

# Unravelling the Influence of Management Support, Colleague Support, Compensation and Benefits, and Job Security on Employee Job Performance during the Business Recovery Phase

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## ABSTRACT

A heightened emphasis on business recovery and expansion characterizes the post-pandemic era. According to reports, numerous organizations in Malaysia have encountered a decline in their business performance due to the ongoing pandemic. The restoration of the company's performance is significantly dependent on its human resources. The performance of employees is a critical factor that determines the success or failure of an organization. Given the unfavourable circumstances, it is imperative to recognize the issues that may impact employee performance during crisis recovery. Therefore, individuals who exhibit a high level of commitment towards an organization are more inclined to exert more significant effort and dedication compared to their less devoted counterparts. Hence, this research investigates the correlation between the independent variables, specifically management support, remuneration and benefits, colleague support, and job security, and the dependent variable of employee work performance. This research employs Herzberg's Two-Factor Theory to elucidate the correlation between the independent and dependent variables. The present study employs a quantitative methodology, utilizing an online questionnaire as the significant data collection instrument. 86 responses were analyzed using the Statistical Package for Social Science (SPSS) version 27. The study results indicate a favourable and statistically significant correlation between colleague support, job security, and employee work performance. There is no significant association between managerial support, compensation, and benefits and employee work performance. The primary determinant in this study is the level of assistance colleagues provide. The factors of colleague support and job security are indicative of hygiene considerations, which serve to mitigate employee unhappiness. Hence, the findings of this research can serve as a valuable framework for organizations to improve their managerial practices, particularly concerning fostering colleague support and ensuring job security to raise satisfaction with work and subsequently boost employee job performance.

**Keywords:** *Employee Job Performance, Management support, Colleague Support, Compensation and Benefits, Job Security*

## 1.0 INTRODUCTION

The human capital within the organization is regarded as the most invaluable asset. Human capital is particularly crucial while the organization is recovering, which entails implementing numerous transformation efforts. Consequently, scholars are actively seeking elements that can enhance workers' performance (Ludwikowska, 2020). The performance and productivity of an organization are intricately linked to the performance of its people (Kundi et al., 2021). Performance can be defined as the result of an individual's efforts in fulfilling their assigned responsibilities, which are influenced by their knowledge, experience, integrity, and exertion (Qomariah et al., 2020). According to Arifin et al. (2020), performance can be defined as the result of an employee's successful completion of specified tasks, encompassing both the quality and quantity of their labour. The job performance of employees serves as an indicator of their dedication to their professional responsibilities.

In addition, employees who exhibit a high level of commitment towards an organization are more inclined to exert more significant effort and demonstrate increased dedication compared to their less dedicated counterparts. The contribution of employees is of utmost importance in determining the success of an organization. Hence, in the context of the current period of globalization, organizations will have significant challenges in sustaining their operations and remaining competitive in the market if they lack a capable workforce. The performance of employees has a crucial role in determining the success of an organization since they are often seen as the vital driving force behind its operations (Anwarul Islam et al., 2022). Moreover, managing employee performance has long been recognized as a critical concern for management. Consequently, the primary goal of corporate organizations is to develop an effective strategy that can motivate individuals to enhance their job performance and the organization's competitiveness (Hidayah & Tobing, 2018).

Next, logistic companies' post-pandemic persist in predominantly relying on human labour to manage postage and parcels, exposing the quality of their service to significant risks due to their dependence on employees. The employee's job performance is of paramount importance. Logistic companies are required to prioritize the provision of optimal services to their consumers in order to address the prevailing issue of customer dissatisfaction and demands. The underlying factor contributing to this issue is the behaviour of the employee. Hence, the primary objective of this study is to investigate the correlation between management support, colleague support, compensation and benefits, and job security with employee work performance within the context of logistics. This study's findings can potentially provide valuable insights for businesses, particularly those in the logistics sector. This research can enhance employee work performance by identifying the elements influencing employee satisfaction.

