programs (EWP), based on the Theory of Organizational Support (TOS), may increase JSA and OCO for the company (Marikyan & Papagiannidis, 2023). This is especially relevant in high-pressure industries like logistics, where health support initiatives help employees feel secure and proud of their workplace.

H_{2e}: Technology Adoption (TAD) has a positive connection to Job Satisfaction (JSA).

H_{2f}: Employee Well-being Programs (EWP) have a positive connection to Job Satisfaction (JSA).

2.4.3. The Influence of Fits, Organizational, and Motivational Factors on the Organizational Commitment

Previous studies have shown that OCO can be affected directly and positively by POF in numerous contexts (Astakhova, 2016; Jufrizen, Khair, Siregar, & Hawariyuni, 2023; Margaretha & Wicaksana, 2020). Higher suitability of employee values with organizational values results in increased OCO. Meglino, Ravlin, and Adkins (1989) and Lamm, Shaw, Kuyumcu, and Dahling (2010) likewise indicate that providing employees feel their values are associated with the organization's culture, they are more likely to experience greater OCO, along with job involvement and better work attitudes. In other words, a strong POF provokes employees to feel like an indispensable part of the organization's mission, which therefore fosters higher OCO levels. With this increase, employees consider their contributions as meaningful values, which are associated with the greater good. This compatibility supports SDG-8, as fair working and growth opportunities are demonstrated, especially in the context that logistics organizations are often characterized by demanding schedules and customer-centric objectives. Contrary to POF, there is less research on the interplay between PSF and OCO. Nonetheless, the relationship's comparability is supported. Research by Rathi and Lee (2017) reveals that support from supervisors has a direct, positive, and significant association with OCO. A supportive supervisor may strengthen an employee's felt obligation to stay loyal to the organization and help it achieve its goals (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Concurrently, as explained by Astakhova (2016), perceived PSF are positively linked to affective OCO, yet the results depend on each country (e.g., supported in Japan but unsupported in the U.S.). This positive relationship promotes a healthy work environment, reinforcing SDG 3 (Good Health and Well-being). Trust, caring behaviors, and fairness are the outcomes on which the alignment of employee expectations and the supervisor's management style are based (Dunger, 2023). Tsepetsi, Joubert, Dhurup, and Mafini (2019) also concluded that leadership style has a strong impact on job satisfaction in the logistics sector. In other words, employees consider their commitment when they have respect from their upper-level positions. According to the ILO (International Labour Organization), there is a correlation between the level of stress and commitment at work, which revealed that over 50% of 550 million workdays were due to stress, causing the loss of approximately 300 billion dollars per year (International Labour Organization, 2024). This issue relates to sustainable OCO, linking to SDG-3 and SDG-8.

Those arguments support the following hypothesis proposal.

H_{3a}: Person-Organization Fit (POF) has a positive connection to Organizational Commitment (OCO).

H_{3b}: Person-Supervisor Fit (PSF) has a positive connection to Organizational Commitment (OCO).

MFS and HFS from Herberg's theory are related to OCO. While MFS (e.g., recognition, career development) intrinsically promote employees, HFS can maintain motivation or prevent dissatisfaction (Jung & Moon, 2024). It is suggested that when those factors are effectively addressed, the commitment level of employees toward their organizations is considered to be enhanced. The same result is also observed in the education field among secondary school teachers (Jahromi, Razmjooei, Managheb, Hosseini, & Salehi, 2018). In the field of logistics, Phuong (2022) found that factors such as ergonomic workspace, work-life balance from HFS, and autonomy in decision-making from MFS help reduce the rate of burnout by 25% and increase the OCO by 40%. Such factors align with SDG-3 and SDG-8, the goals related to employees' well-being, linking to high productivity, leading to those hypotheses:

H_{3c}: Motivational factors (MFS) have a positive connection to organizational commitment (OCO).

H_{3d}: Hygiene Factors (HFS) have a positive connection to Organizational Commitment (OCO).

2.4.4. Job Level as a Control Variable of Job Satisfaction and Organizational Commitment

Job level, defined as the hierarchical role with different work responsibilities, is considered a control variable in measuring the difference between two factors, JSA and OCO. Previous studies Moon and Tucker (2023) and Ramalho Luz, Luiz de Paula, and de Oliveira (2018) mentioned the connection between satisfaction and commitment in the logistics sector, indicating that a higher level at the workplace displays higher satisfaction due to the growth opportunities and benefits (Tsepetsi et al., 2019) demonstrated that the leadership style, especially higher responsibilities influence employees' satisfaction, and levels of responsibility differentiate in assessing workers' commitment (Živković, Franjković, & Dujak, 2021). In the educational context (Carvalho, Castro, Silva, & Carvalho, 2018) assumed that academic employees' commitment has a significant impact, as does the information technology sector. Conversely, Bintang, Nopemra Putri, Bagus, and Surya (2021) found that there was no meaning when the job role was being controlled by job satisfaction (Leman & Gustomo, 2023). From the recommendation of De Battisti and Siletti (2019) to consider a control variable as a hypothesis, the study proposes that.

H_{4a}: There are differences among job levels in job satisfaction (JSA).

H_{4b}: There is a difference among job levels on organizational commitment (OCO).

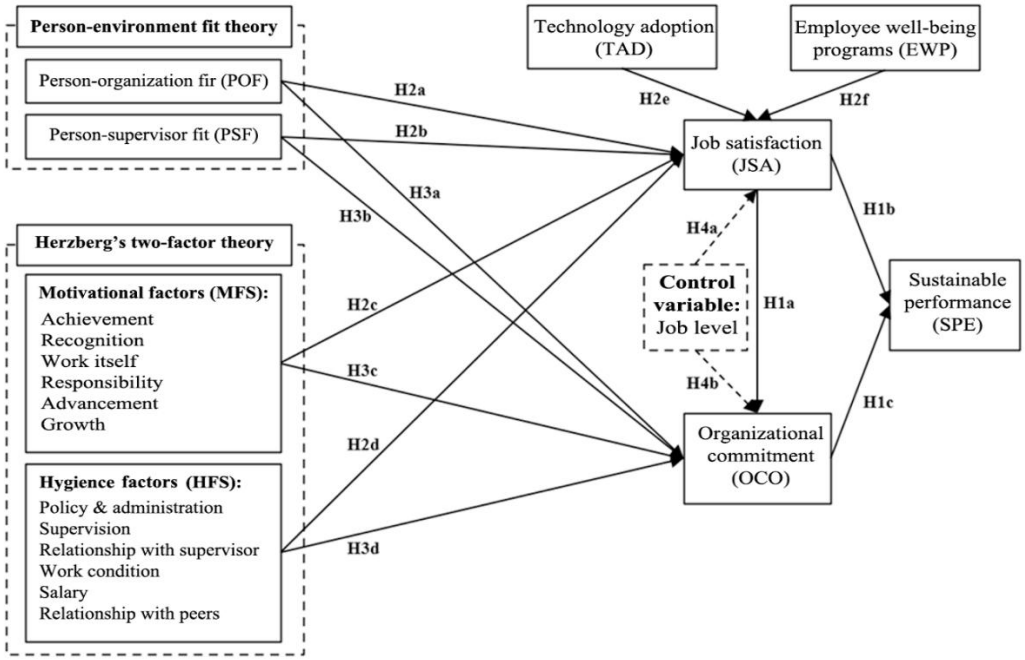

Figure 1. Proposed model.

3. METHODOLOGY

3.1. Data Context

The concentration of this study falls into Vietnam's logistics sector, a growing sector showing a rapid rise of about 14% per year (Ngoc Mai, 2023), and is projected to expand more in the context of globalization and the development of e-commerce. Around 4.5% of the country's GDP (Ngoc, 2022) comes from this sector. Since the COVID-19 pandemic, the demand for e-logistics has skyrocketed, triggering intense competition coupled with a shortage of skilled human resources (Mordor Intelligence Publisher, 2024). Thus, prioritizing talent acquisition and investing in sustainable HRM practices (e.g., employee training, work-life balance, and motivation) become more urgent. According to research from Ngoc (2022) the ratio of employee absence stood at 4% to 7% annually, mainly due to work pressure and unhealthy working conditions. Groenewold et al., (2020) reported that 10-30% of turnover in logistics is caused by unfair wages, lack of promotion opportunities, and work pressure. Workplace accidents are also a significant concern, with an average of 2-3 per 100 employees, especially in manual positions (Bowers, Wu, Lustig, & Nemecek, 2022). The average turnover rate is approximately 20% annually, which is higher than in other sectors due to work pressure and an unstable work environment (Sheila Stafford, 2024). To finance, businesses in the logistics industry often spend 1,500 USD per year per employee on healthcare, social insurance, and medical costs, while training costs are around 1,000 USD per individual (Bulerau Labor of Statistics, 2021). These figures not only reflect the current situation but also demonstrate the potential for sustainable growth if sustainable HRM strategies are implemented properly. Additionally, SDGs play a pivotal role in fostering a sustainable and equitable society. SDG-3 and SDG-8 are believed to be directly related to HRM practices.

