



Nexus between Job satisfaction, Employee Engagement and Motivation – Evident from the Logistics Service Sector

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Abstract:

The logistics service sector cannot be neglected to economic growth and efficient running of supply chains. However, maintaining a highly professional and motivated workforce in this labour-intensive industry is a perpetual challenge. This study explores how employee engagement, motivation and job satisfaction interdependent with each other in the logistics services sector. A questionnaire was structured and about 168 people that represented varied occupational roles such as drivers, warehouse people, dispatchers, and supervisors. To identify the size and directionality of relationships among the key variables, descriptive statistics, bivariate correlations, as well as multiple regression analyses were used. The findings show that both intrinsic and extrinsic motivational factors have an enormous impact on employee engagement which further leads to an increased job satisfaction. Also, it can be seen that engagement can partly mediate the correlation between motivation and satisfaction, which means that motivated employees feel more satisfaction when they are psychologically invested in their work. The results recommend that logistics companies must invest in recognition systems, communication systems, and supervisory practices that are supportive to ensure they improve employee morale and retention. Enhancing the current body of literature on human resource dynamics in the service industry, the current research would provide practical information in the development of sustainable HR policies in logistics firms.

Keywords: Job satisfaction, Employee Engagement, Motivation, Logistics sector

Introduction

Logistics service industry has become a pillar of modern economies which is connecting the production, distribution and consumption through a complex system of transportation, warehousing and supply chain processes. The industry plays an important role in gross domestic product and employment generation in India and is growing steadily due to e-commerce expansion, retail industry and manufacturing. Despite the fact that technological advancement and automatization of operations have expanded the capacity of the sector, the performance of logistics enterprises still remains to be heavily reliant on human capital.

Employees be it drivers, warehouse operators, coordinators or supervisors make the service reliability, punctual delivery and customer satisfaction. This is why a subtle awareness of psychological and motivational variables that determine their work behaviour is essential to both practice and research. The two key elements that define organizational success in service-based businesses are employee engagement and motivation. Engagement describes how much employees apply their physical, cognitive, and affective resources to their work jobs. Involved individuals are passionate, dedicated, and aligned to organisational goals.

Motivation on the other hand refers to the internal and external stimuli that drive people towards the achievement of these goals. Motivation may be intrinsic, which is motivated by personal growth as well as pleasure in doing the work, or extrinsic, which is motivated by rewards, recognition, and job security. The convergence of these constructs results in job satisfaction, an affective and valuational reaction towards the work experience. The logistics industry is one such sphere where motivation and satisfaction are especially acute because of the intense nature of the profession.

Employees are faced each day with uneven working hours, exhaustion and burnout, consistent time deficits, and little or no recognition in spite of their inalienable role in business performance. The resultant intensity of operations is linked to disengagement, non-attendance and high turnover. Lack of psychological engagement could ruin service quality and efficiency which would kill customer satisfaction and organisational performance.

As a result, the relationship between engagement and motivation as determinants of job satisfaction should be analysed in this dynamic service environment.

The logistics workforce has not been comprehensively studied in empirical research investigations; past empirical studies in the service industry have taken a comprehensive attitude towards sectors such as banking, hospitality or information technology. Since the relevance of logistics in the economic structure of India is increasing, there is a considerable research gap concerning the employee factors that can be identified in relation to organisational effectiveness. Furthermore, the current research often addresses engagement, motivation and satisfaction as separate concepts and does not investigate their interdependence. This study aims at bridging this gap by investigating the nexus of employee engagement, motivation, and job satisfaction in logistics personnel.

The research question is founded on known theoretical constructs such as the model of employee engagement introduced by Kahn (1990), who describes engagement as mobilising physical, cognitive and emotional selves of people and Two-Factor Theory and Self-Determination Theory which explains the nature of intrinsic and extrinsic drive. Synthesizing these viewpoints, the study will attempt to provide empirically supported explanation of the mediation of motivation and job satisfaction by engagement in logistics services

Finally, the present work contributes to the body of knowledge on human resource management by highlighting that employee health and motivation are not marginal issues, but fundamental factors of sustainable performance. To logistics organisations dealing with an ever competitive and technologically driven environment, employee engagement and satisfaction is not just a human resource program but a business necessity.