## 2.0 LITERATURE REVIEW

### 2.1 Employee Job Performance

According to Vu (2022), job performance may be described as the actions, behaviours, and outcomes that individuals do or achieve, which are connected to and support the organization's objectives. The ability of an organization to fulfil its objectives is contingent upon its performance. The performance of employees plays a pivotal role in augmenting the overall success of an organization. Performance refers to the result of an employee's effort. According to Ratnasari et al. (2019), the assessment pertains to the effectiveness and efficiency of individuals in fulfilling their assigned responsibilities. Job performance encompasses the predetermined job responsibilities of employees and the extent to which they have effectively fulfilled those duties. The explicit behaviour exhibited in the occupation, encompassing the fundamental responsibilities outlined in the job description, is performance in disguise of task performance (Helmi & Abunar, 2021). Furthermore, as stated by Dahkoul (2018), the work performance of individuals within an organizational context results from the combined impact of their abilities, exerted efforts, and contributions towards enhancing the organization's productivity and attaining its objectives. The measurement of increased organizational performance indicates the efforts exerted to achieve goals, but the attainment of enhanced employee job performance necessitates even more substantial endeavours.

Dziuba et al. (2020) argue that the employee plays a vital role in achieving the objectives and vision of an organization, particularly in the context of production. In order to ensure the adequacy of both the amount and quality of their output, employees are required to achieve the performance requirements stipulated by

the organization. Employees necessitate a conducive work atmosphere that affords them the freedom to perform their tasks unhindered, enabling them to reach their maximum potential in meeting the criteria set by the organization. Moreover, the consequences of an individual's employment inside an organization or corporation are closely linked to the performance exhibited by the employee. The assessment of an employee's performance within an organizational framework is of paramount importance for their professional development, taking into account factors such as the quality, quantity, and timeliness of their job outcomes (Kuswati, 2021). The significance of employee work performance is paramount in every organization. An organization's success is contingent upon its employees' job performance. Undoubtedly, personnel are valuable assets for firms (Sarwar et al., 2021).

## **2.2 Management Support**

Khalid (2020) defines management support as the willingness of managers to engage in collaborative efforts with employees, encompassing aspects such as accommodating their schedules, assisting with their jobs, and providing aid that contributes to the effective management and enhancement of their job performance. This statement highlights the importance of managerial support in resolving employee challenges. Managers are expected to foster a psychologically secure atmosphere and cultivate a culture of trust inside the organization, promoting employee commitment and enhancing productivity. According to Raub et al. (2021), managers must employ a structured leadership strategy and cultivate a constructive mindset to establish a cohesive group driven by common goals. By employing these talents, managers have the potential to enhance employee job performance and increase workplace productivity. Various forms of management support can be considered adequate, including the involvement of employees in significant decision-making processes, providing honest feedback on their performance, and facilitating assistance in handling demanding jobs.

Moreover, according to Ogbonnaya (2019), assistance can be provided by a supervisor who directly oversees the tasks of staff members and senior management who is involved in developing policy decisions that affect the entire organization. Anastasios and Chatzoglou (2018) defined management support as the stage in which management assists employees in their job-related endeavours. Employee engagement such as providing feedbacks would improve employee performance (Nadhir & Puteh, 2017, Ahmad et.al, 2021) Wassem et al. (2019) found that the impact of management support on organizational and personnel outcomes, such as performance and retention, has been identified by studies. Lack of performance can be attributed to employees' lack of information, competence, or abilities.

In summary, the provision of managerial support plays a pivotal role in fostering favourable employee attitudes towards their work. According to Ogbonnaya (2019), employees who received help from their managers showed higher levels of dedication, engagement, and competence in enhancing their work environment. Consequently, when employees experience a sense of appreciation and support, they are likely to exhibit higher motivation levels, thereby enhancing their job performance. However, in cases where a company's performance could be better, there is a significant reduction in the allocation of resources for managerial support. When a scenario is unfavourable, and a company is experiencing uncertainty over job security, the perception of managerial support may vary. This unfamiliar circumstance necessitates further investigation.