3.2. Measurement

This research employs well-established measurement scales from previous studies to ensure its reliability and validity. All constructs are assessed using a seven-point Likert scale (1 = "strongly disagree" to 7 = "strongly agree"). To collect data, a two-fold questionnaire-based survey is conducted, including demographic information and perceptions related to factors influencing satisfaction and commitment, which contribute to the efficient performance of employees. The questionnaire is subsequently translated into Vietnamese, a language suitable for Vietnamese employees, and then reverted to English to ensure translation equivalence. Therein, the two factors from P-E Fit Theory adopted from Kristof-Brown et al. (2005), Herzberg's factors were adopted (Maidani, 1991), TAD was adopted from Noe, Hollenbeck, Gerhart, and Wright (2017) and EWP was adopted from Danna and Griffin (1999).

3.3. Data Collection

The data was collected from Vietnamese employees in the logistics sector. The sample size was determined using the ten-times rule, which suggests that the sample size should be ten times the largest number of functional paths of constructs in the functional model (Hair, Hollingsworth, Randolph, & Chong, 2017; Jeronimo et al., 2020). The upward and downward paths indicated a suggested number of 17, resulting in a required sample size of 17 x 10 = 170. To collect sufficient data for most cases, the research utilizes the convenience sampling technique. It is explained that when a large sample is needed, convenience sampling is effective for generalization, allowing group analysis through practical contact points (Nguyen et al., 2024). The data was collected over a period of five months, from March 2024 to August 2024. After gathering data through Google Form surveys, 305 responses were received; however, 290 valid and suitable responses were selected for analysis.

Because this study is exploratory research, Partial Least Squares Structural Equation Modeling (PLS-SEM), utilizing Smart PLS version 3.3.2, was implemented for data processing. This statistical tool can handle complex relationships, skewed density distributions, and small sample sizes (Luan, 2023). For implementing data analysis for Job Level as a control variable, IBM SPSS (Statistical Package for the Social Sciences) Statistics version 27 was used to assess the differences in job satisfaction and organizational commitment across job levels. SPSS is a flexible and

widely used program known for its extensive set of statistical methods and user-friendly interface. According to Sarker, Sarker, Shaha, Saha, and Sarker (2024), with a comparative analysis, SPSS statistical software is generally the preferred statistical package over other options such as Smart PLS and AMOS. The data on Job Level from the survey was coded for quantitative analysis. Specifically, job level is coded as follows: 1 for freshers, 2 for executives, 3 for specialists, 4 for managers, and 5 for directors or higher. The procedures conducted in this study involving human subjects adhered to the ethical standards established by the scientific group at the University of Foreign Languages – Information Technology, HUFLIT (Reference number 01/ESSG). Prior to data collection, each participant provided written informed consent and verbally confirmed their agreement after receiving a detailed explanation of the study protocol.

4. RESULTS AND DISCUSSIONS

4.1. Demographic Portraits

All necessary data of demographic breakdown are enumerated at Table 1. There are 290 respondents after screening, with 45.86 percent males and 54.14 percent females. In terms of age distribution, a significant proportion of the sample consisted of employees aged 36 to 50 years, accounting for 49.66 percent. Meanwhile, 36.55 percent of respondents were aged 20 to 35 years, and those over 50 years old made up approximately one-third of the sample. Additionally, the survey included employees at various levels, with the majority being specialists (44.83 percent), nearly half of the total. Regarding experience in the logistics sector, employees with 4 to 10 years of experience dominated the data, representing 65.86 percent. Only about one-tenth of respondents had more than 10 years of experience, while those with 1 to 3 years nearly doubled that number. The percentage of respondents with less than one year of experience was 4.83 percent.

Table 1. Demographic data of the sample (N = 290).

Demographic characteristics		Frequency	Percentage (%)
Gender	Male	133	45.86%
	Female	157	54.14%
Age	From 20 to 35	106	36.55%
	From 36 to 50	144	49.66%
	Above 50	40	13.79%
Job level	Fresher	16	5.52%
	Executive	81	27.93%
	Specialist	130	44.83%
	Manager	58	20.00%
	Director or above	5	1.72%
Experience in logistics sector	Less than 01 year	14	4.83%
	From 01 to 03 years	56	19.31%
	From 04 to 10 years	191	65.86%
	More than 10 years	29	10.00%

4.2. Measurement Model Assessment

Utilizing Smart PLS is useful for assessing not only both direct and indirect effects of various influences but also a structural model route and the elimination of unnecessary data distribution restrictions (Chin, Peterson, & Brown, 2008). To fully conduct the assessment of the measurement model, three main criteria are considered: internal consistency reliability, convergent validity, and discriminant validity. This assessment is equivalent to the outer model assessment. Internal consistency evaluates the consistency of results across factors within a test. The internal consistency reliability test assesses the interrelationship among all components within the exam. According to Hajjar (2018) and Cortina (1993) Cronbach's alpha (α) is the predominant measure of internal consistency, typically calculated as the average of all potential split-half coefficients. Nonetheless, Chin (1998) and Hair, Risher, Sarstedt, and Ringle (2019) stated that composite reliability (rho_c) is considered a more effective indicator since rho_c weights

items based on the individual loadings of construct indicators. Some advantages of composite reliability (rho_a) can also be observed that when the factor model is deemed accurate, rho_a may constitute an effective compromise (Hair et al., 2019). As illustrated in Table 2, all values of Cronbach's alpha range from 0.755 to 0.940, exceeding the threshold of 0.7 (Fornell & Larcker, 1981; Hair et al., 2017; Leong, Hew, Ooi, & Wei, 2020). Furthermore, rho_c values span from 0.859 to 0.957, higher than 0.7 (Kline, 2016) and rho_a values display the same phenomenon, all of which are greater than 0.7 (Fornell & Larcker, 1981; Hair et al., 2017). Henceforth, the consistency and reliability among these constructs are confirmed.

Table 2. Loading, Cronbach's alpha, composite reliability, and average variance extracted.

Latent construct	Item	Outer loading	α	rho_a	rho_c	AVE
TAD	TAD1	0.809	0.820	0.828	0.893	0.736
	TAD2	0.883				
	TAD3	0.879				
EWP	EWP1	0.894	0.860	0.864	0.915	0.782
	EWP2	0.898				
	EWP3	0.860				
POF	POF1	0.814	0.783	0.790	0.874	0.698
	POF2	0.807				
	POF3	0.883				
PSF	PSF1	0.889	0.835	0.845	0.902	0.754
	PSF2	0.909				
	PSF3	0.803				
MFS	MFS1	0.924	0.940	0.940	0.957	0.847
	MFS2	0.916				
	MFS3	0.924				
	MFS4	0.918				
HFS	HFS1	0.854	0.841	0.841	0.894	0.678
	HFS2	0.840				
	HFS3	0.837				
	HFS4	0.760				
JSA	JSA1	0.931	0.892	0.897	0.933	0.823
	JSA2	0.883				
	JSA3	0.907				
OCO	OCO1	0.890	0.755	0.788	0.859	0.672
	OCO2	0.854				
	OCO3	0.705				
SPE	SPE1	0.939	0.918	0.918	0.948	0.859
	SPE2	0.931				
	SPE3	0.910				

Note: TAD = Technology adoption; EWP = Employee well-being programs; POF = Person-organization Fit; PSF = Person-supervisor fit; MFS = Motivational factors; HFS = Hygiene factors; JSA = Job satisfaction; OCO = Organizational commitment; SPE = Sustainable performance; α = Cronbach's alpha; rho_a = Composite reliability Rho_a; rho_c = Composite reliability Rho_c; AVE = Average variance extracted.

Convergent validity is a tool commonly utilized in behavioral sciences. It pertains to the extent to which two notions, which are theoretically expected to be related, are indeed correlated (Hajjar, 2018). Numerous studies suggested to utilize Average Variance Extracted (AVE) (Chin, 1998; Fornell & Larcker, 1981) and the value of the outer loadings (Hair et al., 2019) for assessment of convergent validity (Hair et al., 2021). While AVE quantifies the amount of variance that a construct captures from its manifest variables or indicators relative to the amount due to measurement error (Chin, 1998) outer loadings indicate the associated coefficients for the relationships and the associated coefficients for the relationships (Hair et al., 2019). Results from Table 2 reveal that all AVE values surpassed the threshold of 0.5, and all item loadings were well above the required value of 0.708 (Hair et al., 2019; Hair et al., 2021).

Besides, assessing the discriminant validity is necessary, utilizing Fornell-Larcker criterion (Chin, 2010; Fornell & Larcker, 1981), Heterotrait-Monotrait (HTMT) ratio (Ghumiem, Alawi, Abd A-A, & Masaud, 2023), and cross-loading results (Hair et al., 2017). It is recommended that when assessing the Fornell-Larcker criterion, the AVE of

a latent variable should be higher than the squared correlations between the latent variable and all other variables. As illustrated in Table 3, the square root of the AVE for each construct was greater than the correlation coefficients with other constructs. Consequently, the distinction between the targeted construct and others is clearly confirmed (Hair et al., 2019). In the HTMT ratio, although some controversial debates exist regarding the exact threshold of HTMT, this study utilized the standard of 0.90 (Gold, Malhotra, & Segars, 2001; Teo, Srivastava, & Jiang, 2008) for appropriate assessment. All values in Table 4 ranged from 0.455 to 0.889, not surpassing the threshold of 0.90, inferring that DV amongst constructs is emphasized. Simultaneously, Hair et al. (2021) explained that discriminant validity can be confirmed when the indicators have higher loadings on their respective constructs compared to cross-loadings on other constructs. Table 5 reveals the strong loading of the indicators on their corresponding constructs. Therefore, discriminant validity is thoroughly confirmed. Since the reliability and validity do not indicate any significant issues, the collected data can be used for the assessment of the structural model.