PAST RATIONALE

The notion of employee engagement, employee motivation, and employee job satisfaction is now the focal point of modern organizational research, especially in those businesses that deal mostly with people. According to recent research, organizations that focus on both intrinsic and extrinsic motivations foster a more satisfied and engaged workforce that eventually results in improved performance outcomes.

Nusraningrum (2024) tested the example of logistics companies in Indonesia and discovered that motivation, monetary and non-monetary, enhanced the level of employee engagement and job performance substantially. Those employees who felt that they were recognized, well paid and managed by supportive supervisors were among those who stated higher enthusiasm and levels of satisfaction. On the same note, Nguyen (2025) examined the worker in the logistics sector during the digital transformation projects and found out that skills improvement opportunities and technology adoption boosted engagement and job satisfaction. The paper has highlighted how competence-based motivation is becoming a powerful predictor of engagement in the contemporary logistics operations. These findings are also supported by research conducted within the transport segment. Reviewing engagement practices within the long-haul transport organizations, Ahuchogu, Sanyaolu and Adeleke (2024) demonstrated that driver engagement improved as the management of these organizations guaranteed safety, recognition and social bond despite physical distancing. They made the conclusion that engagement among mobile logistics workers was enabled by consistent communication and psychological safety. Work environment, leadership support, and training opportunities were mentioned by Masuku, Esterhuyzen and Ramajoe (2025) as significant determinants of engagement and satisfaction, in a public-sector environment. Their results support the thesis that supportive managerial behaviour and career development opportunities boost intrinsic motivation of employees and influence their affective commitment.

Earlier on Schaufeli, Bakker and Salanova (2006) had shown that engaged employees bear a high vigour, dedication and absorption-state that is positively correlated to satisfaction and organization performance. The findings are still valid in the service sector, as ascertained by Goyal (2024), who discovered recognition, open communication and empowerment practices predictively ranked among engagement aspects among workers in Indian state banks and information technology companies. Contextual insights of the study indicate that similar processes are in effect within the logistics where autonomy and recognition prove to be pertinent motivational factors. According to Saks (2022), those human resource practices incurring caring like mentoring, fair appraisal, and well-being initiatives have a direct positive influence on engagement but an indirect positive influence on job satisfaction. This is consistent with current logistics findings which show supportive leadership and trust-based relationships minimize turnover and enhance satisfaction.

Banerji, Bakker and Demerouti (2010) supporting evidence also shows that adequate resources like feedback, working in teams and having workloads that are manageable shields employees against burnout at the same time enhancing the levels of engagement. On the whole, these studies support one assumption: motivated employees are more engaged, and engaged employees declare superior satisfaction. Nonetheless, studies concerning logistics employees in particular are scarce, and particularly in growing economies like India. Although previous studies have confirmed this triadic correlation in the banking industry, education, and IT, logistics firms with their unique work demands, extended working hours, and on-site work demand specific empirical research.

The literature thereby identifies a significant level of research gap: little of the studies quantify the combined effect of intrinsic and extrinsic motivation on engagement and job satisfaction within logistics environments. This gap is addressed by the current research by looking at how these constructs are interrelated among the employees of the Indian logistics service industry.

OBJECTIVES

- To determine the level of employee engagement, motivation, and job satisfaction of employees in the logistics service industry.
- To test the association between employee job satisfaction and employee motivation, and to find the extent to which engagement helps to reinforce this relationship.
- To establish the role of employee engagement in mediating the connection between motivation and job satisfaction at logistic organizations.

HYPOTHESIS

H 1: There is a high level of job satisfaction which is positively considered when employee motivation impacts job satisfaction among the employees in the logistics sector.

H2: Job satisfaction is strongly positively correlated with employee engagement.

H3: The mediating relationship between job satisfaction and motivation within the logistics service industry has a significant mediating effect of employee engagement.