## **2.3 Colleague Support**

A colleague is an individual with whom one shares the same workspace. Despite being employed in the same professional domain, a perception exists that coworkers may be physically located within a different office space. Individuals inside an organizational group with whom one can engage in collaborative endeavours are commonly denoted as "colleagues." Irrespective of the specific organization in which individuals are employed, the designation "colleague" can encompass a range of interpretations when denoting individuals within the same professional domain who possess similar competencies, hierarchical positions, and job obligations. Junger et al. (2018) demonstrate in their research that individuals who engage in a team-based rehabilitation program may exhibit higher levels of autonomy and require further support than participants in the control group. According to Tran et al. (2018), a positive correlation exists between the strength of workplace relationships, specifically between supervisors and fellow employees, and between supervisors and colleagues, and job satisfaction and organizational commitment. The authors also assert that within an organization characterized by high-quality workplace relationships, managers' support,

encouragement, and respect enhance employee organizational attachment. Additionally, favourable interactions between colleagues regarding job satisfaction further augment organizational commitment.

According to Tran et al. (2018), a positive correlation exists between the strength of workplace relationships, specifically those between supervisors and fellow employees, and between supervisors and colleagues, and job satisfaction and organizational commitment. The authors further assert that managers who provide support, encouragement, and respect within a workplace characterized by high-quality relationships can enhance employees' organizational attachment. Additionally, positive workplace interactions regarding job satisfaction can further contribute to organizational commitment. In order to optimize individual performance and enhance personal job happiness, cultivating strong workplace relationships is vital inside an organization. One potential factor that could contribute to increased employee absenteeism is a suboptimal working relationship between employees and their colleagues or supervisors. Upon reviewing multiple articles, it is evident that there needs to be more comprehensive research that particularly examines the concept of colleague support during periods of uncertainty. It would be valuable to examine the impact of colleague support on coworker performance, particularly in the context of a company's recovery phase.

#### **2.4 Compensation and Benefits**

Compensation and benefits are separate categories. The benefits encompass non-financial kinds of value, whereas compensation is mainly associated with cash remuneration. The benefit refers to an additional remuneration provided to an employee as compensation. Employees receive compensation and benefits due to their contributions to the organization (Kadir et al., 2019). The provision of benefits and compensation has the potential to enhance employee satisfaction and motivation upon receipt. Compensation is a structured means of remunerating employees for their labour and dedication, encompassing monetary remuneration and additional incentives. Naidu and Satyanarayana (2018) argue that the attainment of an organization's objectives and enhancing its operational effectiveness can be facilitated through implementing compensation strategies.

The compensation structure encompasses more than just salary; employees also possess psychological and self-actualization needs that necessitate fulfilment. The recruitment and retention of highly skilled individuals can be facilitated by an organization that provides a compensation package that is highly competitive in the market. In order to effectively manage compensation, a firm must cultivate a favourable influence on the performance of its employees. Employee benefits are compensation offered by an organization funded either entirely or partially by the employer, excluding regular wages or salary. According to Kadir et al. (2019), employee benefits encompass a range of provisions, such as healthcare, income protection, savings, and retirement plans, ensuring the well-being and financial security of employees and their families. According to Kadir et al. (2019), it is crucial to recognize the significant role of compensation and benefits in enhancing employee motivation and job performance. This focus is due to the potential for improving the quality of life and securing long-term employee prospects. In order to enhance their performance, workers may be motivated by the prospect of receiving a bonus or a promotion, which can serve as additional forms of compensation and perks.

According to the study conducted by Adari et al. (2018), achieving an organization's objectives and enhancing its operational effectiveness can be facilitated by implementing compensation strategies. The recruitment and retention of highly skilled individuals by an organization can be facilitated by providing a compensation package that is highly competitive in the market. Consequently, it is imperative for companies to ensure the provision of sufficient rewards to their employees, so bolstering their motivation levels and subsequently enhancing the overall productivity and profitability of the organization. A mutually beneficial outcome is observed in this case, wherein the employee and the firm stand to gain. Hence, it is imperative to conduct a study that examines the impact of rewards on employee performance in the context of a company experiencing low performance. This situation is because cost reduction is of utmost importance to the organization throughout the recovery phase. Frequently, the allocation of awards and pay may be subject to modification to safeguard the organization's viability.