Table 3. Fornell-Larcker criterion.

Constructs	EWP	HFS	JSA	MFS	OCO	POF	PSF	SPE	TAD
EWP	0.884								
HFS	0.542	0.823							
JSA	0.665	0.771	0.907						
MFS	0.514	0.755	0.734	0.920					
OCO	0.556	0.669	0.666	0.690	0.820				
POF	0.532	0.665	0.657	0.683	0.689	0.836			
PSF	0.531	0.695	0.710	0.763	0.671	0.670	0.868		
SPE	0.506	0.737	0.762	0.760	0.650	0.674	0.750	0.927	
TAD	0.485	0.436	0.448	0.397	0.430	0.414	0.408	0.438	0.858

Note: TAD = Technology adoption; EWP = Employee Well-being programs; POF = Person-organization Fit; PSF = Person-supervisor fit; MFS = Motivational factors; HFS = Hygiene factors; JSA = Job satisfaction; OCO = Organizational commitment; SPE = Sustainable performance; α = Cronbach's alpha; rho_a = Composite reliability Rho_a; rho_c = Composite reliability Rho_c; AVE = Average variance extracted.

Table 4. Heterotrait-Monotrait ratio (HTMT .90).

Constructs	EWP	HFS	JSA	MFS	OCO	POF	PSF	SPE	TAD
EWP									
HFS	0.635								
JSA	0.758	0.887							
MFS	0.572	0.849	0.798						
OCO	0.674	0.830	0.792	0.804					
POF	0.649	0.819	0.781	0.794	0.889				
PSF	0.621	0.830	0.817	0.859	0.837	0.822			
SPE	0.570	0.839	0.839	0.819	0.767	0.791	0.852		
TAD	0.576	0.525	0.520	0.455	0.548	0.520	0.494	0.505	

Note: TAD = Technology adoption; EWP = Employee Well-being programs; POF = Person-organization Fit; PSF = Person-supervisor fit; MFS = Motivational factors; HFS = Hygiene factors; JSA = Job satisfaction; OCO = Organizational commitment; SPE = Sustainable performance; α = Cronbach's alpha; rho_a = Composite reliability Rho_a; rho_c = Composite reliability Rho_c; AVE = Average variance extracted.

Table 5. Cross-loading results.

Items/ Constructs	EWP	HFS	JSA	MFS	OCO	POF	PSF	SPE	TAD
EWP1	0.894	0.528	0.629	0.469	0.507	0.466	0.482	0.446	0.431
EWP2	0.898	0.440	0.573	0.401	0.470	0.446	0.460	0.417	0.419
EWP3	0.860	0.465	0.559	0.494	0.496	0.500	0.467	0.480	0.437
HFS1	0.441	0.854	0.609	0.703	0.611	0.620	0.649	0.688	0.371
HFS2	0.359	0.840	0.605	0.626	0.572	0.518	0.539	0.606	0.331
HFS3	0.373	0.837	0.611	0.658	0.562	0.561	0.602	0.579	0.331
HFS4	0.611	0.760	0.714	0.496	0.455	0.486	0.496	0.551	0.401
JSA1	0.621	0.752	0.931	0.678	0.611	0.594	0.638	0.696	0.405
JSA2	0.596	0.616	0.883	0.589	0.553	0.557	0.618	0.625	0.370
JSA3	0.594	0.723	0.907	0.723	0.642	0.632	0.673	0.746	0.439
MFS1	0.503	0.688	0.692	0.924	0.640	0.616	0.727	0.698	0.399
MFS2	0.481	0.678	0.696	0.916	0.616	0.616	0.688	0.712	0.338

Items/ Constructs	EWP	HFS	JSA	MFS	OCO	POF	PSF	SPE	TAD
MFS3	0.460	0.700	0.663	0.924	0.641	0.630	0.691	0.672	0.358
MFS4	0.449	0.714	0.651	0.918	0.642	0.653	0.701	0.717	0.366
OCO1	0.601	0.604	0.631	0.615	0.890	0.601	0.595	0.578	0.440
OCO2	0.427	0.585	0.592	0.636	0.854	0.613	0.597	0.604	0.309
OCO3	0.308	0.439	0.379	0.416	0.705	0.468	0.441	0.388	0.306
POF1	0.413	0.554	0.479	0.545	0.565	0.814	0.491	0.516	0.285
POF2	0.465	0.548	0.563	0.537	0.536	0.807	0.529	0.513	0.462
POF3	0.455	0.566	0.598	0.627	0.624	0.883	0.650	0.651	0.295
PSF1	0.472	0.682	0.626	0.664	0.564	0.584	0.889	0.672	0.351
PSF2	0.542	0.592	0.686	0.709	0.621	0.630	0.909	0.728	0.374
PSF3	0.356	0.537	0.527	0.609	0.562	0.527	0.803	0.542	0.336
SPE1	0.466	0.697	0.732	0.711	0.585	0.642	0.706	0.939	0.454
SPE2	0.429	0.690	0.675	0.752	0.610	0.630	0.684	0.931	0.362
SPE3	0.510	0.663	0.710	0.653	0.613	0.601	0.694	0.910	0.398
TAD1	0.376	0.359	0.349	0.366	0.396	0.374	0.375	0.396	0.809
TAD2	0.447	0.394	0.414	0.325	0.385	0.362	0.364	0.392	0.883
TAD3	0.422	0.368	0.385	0.337	0.330	0.331	0.314	0.341	0.879

Note: TAD = Technology adoption; EWP = Employee Well-being programs; POF = Person-organization Fit; PSF = Person-supervisor fit; MFS = Motivational factors; HFS = Hygiene factors; JSA = Job satisfaction; OCO = Organizational commitment; SPE = Sustainable performance; α = Cronbach's alpha; rho_a = Composite reliability Rho_a; rho_c = Composite reliability Rho_c; AVE = Average variance extracted.

4.3. Structural Model

To perform the structural model assessment and estimate the route importance of hypotheses, the 5000-bootstrapping subsamples procedure with no sign change option at 95% confidence intervals was chosen (Hair et al., 2019). The bootstrapping approach was employed to determine the statistical significance of parameter estimations, enabling the generation of reliable standard errors or t-values. This method produces p-values that assess the significance of relationships. At a 95% confidence level, p-values must be less than 0.05. If any values exceed 0.05, the corresponding hypothesis is considered insignificant. All **β**-values and p-values are shown in Table 6 and Figure 2. It is inferred that 8 out of 13 hypotheses were supported, with 2 positive impacts on SPE from 2 mediators (JSA, OCO), 4 positive impacts on JSA from 4 independent variables (EWP, PSF, MFS, and HFS), and 2 positive impacts on OCO from 2 variables of P-E Fit theory (POF, PSF). Since all p-values of the aforementioned relationships were less than 0.05, hypotheses H1b, H1c, H2b, H2c, H2d, H2f, H3a, and H3b were supported.

Table 6. The outcome of the structural model examination.

Hp.	PLS path	Path coefficient (*β*)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	*P* values	Remarks
H1a	JSA → OCO	0.134	0.136	0.083	1.616	0.106	Unsupported
H1b	JSA → SPE	0.592	0.592	0.059	10.012	0.000	Supported
H1c	OCO → SPE	0.256	0.257	0.057	4.469	0.000	Supported
H2a	POF → JSA	0.059	0.058	0.052	1.134	0.257	Unsupported
H2b	PSF → JSA	0.146	0.142	0.061	2.382	0.017	Supported
H2c	MFS → JSA	0.179	0.180	0.069	2.592	0.010	Supported
H2d	HFS → JSA	0.342	0.343	0.080	4.273	0.000	Supported
H2e	TAD → JSA	0.010	0.012	0.042	0.253	0.801	Unsupported
H2f	EWP → JSA	0.273	0.274	0.049	5.586	0.000	Supported
H3a	POF → OCO	0.289	0.291	0.065	4.409	0.000	Supported
H3b	PSF → OCO	0.158	0.160	0.079	2.000	0.046	Supported
H3c	MFS → OCO	0.173	0.165	0.093	1.862	0.063	Unsupported
H3d	HFS → OCO	0.133	0.136	0.093	1.427	0.154	Unsupported

Note: a. TAD = Technology adoption; EWP = Employee well-being programs; POF = Person-organization Fit; PSF = Person-supervisor fit; MFS = Motivational factors; HFS = Hygiene factors; JSA = Job satisfaction; OCO = Organizational commitment; SPE = Sustainable performance; Hp. = Hypothesis; β = Path coefficient; M = Sample mean; STDEV = Standard deviation.
b. *p ≤ 0.05, significant at 5% level; **p ≤ 0.01, significant at 1% level; NSp > 0.05, not supported.

4.4. Assessment of the Control Variable

To implement the assessment of job level as a control variable, this study utilized one-way ANOVA (Analysis of Variance) conducted using IBM SPSS Statistics version 27. The one-way ANOVA statistical tool is a common technique used to identify whether any differences exist between more than two comparison groups concerning a single target variable (Kim, 2017; Strunk & Mwavita, 2021). In the analysis of one-way ANOVA, post-hoc tests are considered necessary when the ANOVA results are significant, as they help determine which groups differ from each other. Among various comparisons, one of the most convenient post-hoc tests is Tukey's HSD (Honestly Significant Difference), also known as the Tukey test (Cronk, 2017; Strunk & Mwavita, 2021). To determine the type of test the p-value indicates, Levene's Test for Homogeneity of Variances must be used with a 95% confidence level. Specifically, the F-test and the findings from the ANOVA table are used if the p-value is greater than 0.05, while the Welch test and the results from the Robust Testing table are used if the p-value is less than 0.05. According to Arkkelin (2014) a p-value ≤ 0.05 indicates a significant difference in the means between groups. Conversely, a p-value > 0.05 suggests no significant difference in the means between groups, as shown in both the Robust tests and ANOVA tables. Since data analysis was conducted using both Smart PLS and IBM SPSS, all abbreviations have been standardized to match the formatting used in the Smart PLS results.