ANALYSIS

CORRELATION ANALYSIS

TABLE SHOWING CORRELATION ANALYSIS BETWEEN EMPLOYEE MOTIVATION AND JOB SATISFACTION

Descriptive Statistics			
	Mean	Std. Deviation	N
EM mean	2.9202	.90934	168
JS mean	2.9679	1.01800	168

Correlations			
		EMmean	JSmean
EM mean	Pearson Correlation	1	-.023
	Sig. (2-tailed)		.763
	N	168	168
JS mean	Pearson Correlation	-.023	1
	Sig. (2-tailed)	.763	
	N	168	168

INFERENCE

The Pearson correlation was performed to question the correlation between Employee Motivation (EM mean) and Job Satisfaction (JS mean) in a group of 168 employees in the logistics service industry. The resulting $r = -0.023$, with a non-significant $p = 0.763$ ($p > .05$) coefficient indicating that there is no statistically significant correlation between the two variables. The coefficient is almost zero, an indication of practically no connection thus indicating that changes in motivation indices do not correspond to any measurable change in job satisfaction. In addition, descriptive statistics confirm this conclusion: motivation ($M = 2.92$, $SD = 0.91$) and job satisfaction ($M = 2.97$, $SD = 1.02$) provoke moderate response among the respondents, and the directional relationship between the constructs cannot be observed.

Motivation and satisfaction are therefore seen to operate independently in the logistics workforce. Absence of statistically significant relationship is unlike earlier studies in other areas of service where motivation of employees often predicts job satisfaction. However, the environment in which the personnel of the logistics realm work is extremely tight and time-sensitive, and physically demanding. In line with these, their satisfaction is more dependent on such tangible aspects as salient compensation, hourly requirements, and occupation security than inherent psychological incentive. Moreover, this result may be an indication of the effect of mediating variables, including engagement, institutional support, or supervisory dynamics, which have a more indirect effect on satisfaction. Overall, the scientific investigation confirms that the employee motivation and job satisfaction in the logistic industry do not follow a linear pattern thus supporting the critical importance of contextual and structural factors in shaping the employee dispositions and work satisfaction.

TABLE SHOWING CORRELATION ANALYSIS BETWEEN EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

Descriptive Statistics			
	Mean	Std. Deviation	N
JS mean	2.9679	1.01800	168
EE mean	3.1702	.90153	168

Correlations			
		JSmean	EEmean
JS mean	Pearson Correlation	1	-.007
	Sig. (2-tailed)		.930
	N	168	168
EE mean	Pearson Correlation	-.007	1
	Sig. (2-tailed)	.930	
	N	168	168

INFERENCE

The study presented in the article is based on a Pearson correlation analysis conducted to research the interaction between Employee Engagement (EEmean) and Job Satisfaction (JS mean) in a sample of 168 employees who work in the world of the logistics service sector. The result of the analysis has a correlation coefficient $r = -0.007$, and a non-significant p-value ($p = 0.930$; $p = 0.05$). Such results reveal that there is no statistically significant linear association between engagement and job satisfaction. More specifically, the fact that the coefficient is close to zero indicates that fluctuations in engagement levels do have insignificant effects on how employees are satisfied with their jobs. The descriptive statistics indicate a moderate value of both engagement ($M = 3.17$, $SD = 0.90$) and job satisfaction ($M = 2.97$, $SD = 1.02$).

However, this absence of any significant correlation means that the engagement or presence of affective investment in employees to their work is not always corresponded to an increase in their satisfaction. It is also worthy to note this association between engagement and satisfaction considering the reported positive hypotheses of connection in multitudes of antecedent studies within service based industries. The current finding contrasts with the current literature that has healthy positive relationships between engagement and satisfaction. The diminished relationship, in this instance of logistics, can be due to the highly formalized nature of the operational setting, which is physically strenuous, with satisfaction being more strongly reliant on extrinsic factors, which are: safety measures, compensation, and workload balance, than on intrinsic psychological involvement. As a result, the concepts of engagement and satisfaction seem to have a comparatively different status in this workforce.