4.4.1. Job Level and JSA

The results of the Tests of homogeneity of variances (Table 8) illustrated that the p-value based on Mean was less than 0.05 (p-value = 0.431), resulting in the availability of values in the ANOVA table (Table 9). Between the five groups of job level surveyed, p-value stood at 0.027, showing that the difference in JSA existed. Therefore, H4a was supported. Furthermore, the descriptives (Table 7) and the analysis of Tukey's HSD (Table 10) revealed that employees at the level of fresher remained lower (M = 5.3542; STDEV = 1.00715) than that at the level of manager (M = 6.1782; STDEV = 1.14504). Despite the disparity of means, each level of executive, specialist, and director or above seemed unremarkable compared to other groups (Cronk, 2017).

Table 7. Descriptive (Job level → JSA).

Job level	Sample	M	STDEV	STDEV. error	Interval for M		Min.	Max.
					Lower bound	Upper bound		
Fresher	16	5.354	1.007	0.251	4.817	5.890	3.67	7.00
Executive	81	5.884	1.022	0.113	5.658	6.110	2.33	7.00
Specialist	130	5.928	0.958	0.084	5.761	6.094	2.33	7.00
Manager	58	6.178	0.802	0.105	5.967	6.389	3.67	7.00
Director or above	5	5.466	1.145	0.512	4.044	6.888	4.33	7.00
Total	290	5.926	0.965	0.056	5.814	6.038	2.33	7.00

Note: M = Sample mean; STDEV = Standard deviation; Min. = Minimum; Max. = Maximum.

Table 8. Tests of homogeneity of variances (Job level → JSA).

Test type		Levene statistic	df1	df2	*p*-value
JSA	Based on mean	0.958	4	285	0.431
	Based on median	0.703	4	285	0.591
	Based on median and with adjusted df	0.703	4	274.331	0.591
	Based on trimmed mean	0.816	4	285	0.516

Note: JSA = Job satisfaction; df = Degrees of freedom.

Table 9. One-way ANOVA (Job level → JSA).

JSA	Sum of squares	df	M²	F-value	*p*-value
Between groups	10.113	4	2.528	2.78	0.027*
Within groups	259.207	285	0.909		
Total	269.32	289			

Note: a. JSA = Job satisfaction; df = Degrees of freedom; M2 = Mean square.
b. *p ≤ 0.05, significant at 5% level.

Table 10. Tukey's HSD comparisons (Job level → JSA).

Job level → JSA		M difference	STDEV. error	*p*-value	95% Confidence interval	
					Lower bound	Upper bound
Fresher	Executive	-0.530	0.260	0.253^{NS}	-1.246	0.185
	Specialist	-0.574	0.252	0.157^{NS}	-1.267	0.119
	Manager	-0.823*	0.269	0.020*	-1.563	-0.084
	Director or above	-0.112	0.488	0.999^{NS}	-1.453	1.228
Executive	Fresher	0.530	0.260	0.253^{NS}	-0.185	1.246
	Specialist	-0.043	0.135	0.998^{NS}	-0.414	0.327
	Manager	-0.293	0.164	0.382^{NS}	-0.743	0.157
	Director or above	0.4181	0.439	0.876^{NS}	-0.788	1.624
Specialist	Fresher	0.574	0.252	0.157^{NS}	-0.119	1.267
	Executive	0.043	0.135	0.998^{NS}	-0.327	0.414
	Manager	-0.249	0.150	0.461^{NS}	-0.663	0.163
	Director or above	0.461	0.434	0.826^{NS}	-0.731	1.654
Manager	Fresher	0.823*	0.269	0.020*	0.084	1.563
	Executive	0.293	0.164	0.382^{NS}	-0.157	0.743
	Specialist	0.249	0.150	0.461^{NS}	-0.163	0.663
	Director or above	0.711	0.444	0.498^{NS}	-0.508	1.931
Director or above	Fresher	0.112	0.488	0.999^{NS}	-1.228	1.453
	Executive	-0.418	0.439	0.876^{NS}	-1.624	0.788
	Specialist	-0.461	0.434	0.826^{NS}	-1.654	0.731
	Manager	-0.711	0.444	0.498^{NS}	-1.931	0.508

Note: a. JSA = Job Satisfaction; M = Sample mean; STDEV = Standard deviation.
b. *p ≤ 0.05, significant at 5% level; NSp > 0.05, not supported.

4.4.2. Job Level and OCO

Similar to JSA, the Tests of homogeneity of variances at Table 12 illustrated the p-value based on the Mean accounted for 0.694, exceeding 0.05. Therefore, all of the results in Table 13 are considered. Accordingly, no significant difference was found as the p-value between the five identified groups is 0.192, above 0.05. Employees from the fresher level to the director-and-above level did not differ significantly at the beginning (Cronk, 2017). Because of its insignificance, implementing Tukey's HSD comparisons is deemed unnecessary. H4b, as a result, was unsupported. Additionally, Table 11 indicates that Managers (M = 5.736, St. dev. = 0.921) and Specialists (M = 5.723, St. dev. = 1.025) have the highest mean scores, while Freshers (M = 5.104, St. dev. = 1.215) report the lowest. The total mean score across all positions is 5.659 (St. dev. = 1.006), with a standard error of 0.059, suggesting a relatively consistent trend in responses.

Table 11. Descriptive (Job level → OCO).

Job level	Sample	M	St. dev.	St. dev. error	Interval for M		Min.	Max.
					Lower bound	Upper bound		
Fresher	16	5.104	1.215	0.303	4.456	5.751	3.00	7.00
Executive	81	5.600	0.980	0.109	5.383	5.817	3.33	7.00
Specialist	130	5.723	1.025	0.089	5.545	5.901	2.00	7.00
Manager	58	5.735	0.921	0.120	5.493	5.977	3.00	7.00
Director or above	5	5.800	0.930	0.416	4.644	6.955	4.67	6.67
Total	290	5.658	1.006	0.059	5.542	5.774	2.00	7.00

Note: M = Sample mean; STDEV = Standard deviation; Min. = Minimum; Max. = Maximum.

Table 12. Tests of homogeneity of variances (Job level → OCO).

Test type		Levene statistic	df1	df2	*p*-value
OCO	Based on mean	0.557	4	285	0.694
	Based on median	0.471	4	285	0.757
	Based on median and with adjusted df	0.471	4	273.978	0.757
	Based on trimmed mean	0.543	4	285	0.704

Note: OCO = Organizational commitment; df = Degrees of freedom.

Table 13. One-way ANOVA (Job level → OCO).

OCO	Sum of squares	df	M²	F-value	*p*-value
Between groups	6.173	4	1.543	1.535	0.192^{NS}
Within groups	286.586	285	1.006		
Total	292.759	289			

Note: a. OCO = Organizational commitment; df = Degrees of freedom; M2 = Mean square.
b. $^{NS}p > 0.05$, not supported.

4.5. Structural Model Testing

Based on all hypotheses using Smart PLS and IBM SPSS, the results of structural model testing as shown in Figure 2.

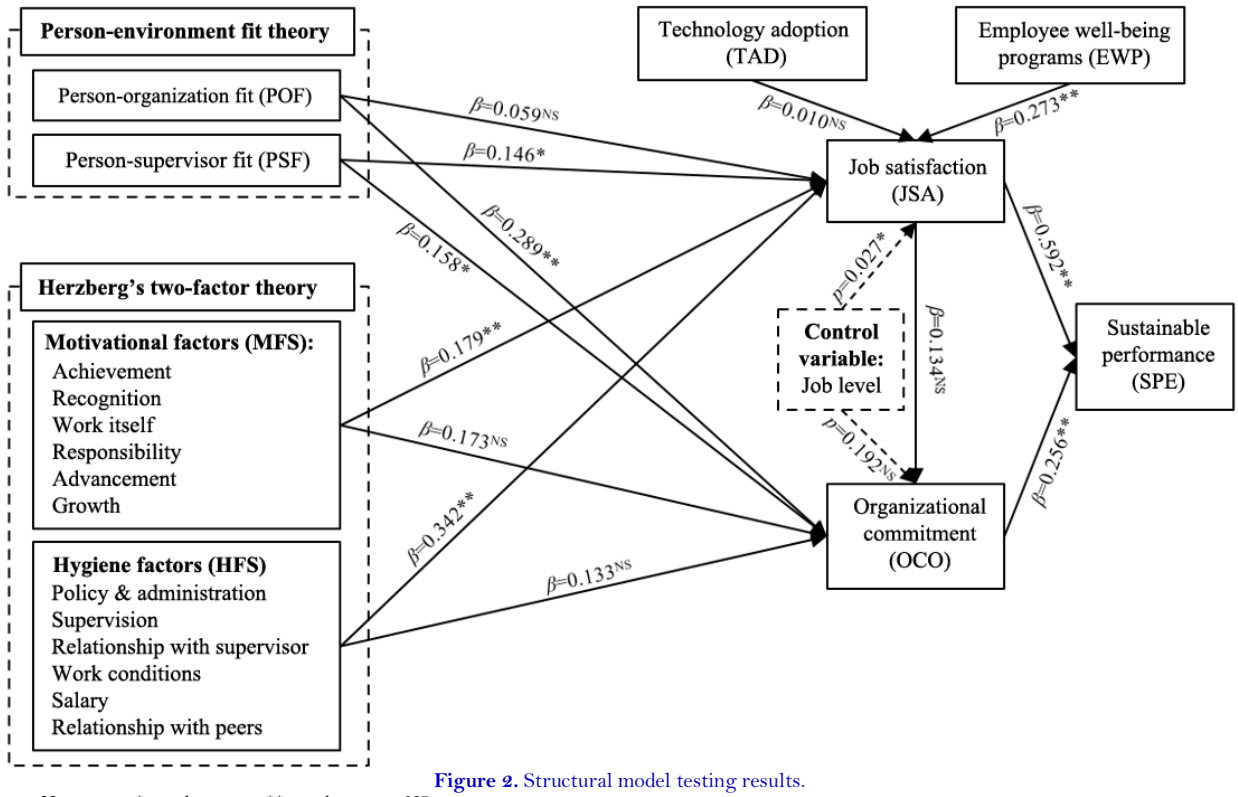

Figure 2. Structural model testing results.

Note: * p_value <0.05, ** p_value <0.01, NS not support.

5. DISCUSSION AND IMPLICATIONS

In this study, the role of sustainable HRM strategies, which have been proven to be critical in the logistics sector, is emphasized, linking with SDG-3 and SDG-8. The findings revealed that JSA, OCO, had a strong connection with SPE, and a positive impact on JSA was also observed in the relationship between EWP and HFS, indicating the importance of improving overall job satisfaction by creating an enjoyable and healthy work environment to enhance employee performance. In fact, logistics workers often face stressful working hours and hazardous environments, so investing in well-being initiatives not only improves individual productivity but also contributes to sustainable workforce management.

Furthermore, POF emerged as a key determinant in fostering a satisfied feeling in work experience, underscoring the necessity for organizations to implement structured performance evaluation systems. Nonetheless, TAD and PSF did not show significant effects on JSA, suggesting that their roles may be less critical in this context. Several research efforts have concluded the equivalent relationship. A typical study by Tarafdar, Pullins, and Ragu-Nathan (2011) supports this view, indicating that excessive technological demands can increase workplace stress and reduce job satisfaction. This finding is particularly relevant for logistics enterprises, where rapid automation and AI-driven operations require strategic management to balance efficiency gains with employee well-being. However, for operations, managers and strategic and corporate roles can benefit it as performance assessment tools can help optimize performance without putting undue pressure on employees and support ESG policies (environment, social, and governance). The analysis also revealed a strong direct relationship between JSA and SPE, emphasizing that if employees are satisfied with organizational reorders, they are more likely to contribute positively to sustainable outcomes within their organizations. Furthermore, another factor, OCO, was proven to have a remarkable impact on SPE, which can strongly support long-term organizational goals.

For practitioners and researchers in the fields of organizational behavior and human resources management, it is suggested to prioritize enhancing employees' experience by focusing more on hedonic factors and hygiene factors, as well as compatibility intrinsically, to boost overall job satisfaction. Some helpful practices include training programs to expand career growth, creating happy time or flexible work arrangements to reduce long working hours (e.g., for warehouse workers, dispatchers, and officer groups). Additionally, regarding performance-related factors, more strategies need to be refined, such as clear performance metrics or feedback mechanisms to enhance employee engagement and career growth, which often influence high turnover rates at work due to overdue KPIs. Furthermore, the strong link between JSA, OCO, and SPE underscores the importance of investing in employee satisfaction to achieve broader organizational sustainability goals. When brand reputation is improved, companies may attract more investors and stakeholders concerned about sustainable development and long-term benefits, as happy workers tend to stay longer and are motivated to work. Moreover, companies should integrate employee satisfaction metrics into their sustainability frameworks to ensure alignment with these objectives. Regular surveys and tracking their progress are necessary for final evaluation. Finally, further research is needed to explore job-level factors within these relationships more deeply to understand how these dynamics evolve over time and across different cultural contexts.

6. CONCLUSIONS

The motivation of logistics employees is influenced by a variety of factors that can be categorized into intrinsic and extrinsic motivators. Intrinsic motivation refers to the internal satisfaction derived from the work itself, such as personal growth, recognition, and the enjoyment of the tasks performed. Extrinsic motivation, on the other hand, includes external rewards such as compensation, benefits, and job security. Research indicates that both types of motivation are crucial for enhancing employee performance in the logistics sector. For instance, Nusraningrum demonstrated that a positive work atmosphere, driven by motivation, significantly contributes to employee engagement and organizational sustainability (Nusraningrum, Rahmawati, Wider, Jiang, & Udang, 2024), while Nguyen emphasizes the critical role of compensation and benefits in motivating logistics employees. This aligns with Maslow's and Herzberg's theories, which highlight the importance of financial incentives (Nguyen, 2023). Moreover, similar to Todăriţă, Miricescu, and Porancea-Răulea (2023) and Yusup and Maulani (2023) leadership is proven to strongly influence the motivation of logistics employees. Transformational leadership with inspiring and motivating power has been shown to enhance employee motivation and performance. Effective leaders will support creating a balanced environment where employees feel valued and engaged, which is essential for the high level of motivation and productivity (Todăriţă et al., 2023). Additionally, such as working conditions and organizational culture or situational factors have a significant impact on employees' motivation and performance (Leman & Gustomo, 2023;

Manik & Sidharta, 2018). For instance, Leman and Gustomo present a clearer view that the work environment can be improved if employee motivation and performance are prioritized (Leman & Gustomo, 2023).

To ensure sustainable development in logistics companies that follow SDGs, human resource management practices must focus on how the work environment can support and encourage employees' morale, which can lead to sustainable performance, such as considering both financial and non-financial incentives and understanding their needs and expectations (Jing, 2020). Furthermore, organizations should invest in employee career paths through training and career advancement opportunities, which can sustain employee engagement and satisfaction longer and more effectively (Pârjoleanu, 2020). Flexible work arrangements and the promotion of work-life balance are also essential trends that organizations should consider to enhance employee motivation and retention (Pandţa, Đeri, Galamboš, & Galamboš, 2015; Setiawan, 2020) which is feedbacked positively as they feel happy in supportive and conducive work styles (Ližbetinová, Hitka, Li, & Caha, 2017). Therefore, logistics companies should adopt a holistic approach to human resource management, including the implementation of HR practices that prioritize employee motivation, leadership style, development, and well-being, which are essential elements for achieving the SDGs.

In conclusion, the study provides valuable insights for HRM in the logistics sector, highlighting the importance of job satisfaction leading to employee commitment, as well as appropriate HRM strategies for achieving sustainable performance, with a focus on SDG-3 and SDG-8. By linking HRM practices with the principles of P-E Fit Theory and Herzberg's Two-Factor Theory, organizations can enhance employee well-being and contribute to broader sustainable development goals. Moreover, the findings offer valuable insights; however, there are several limitations. The sample size in this study may not fully represent the diversity of the logistics sector. Additionally, the study reinforces the strong connection between JSA, OCO, and SPE, demonstrating that satisfied employees are more likely to contribute positively to long-term organizational sustainability. These findings align with SDG-8, as higher employee satisfaction and commitment foster stable employment conditions and drive economic sustainability within the logistics sector. Furthermore, OCO was found to have a significant impact on SPE, highlighting the importance of fostering employee loyalty and motivation. Therefore, companies that invest in sustainable HRM practices can gain a competitive advantage by improving workforce retention, reducing turnover costs, and enhancing overall operational efficiency. Future research should explore the role of job-level factors in different logistics contexts, examining how skill adaptation, career development opportunities, and organizational culture influence employee satisfaction and commitment. Additionally, cross-cultural studies would provide deeper insights into how these HRM dynamics evolve in varying economic and regulatory environments, guiding more effective sustainability-focused HRM strategies in logistics enterprises. Perceived risks, such as technological challenges, economic issues, or employee resistance, are areas requiring further exploration. Future studies can distinguish between various risks (e.g., social, psychological) to offer a deeper understanding.

Funding: This research is supported by Posts and Telecommunications Institute of Technology, Vietnam.
Institutional Review Board Statement: The Ethical Committee of the FBA-HUFLIT, Vietnam has granted approval for this study on 14 November 2024 (Ref. No. 03/ESSG).
Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
Competing Interests: The authors declare no competing interests related to this study.
Authors' Contributions: Conceptualization, methodology, editing, Tung-Thanh Le (TTL); data validation, conceptualization, Luan-Thanh Nguyen (LTN); data collection, literature review, manuscript writing, Nhi-Uyen Truong Pham (NUTP); statistical analysis, manuscript writing, visualization, Tai Minh Huynh (TMH); review, editing, administrative support, Dang Thi Viet Duc (DTVD). All authors have read and agreed to the published version of the manuscript.