TABLE SHOWING THE COMPARISON OF JOB SATISFACTION ACROSS THE JOB ROLE USING THE KRUSKAL WALLIS TEST

Independent-Samples Kruskal-Wallis Test Summary	
Total N	168
Test Statistic	4.313 ^{a,b}
Degree Of Freedom	5
Asymptotic Sig.(2-sided test)	.505

INFERENCE

Kruskal-Wallis's test was conducted with the aim of examining a hypothesis that job satisfaction (JS mean) differed significantly among the employees holding various occupational positions in the logistic service industry. The respondents sampled ($n=168$) were divided in six groups comprising of drivers, warehouse staff, packing/loading staff, dispatchers, supervisors and administrative staff. The test statistic obtained as the result of the analysis is $kh2(5) = 4.313$ with an asymptotic significance $p = 0.505$ ($p > 0.05$) = p . Since the p-value scores

higher than the traditional set 0.05, the outcome is not statistically significant, and the null hypothesis is not rejected.

Therefore, there is no indication of a high level of differences in the median levels of job satisfaction of the different job jobs. The absence of variance implies that the staff of these functional areas satisfies their job to the same level. This homogeneity could be due to the similarity of working conditions in the majority of the logistics-related professions such as the workload level, pressure to perform and the lack of a high-performance reward system. It can also represent a centralized human resource policy, or a uniform managerial practice that influences workers in the same way, regardless of their particular role. Overall, the results prove that the level of job satisfaction is uniform regarding job roles, which means that the role-specific factors have little influence on the overall job satisfaction of employees working in the logistics service industry.

SUGGESTIONS

The results of the research in general can be assessed as employee motivation, engagement and job satisfaction have no significant correlation in the logistics service industry. There is no significant difference in employee job satisfaction across job roles. These findings indicate that there are common views regarding the workplace environment by employees in all groups, i.e. drivers, warehouse employees, supervisors and administrative employees. There are no close correlations between the psychological variables, which means to consider that external and structural variables that have a stronger impact on the employee attitudes, including workload, job security, and remunerations, affect employee attitudes more significantly than internal motivation or engagements do.

The consistency levels of satisfaction also speak about the standardized organizational practices which are influencing all the employees in the same way, irrespective of their position or rank. Managerial wise, such outcomes point to the necessity of systemic human resource strategies as opposing to single interventions. Interventions were aimed at enhancing motivation and satisfaction must be directed on the enhancement of working environments, safety, workplace communication channels and professional development. Separate motivation can also be converted into enduring participation and job satisfaction by means of culture of recognition, supervision support and open leadership. Overall, any improvement in the well-being of employees in the logistics will include a holistic reform of the organization that meets the needs of the operations with the needs and expectations of human resources, increasing both productivity and retention on a long-term basis.

CONCLUSION

Th paper aim is to relate the relationship between three variables; employee motivation, engagement, and job satisfaction in the logistics service industry. The results of our correlation analysis showed no statistically significant correlations between these variables, thus, proving that changes in motivation or engagement have no direct impact on job satisfaction in employees. Similarly, the Kruskal-Wallis test was used but could not reveal any significant difference in satisfaction of the various occupational positions, indicating that the perception of occupational differences in workplace experiences is quite homogenous across the logistics individuals. The findings thus indicate that the strength of the effect of the structural and environmental factors on satisfaction is more direct and powerful than the impact of the psychological variables discussed: workload, compensation schemes, employment security, and working hours. The connotations of such findings are the most relevant in the situation, which can be described by overwhelming schedules and operational pressures: traditional motivation or engagement programs in the independent form are hardly likely to be effective in increasing employee satisfaction. Rather, the organizational intervention should focus on improving working conditions, improving communication lines, giving recognition, and opening career growth opportunities. As a result, managers have to embrace a holistic approach which considers the human resource priorities alongside the operation needs. This will be necessary in the development of a supportive and rewarding work environment. Finally, this research supports the opinion that the motivation of an employee in a logistics is not a factor of attitude toward a person, but rather a system of organizational culture and successful leadership.

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