REFERENCES

Abdelhamied, H. H., Elbaz, A. M., Al-Romeedy, B. S., & Amer, T. M. (2023). Linking green human resource practices and sustainable performance: The mediating role of job satisfaction and green motivation. *Sustainability, 15*(6), 4835. https://doi.org/10.3390/su15064835

Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, *6*(9), e04829. https://doi.org/10.1016/j.heliyon.2020.e04829

Andela, M., & van Der Doef, M. (2019). A comprehensive assessment of the person–environment fit dimensions and their relationships with work-related outcomes. *Journal of Career Development*, *46*(5), 567-582. https://doi.org/10.1177/0894845318789512

Arkkelin, D. (2014). Using SPSS to understand research and data analysis. *Psychology Curricular Materials*, 1. https://scholar.valpo.edu/psych_oer/1

Armstrong, R. A., Kane, A. D., Kursumovic, E., Oglesby, F. C., & Cook, T. M. (2021). Mortality in patients admitted to intensive care with COVID-19: An updated systematic review and meta-analysis of observational studies. *Anaesthesia*, *76*(4), 537-548. https://doi.org/10.1111/anae.15425

Ashford, S. J., Caza, B. B., & Reid, E. M. (2018). From surviving to thriving in the gig economy: A research agenda for individuals in the new world of work. *Research in Organizational Behavior*, *38*, 23-41. https://doi.org/10.1016/j.riob.2018.11.001

Astakhova, M. N. (2016). Explaining the effects of perceived person-supervisor fit and person-organization fit on organizational commitment in the US and Japan. *Journal of Business Research*, *69*(2), 956-963. https://doi.org/10.1016/j.jbusres.2015.08.039

Bai, A., Vahedian, M., Bai, M., Ghahreman, R., & Piri, H. (2024). Elevating women in the workplace: The dual influence of spiritual intelligence and ethical environments on job satisfaction. *Journal of Business Management and Economic Development*, *2*(2), 472–490. https://doi.org/10.59653/jbmed.v2i02.599

Bangun, Y. R., Pritasari, A., Widjaja, F. B., Wirawan, C., Wisesa, A., & Ginting, H. (2021). Role of happiness: Mediating digital technology and job performance among lecturers. *Frontiers in Psychology*, *12*, 593155. https://doi.org/10.3389/fpsyg.2021.593155

Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business and Psychology*, *27*, 123-147. https://doi.org/10.1007/s10869-011-9236-3

Barrena-Martinez, J., López-Fernández, M., & Romero-Fernandez, P. M. (2018). Drivers and barriers in socially responsible human resource management. *Sustainability*, *10*(5), 1532. https://doi.org/10.3390/su10051532

Barrick, M. R., & Parks-Leduc, L. (2019). Selection for fit. *Annual Review of Organizational Psychology and Organizational Behavior*, *6*(1), 171-193. https://doi.org/10.1146/annurev-orgpsych-012218-015028

Baruch, Y., & Rousseau, D. M. (2019). Integrating psychological contracts and ecosystems in career studies and management. *Academy of Management Annals*, *13*(1), 84-111. https://doi.org/10.5465/annals.2016.0103

Bassett-Jones, N., & Lloyd, G. C. (2005). Does Herzberg's motivation theory have staying power? *Journal of Management Development*, *24*(10), 929-943. https://doi.org/10.1108/02621710510627064

Bintang, P., Nopemra Putri, H., Bagus, I., & Surya, K. (2021). The role of supervisor support in moderating the effect of person-organization fit on employee satisfaction (Empirical Study at a Travel Agency in Bali, Indonesia). *American Journal of Humanities and Social Sciences Research*, *5*(6), 105-111.

Bowers, A., Wu, J., Lustig, S., & Nemecek, D. (2022). Loneliness influences avoidable absenteeism and turnover intention reported by adult workers in the United States. *Journal of Organizational Effectiveness: People and Performance*, *9*(2), 312-335. https://doi.org/10.1108/joepp-03-2021-0076

Brewster, C., & Brookes, M. (2024). Sustainable development goals and new approaches to HRM: Why HRM specialists will not reach the sustainable development goals and why it matters. *German Journal of Human Resource Management*, *38*(2), 183-201. https://doi.org/10.1177/23970022241229037

Bulerau Labor of Statistics. (2021). *Employer-reported workplace injuries and illnesses-2020*. Retrieved from www.bls.gov/iif

Carvalho, C. R. S. P., Castro, M. A. R., Silva, L. P., & Carvalho, L. O. P. (2018). The relationship between organizational culture, organizational commitment and job satisfaction. *Rebrae*, *11*(2), 201-215.

Cesário, F., Sabino, A., Moreira, A., & Azevedo, T. (2022). Green human resources practices and person-organization fit: The moderating role of the personal environmental commitment. *Emerging Science Journal*, *6*(5), 938-951. https://doi.org/10.28991/ESJ-2022-06-05-02

Chillakuri, B., & Vanka, S. (2021). Examining the effects of workplace well-being and high-performance work systems on health harm: A sustainable HRM perspective. *Society and Business Review*, *16*(1), 71-93. https://doi.org/10.1108/sbr-03-2020-0033

Chin, W. W. (1998). *The partial least squares approach to structural equation modeling. Modern Methods for Business Research*. Retrieved from https://books.google.com.vn/books?hl=vi&lr=&id=EDZ5AgAAQBAJ&oi=fnd&pg=PA295&dq=Chin,+W.+W.+(1998)&ots=49yA7vv6ei&sig=Y29Aerl7SNh6kaNJYzVBSUx9reU&redir_esc=y#v=onepage&q=Chin%2C%20W.%20W.%20(1998)&f=false

Chin, W. W. (2010). How to write up and report PLS analyses. In Handbook of Partial Least Squares. In (pp. 655–690): Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-540-32827-8_29.

Chin, W. W., Peterson, R. A., & Brown, S. P. (2008). Structural equation modeling in marketing: Some practical reminders. *Journal of Marketing Theory and Practice*, *16*(4), 287-298. https://doi.org/10.2753/mtp1069-6679160402

Chuang, A., Shen, C. T., & Judge, T. A. (2016). Development of a multidimensional instrument of person–environment fit: the perceived person–environment fit scale (PPEFS). *Applied Psychology*, *65*(1), 66-98. https://doi.org/10.1111/apps.12036

Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, *30*(4), 100778. https://doi.org/10.1016/j.hrmr.2020.100778

Cooper, C., & Dewe, P. (2008). Well-being—absenteeism, presenteeism, costs and challenges. *Occupational Medicine*, *58*(8), 522-524. https://doi.org/10.1093/occmed/kqn124

Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of Applied Psychology*, *78*(1), 98-104. https://doi.org/10.1037/0021-9010.78.1.98

Cronk, B. C. (2017). *How to use SPSS®*: A step-by-step guide to analysis and interpretation. Routledge. https://doi.org/10.4324/9781315142999

Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, *25*(3), 357-384. https://doi.org/10.1177/014920639902500305

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, *13*(3), 319-340. https://doi.org/10.2307/249008

De Battisti, F., & Siletti, E. (2019). On the use of control variables in PLS-SEM= Sull'Uso delle Variabili di Controllo nei PLS-SEM. In Smart Statistics for Smart Applications: Book of Short Papers. In (pp. 793-798). London: Pearson.

Diaz-Carrion, R., López-Fernández, M., & Romero-Fernandez, P. M. (2019). Evidence of different models of socially responsible HRM in Europe. *Business Ethics: A European Review*, *28*(1), 1-18. https://doi.org/10.1111/beer.12203

Dodanwala, T. C., Santoso, D. S., & Yukongdi, V. (2022. Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*, *23*(15), 2583-2592. https://doi.org/10.1080/15623599.2022.2080931

Donald, W. E. (2023). Sustainable talent pipelines and person-organisation fit: Strategic insights from UK graduates. *Career Development International*, *28*(2), 234-249. https://doi.org/10.1108/CDI-10-2022-0285

Dunger, S. (2023). Culture meets commitment: How organizational culture influences affective commitment. *International Journal of Organization Theory & Behavior*, *26*(1/2), 41-60. https://doi.org/10.1108/IJOTB-09-2022-0173

Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2015). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*, *27*(1), 88-108. https://doi.org/10.1080/09585192.2015.1024157

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, *87*(3), 565-573. https://doi.org/10.1037/0021-9010.87.3.565

Eric, R. B. (2023). *Rail must prioritize safety over profits. Inboundlogistics.Com.* Retrieved from https://www.inboundlogistics.com/articles/rail-must-prioritize-safety-over-profits/?utm_source=chatgpt.com

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39-50. https://doi.org/10.1177/002224378101800104

Ghumiem, S. H., Alawi, N. A. M., Abd A-A, A.-R., & Masaud, K. A. R. (2023). Corporate culture and its effects on organizational performance: Multi-group analysis evidence from developing countries. *European Journal of Business and Management Research*, *8*(2), 142-148. https://doi.org/10.24018/EJBMR.2023.8.2.1890

Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, *18*(1), 185-214. https://doi.org/10.1080/07421222.2001.11045669

Groenewold, M. R., Burrer, S. L., Ahmed, F., Uzicanin, A., Free, H., & Luckhaupt, S. E. (2020). Increases in health-related workplace absenteeism among workers in essential critical infrastructure occupations during the COVID-19 pandemic—United States, March–April 2020. *Morbidity and Mortality Weekly Report*, *69*(27), 853–858. https://doi.org/10.15585/MMWR.MM6927A1

Guerci, M., Longoni, A., & Luzzini, D. (2015). Translating stakeholder pressures into environmental performance–the mediating role of green HRM practices. *The International Journal of Human Resource Management*, *27*(2), 262-289. https://doi.org/10.1080/09585192.2015.1065431

Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, *117*(3), 442-458. https://doi.org/10.1108/IMDS-04-2016-0130

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2-24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R. 197. https://doi.org/10.1007/978-3-030-80519-7

Hajjar, S. T. E. (2018). Statistical analysis: Internal-consistency reliability and construct validity. *International Journal of Quantitative and Qualitative Research Methods*, *6*(1), 46-57.

Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, *68*(7), 1208-1234. https://doi.org/10.1108/IJPPM-05-2018-0174

Henry Gaziel, H. (1986). Correlates of job satisfaction: A study of the two factor theory in an educational setting. *The Journal of Psychology*, *120*(6), 613-626. https://doi.org/10.1080/00223980.1986.9915491

Herzberg, F. (1959). *The motivation to work*. New York: John Wiley & Sons.

Hoffman, B. J., & Woehr, D. J. (2006). A quantitative review of the relationship between person–organization fit and behavioral outcomes. *Journal of Vocational Behavior*, *68*(3), 389-399. https://doi.org/10.1016/j.jvb.2005.08.003

Holland, J. L. (1966). *The psychology of vocational choice; a theory of personality types and model environments : Holland, John L : Free Download, Borrow, and Streaming : Internet Archive*. Retrieved from https://archive.org/details/psychologyofvoca00holl

International Labour Organization. (2024). *Integrating decent work, sustained growth and environmental integrity*. Geneva: International Labour Organization.

Jabbar, M. H., & Abid, M. (2014). GHRM: Motivating employees towards organizational environmental performance. *MAGNT Research Report*, *2*(4), 267-278.

Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Sarkis, J., & Godinho Filho, M. (2019). Unlocking the circular economy through new business models based on large-scale data: An integrative framework and research agenda. *Technological Forecasting and Social Change*, *144*, 546-552. https://doi.org/10.1016/j.techfore.2017.09.010

Jahromi, M. R. G., Razmjooei, P., Managheb, S. E., Hosseini, M., & Salehi, M. (2018). Evaluating organizational commitment of secondary school's teachers based on Herzberg's motive-hygiene two-factor theory. *Amazonia Investiga*, *7*(13), 90-100.

Jeronimo, H. M., de Lacerda, T. C., & Henriques, P. L. (2020). From sustainable HRM to employee performance: A complex and intertwined road. *European Management Review*, *17*(4), 871-884. https://doi.org/10.1111/emre.12402

Jia, X., & Hou, Y. (2024). Architecting the future: Exploring the synergy of AI-driven sustainable HRM, conscientiousness, and employee engagement. *Discover Sustainability*, *5*(1), 30. https://doi.org/10.1007/s43621-024-00214-5

Jing, K. (2020). Application of psychological contract theory in incentive policies of logistics enterprises. *Revista Argentina de Clínica Psicológica*, *29*(1), 762. https://doi.org/10.24205/03276716.2020.103

John, E. (2013). The triple bottom line: Does it all add up?: Assessing the sustainability of business and CSR. *The Triple Bottom Line: Does It All Add Up*, 1–186.

John, N. O. Y., Daniel, O., & Joseph, K. S. (2024). The cultural significance of Frederick Herzberg's two-factor theory on the Ghanaian society – evidence from public senior high schools in Ghana. *International Research Journal of Economics and Management Studies*, *3*(7), 195-202. https://doi.org/10.56472/25835238/IRJEMS-V3I7P121

Jufrizen, J., Khair, H., Siregar, A. P. W., & Hawariyuni, W. (2023). Person-organization fit and employee performance: Mediation role job satisfaction and organizational commitment. *Jurnal Organisasi dan Manajemen*, *19*(2), 360-378. https://doi.org/10.33830/jom.v19i2.5861.2023

Jung, G., & Moon, K.-K. (2024). Examining public service motivation's impact on organizational commitment: Focusing on moderating roles of hygiene and motivation factors. *Behavioral Sciences*, *14*(6), 476. https://doi.org/10.3390/bs14060476

Khan, S. A. R. (2019). The effect of green logistics on economic growth, social and environmental sustainability: An empirical study of developing countries in Asia. *Preprints*, 1-23. https://doi.org/10.20944/preprints201901.0104.v1

Kim, T. K. (2017). Understanding one-way ANOVA using conceptual figures. *Korean Journal of Anesthesiology*, *70*(1), 22-26. https://doi.org/10.4097/kjae.2017.70.1.22

Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th ed.): Guilford Press. https://psycnet.apa.org/record/2015-56948-000

Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, *25*(8), 1069-1089. https://doi.org/10.1080/09585192.2013.816863

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences ok individuals'fit at work: A meta-analysis OF person–job, person–organization, person–group, and person–supervisor fit. *Personnel Psychology*, *58*(2), 281-342. https://doi.org/10.1111/j.1744-6570.2005.00672.x

Lamm, M. S., Shaw, G. E., Kuyumcu, D., & Dahling, J. (2010). The effect of person-organization fit on the display of organizational-citizenship behaviors directed towards the organization (OCB-Os). *TCNJ Journal of Student Scholarship*, *12*, 1-8.

Langmead, C., Lee, P. J., Paragomi, P., Greer, P., Stello, K., Hart, P. A., . . . Papachristou, G. I. (2021). A novel 5-cytokine panel outperforms conventional predictive markers of persistent organ failure in acute pancreatitis. *Clinical and Translational Gastroenterology*, *12*(5), e00351. https://doi.org/10.14309/ctg.0000000000000351

Lee, B., Lee, C., Choi, I., & Kim, J. (2022). Analyzing determinants of job satisfaction based on two-factor theory. *Sustainability*, *14*(19), 12557. https://doi.org/10.3390/su141912557

Leman, N. P., & Gustomo, A. (2023). Transforming employee motivation to enhance employee performance at PT bio farma (Persero). *Journal of World Science*, *2*(2), 255-268. https://doi.org/10.58344/jws.v2i2.221

Leong, L. Y., Hew, T. S., Ooi, K. B., & Wei, J. (2020). Predicting mobile wallet resistance: A two-staged structural equation modeling-artificial neural network approach. *International Journal of Information Management*, *51*, 102047. https://doi.org/10.1016/J.IJINFOMGT.2019.102047

Linh, P. N. M., & Huong, N. T. T. (2020). The supply chain and logistics of Vietnam in the context of international economic integration. *International Business Research*, *13*(7), 27-44. https://doi.org/10.5539/ibr.v13n7p27

Liu, B., Liu, J., & Hu, J. (2010). Person-organization fit, job satisfaction, and turnover intention: An empirical study in the Chinese public sector. *Social Behavior and Personality: An International Journal*, *38*(5), 615–625. https://doi.org/10.2224/sbp.2010.38.5.615

Ližbetinová, L., Hitka, M., Li, C., & Caha, Z. (2017). Motivation of employees of transport and logistics companies in the Czech Republic and in a selected region of the PRC. *MATEC Web of Conferences*, *134*, 00032. https://doi.org/10.1051/matecconf/201713400032

Lofquist, L. H., & Dawis, R. V. (1984). *A psychological theory of work adjustment : An individual-differences model and its applications*. Minneapolis, MN: University of Minnesota Press.

Luan, N. T. (2023). *Financial inclusion through mobile money in developing countries: The case of Vietnam*. Retrieved from http://hdl.handle.net/10419/278113

Madero-Gómez, S. M., Rubio Leal, Y. L., Olivas-Luján, M., & Yusliza, M. Y. (2023). Companies could benefit when they focus on employee wellbeing and the environment: A systematic review of sustainable human resource management. *Sustainability*, *15*(6), 5435. https://doi.org/10.3390/su15065435

Maidani, E. A. (1991). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. *Public Personnel Management*, *20*(4), 441–448. https://doi.org/10.1177/009102609102000405

Manik, E., & Sidharta, I. (2018). The impact of motivation, ability, role perception on employee performance and situational factor as moderating variable of public agency in Bandung, Indonesia. *International Journal of Management Science and Business Administration*, *3*(4), 65–73. https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.34.1008

Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). An examination of sustainable HRM practices on job performance: An application of training as a moderator. *Sustainability*, *11*(8), 2263. https://doi.org/10.3390/su11082263

Margaretha, M., & Wicaksana, A. (2020). The relationship between person organization fit toward organizational commitment and organizational citizenship behavior: Experiences from student activity organization members. *International Journal of Management Science and Business Administration*, *6*(3), 43–49. https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.63.1004

Mariappanadar, S. (2024). Improving quality of work for positive health: Interaction of sustainable development goal (SDG) 8 and SDG 3 from the sustainable HRM perspective. *Sustainability*, *16*(13), 5356. https://doi.org/10.3390/su16135356

Marikyan, D., & Papagiannidis, S. (2023). Unified-theory-of-acceptance-and-use-of-technology. *TheoryHub book*.

Mazur, B., & Walczyna, A. (2020). Bridging sustainable human resource management and corporate sustainability. *Sustainability*, *12*(21), 8987. https://doi.org/10.3390/su12218987

Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, *74*(3), 424–432. https://doi.org/10.1037/0021-9010.74.3.424

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20–52. https://doi.org/10.1006/jvbe.2001.1842

Moon, R. S., & Tucker, J. (2023). Navigating the supply chain: An in-depth analysis of job satisfaction, Tenure, and work-life quality in logistics. *Business Management Research and Applications: A Cross-Disciplinary Journal*, *3*(1), 1-31.

Mordor Intelligence Publisher. (2024). *The impact of COVID-19 on the e-logistics market*. Hyderabad, India: Mordor Intelligence.

Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, *31*(3), 268–277. https://doi.org/10.1016/0001-8791(87)90043-1

Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2015). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: The mediating role of organizational identification. *The International Journal of Human Resource Management*, *27*(4), 440–455. https://doi.org/10.1080/09585192.2015.1042895

Ngoc, M. (2022). *Solid start in 2022 for Vietnam economy: World Bank*. Retrieved from https://hanoitimes.vn/solid-start-in-2022-for-vietnam-economy-world-bank-320017.html

Ngoc Mai, N. (2023). *Logistics industry in Vietnam - statistics & facts | Statista*. Retrieved from https://www.statista.com/topics/8698/logistics-industry-in-vietnam/#topicOverview

Nguyen, A.-H. D., Pham, N.-U. T., Lin, P.-T., Dang, T.-Q., Tran, P.-T., Le, T.-T., . . . Nguyen, L.-T. (2024). Acceptance and use of live streaming on metaverse in Vietnam: An analysis with the UTAUT2. *Journal of Infrastructure, Policy and Development*, *8*(8), 6069.

Nguyen, P.-H. (2023). A fully completed spherical fuzzy data-driven model for analyzing employee satisfaction in logistics service industry. *Mathematics*, *11*(10), 2235. https://doi.org/10.3390/math11102235

Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2017). *Fundamentals of human resource management* (7th ed.). New York: McGraw-Hill Education.

Nusraningrum, D., Rahmawati, A., Wider, W., Jiang, L., & Udang, L. N. (2024). Enhancing employee performance through motivation: The mediating roles of green work environments and engagement in Jakarta's logistics sector. *Frontiers in Sociology*, *9*, 1392229. https://doi.org/10.3389/fsoc.2024.1392229

Pandţa, J., Đeri, L., Galamboš, A., & Galamboš, T. (2015). Two-factor analysis of employee motivation at "postal traffic – department in Novi Sad". *European Journal of Economic Studies*, *12*(2), 101–111. https://doi.org/10.13187/es.2015.12.101

Pârjoleanu, R. (2020). Work motivation efficiency in the workplace. *Postmodern Openings*, *11*(4), 293–309. https://doi.org/10.18662/po/11.4/236

Parsons, F. (1909). *Choosing a vocation*. Boston, MA: Houghton Mifflin.

Phuong, N. H. (2022). Human resource management of logistics in Vietnam: Status and policy solutions. *International Journal of Innovation, Creativity and Change*, *11*(3), 569-583.

Piwowar-Sulej, K. (2021). Core functions of sustainable human resource management: A hybrid literature review with the use of H-classics methodology. *Sustainable Development*, *29*(4), 671–693. https://doi.org/10.1002/sd.2166

Qamar, F., Afshan, G., & Rana, S. A. (2024). Sustainable HRM and well-being: Systematic review and future research agenda. *Management Review Quarterly*, *74*(4), 2289–2339. https://doi.org/10.1007/s11301-023-00360-6

Ramalho Luz, C. M. D., Luiz de Paula, S., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestao*, *25*(1), 84–101. https://doi.org/10.1108/REGE-12-2017-008

Rathi, N., & Lee, K. (2017). Understanding the role of supervisor support in retaining employees and enhancing their satisfaction with life. *Personnel Review*, *46*(8), 1605–1619. https://doi.org/10.1108/PR-11-2015-0287

Rodríguez-Espíndola, O., Albores, P., & Brewster, C. (2018). Disaster preparedness in humanitarian logistics: A collaborative approach for resource management in floods. *European Journal of Operational Research*, *264*(3), 978–993. https://doi.org/10.1016/j.ejor.2017.01.021

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, *26*(2), 424–438. https://doi.org/10.1002/csr.1694

Saleem, W. A., & Ambreen, M. (2011). Person organization fit, organizational commitment and knowledge sharing attitudeâ€"An analytical study. *Information Management and Business Review*, *3*(2), 110–116. https://doi.org/10.22610/imbr.v3i2.923

Sarker, B. K., Sarker, D. K., Shaha, S. R., Saha, D., & Sarker, S. (2024). Why apply SPSS, SmartPLS and AMOS: An essential quantitative data analysis tool for business and social science research investigations. *International Journal of Research and Innovation in Social Science*, *8*(09), 2688–2699. https://doi.org/10.47772/IJRISS.2024.8090224

Serhat, K. (2021). *Herzberg's motivation-hygiene theory: Two-factor - education library*. Retrieved from https://educationlibrary.org/herzbergs-motivation-hygiene-theory-two-factor/

Setiawan, D. A. (2020). A qualitative study of employees' motivation factors on organization : A case study from one company in Indonesia. *Hasanuddin Economics and Business Review*, *3*(3), 112-121. https://doi.org/10.26487/hebr.v3i3.1998

Sheila Stafford. (2024). *20 statistics centered around employee absenteeism [2024] | TeamSense*. Retrieved from https://www.teamsense.com/blog/absenteeism-workplace-statistics

Silveira Ramalho, T., & de Fátima Martins, M. (2022). Sustainable human resource management in the supply chain: A new framework. *Cleaner Logistics and Supply Chain*, *5*, 100075. https://doi.org/10.1016/j.clscn.2022.100075

Stankevičiūtė, Ž., & Savanevičienė, A. (2018). Designing sustainable HRM: The core characteristics of emerging field. *Sustainability*, *10*(12), 4798. https://doi.org/10.3390/su10124798

Strunk, K. K., & Mwavita, M. (2021). *Design and analysis in educational research using jamovi*: ANOVA designs. Routledge. https://doi.org/10.4324/9781003154297

Sung, S. H., Seong, J. Y., & Kim, Y. G. (2020). Seeking sustainable development in teams: Towards improving team commitment through person-group fit. *Sustainability*, *12*(15), 6033. https://doi.org/10.3390/su12156033

Suong, H. T. T. (2017). Factors impacting on the supply chain collaboration of the furniture industry in Vietnam. *The Journal of Asian Finance, Economics and Business*, *4*(4), 67–77. https://doi.org/10.13106/jafeb.2017.vol4.no4.67

Tarafdar, M., Pullins, E., & Ragu-Nathan, T. S. (2011). *Examining impacts of technostress on the professional salesperson's performance*. Paper presented at the AMCIS 2011 Proceedings - All Submissions. https://aisel.aisnet.org/amcis2011_submissions/107

Teo, T. S. H., Srivastava, S. C., & Jiang, L. (2008). Trust and electronic government success: An empirical study. *Journal of Management Information Systems*, *25*(3), 99–132. https://doi.org/10.2753/MIS0742-1222250303

Thant, Z. M., & Chang, Y. (2021). Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory. *Public Organization Review*, *21*(1), 157–175. https://doi.org/10.1007/s11115-020-00481-6

Todăriţă, E., Miricescu, D., & Porancea-Răulea, A. (2023). Study regarding the connection between leadership and motivation in the logistics activity in the production organizations. *Land Forces Academy Review*, *28*(4), 338–346. https://doi.org/10.2478/raft-2023-0040

Tongzon, J. L., & Lee, S.-Y. (2015). Achieving an ASEAN single shipping market: Shipping and logistics firms' perspective. *Maritime Policy & Management*, *43*(4), 407–419. https://doi.org/10.1080/03088839.2015.1105393

Tsepetsi, T., Joubert, P. A., Dhurup, M., & Mafini, C. (2019). The effects of leadership style on job satisfaction in the logistics industry in the Gauteng Province. *Journal of Contemporary Management*, *16*(2), 573–598. https://doi.org/10.35683/jcm19060.48

Van Quy, N., Huu Cuong, L., & Danh Chan, N. (2019). Logistics human resources in Vietnam as the key issue. *International Journal of Multidisciplinary Research and Publications*, *2*(6), 68–72. https://doi.org/10.5281/zenodo.3578227

van Vianen, A. E. M. (2018). Person–environment fit: A review of its basic tenets. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*(1), 75–101. https://doi.org/10.1146/annurev-orgpsych-032117-104702

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, *27*(3), 425-478. https://doi.org/10.2307/30036540

Wang, K., & Wang, Y. (2018). Person-environment fit and employee creativity: The moderating role of multicultural experience. *Frontiers in Psychology*, *9*, 01980. https://doi.org/10.3389/fpsyg.2018.01980

World Bank. (2023). *Connecting to compete: Trade logistics in the global economy*. Washington, D.C: World Bank.

Yusup, A., & Maulani, I. E. (2023). The influence of transformational leadership on employee motivation. *Devotion : Journal of Research and Community Service*, *4*(3), 798–802. https://doi.org/10.36418/devotion.v4i3.441

Zainal, Z., & Jeevan, J. (2019). The evolution of seaport competitiveness in Malaysia seaport system ☆. *International Journal of E-Navigation and Maritime Economy*, *12*, 1-11.

Zhang, J. C., Ling, W. Q., Zhang, Z. Y., & Xie, J. (2015). Organizational commitment, work engagement, person–supervisor fit, and turnover intention: A total effect moderation model. *Social Behavior and Personality: An International Journal*, *43*(10), 1657–1666. https://doi.org/10.2224/sbp.2015.43.10.1657

Živković, A., Franjković, J., & Dujak, D. (2021). The role of organizational commitment in employee turnover in logistics activities of food supply chain. *Logforum*, *17*(1), 25–36. https://doi.org/10.17270/j.log.2021.536