#### **2.5 Job Security**

Every employee looks for a fraction of security and safety in their employment. Job security has been widely recognized as one of the critical factors impacting employee commitment and performance. Job security is knowing that one job is safe from being cut. It is an assurance that one can work in the current

employment for the near future. Shaheen Ahmed et al. (2017) said employee job security is vital for improving job performance, which boosts the organization's overall productivity. The employees in the organization are expected to continue their jobs with certainty and without sudden job loss. Job safety in the workplace makes employees enthusiastic about their duties, resulting in better employee job performance. Also, employees' job security is a big part of how well they do at work and how well they do things. In other words, job security is knowing one's job is safe from being cut. It is an assurance that an employee can continue in his or her current employment in the near future. Job security protects against layoffs, economic downfalls, and other factors that could impact employment (Miles, 2022). In the current work landscape, job security and work-life balance are usually considered necessary in contributing to well-being among people employees (Tan, 2023).

According to Tan (2023), within the contemporary professional environment, the factors of job security and work-life balance are commonly seen as essential components that contribute to the overall well-being of employees. The presence of job security can serve as a significant motivating element for employees, encouraging them to fulfil their job responsibilities following the required and expected standards. However, during the recovery period, employees may experience a lack of job security as they contemplate the possibility of retaining their positions. One could be curious about the strategy's companies employ to uphold employee performance amidst periods of uncertainty. Would it have a positive or negative impact on staff performance? This study investigates the relationship between job security and employee work performance. This study addresses the existing research gap by elucidating the causal association between job insecurity and vulnerability among workers in insecure employment. Previous investigations on worker well-being have predominantly concentrated on individuals with job security, thus necessitating an examination of this link among precarious workers.

Overall, the research seeks to establish a connection between management support, compensation and benefits, colleague support, and job security, and the dependent variable of employee work performance. There is a lack of research in the literature about the comprehension of how these elements affect work performance after the the pandemic. An investigation of the correlation between these variables would provide valuable insights to academia and businesses regarding the efficient management of their workforce.

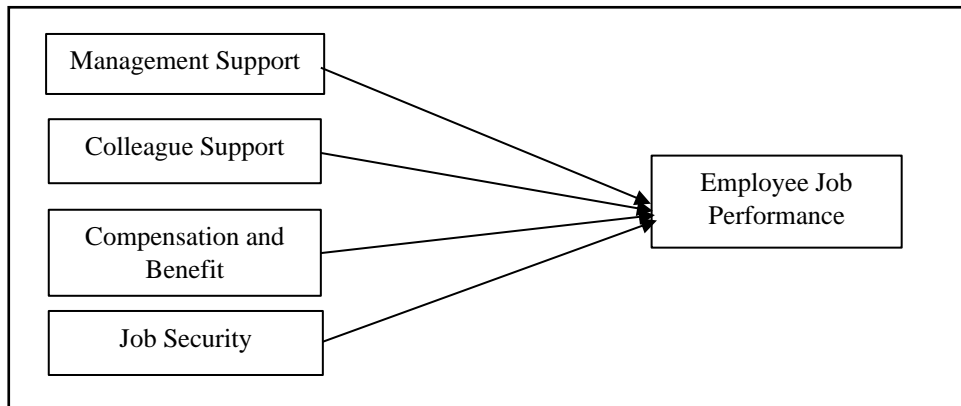
## **2.6 Herzberg's Two-Factor Theory**

According to Nosraty et al. (2015), the components of Herzberg's theory play a vital role in improving organizational performance. According to the findings presented in Figure 2.1, motivation is identified as an intrinsic component that has the potential to enhance employees' job satisfaction. Conversely, hygienic aspects are categorized as external factors that serve to prevent any feelings of dissatisfaction among employees. Herzberg's theory encompasses a framework that establishes a link between an independent variable and a dependent variable. The hygiene aspects encompass management support, colleague support, compensation and benefits, and work stability. The notion posits that compensation should be comparable with the earnings of individuals in the same occupation or geographical area. According to Faizul Haque et al. (2014), employees must possess a heightened level of job security in light of the prevailing economic conditions. The presence of management and colleague support plays an essential role in the workplace, as it has been found that the most significant influence on job-related stress and strain stems from sources of support that are directly pertinent to the task (Mellor et al., 2020). According to Dahkaoul (2018), employee job performance is contingent upon their internal satisfaction with their roles. Employees demonstrate a heightened commitment towards achieving organizational objectives when they experience job satisfaction and positively perceive the company. Furthermore, according to Sumra Haleem Shaikh et al. (2019), industrial workers can improve their organizational and personal performance by applying the two-factor approach.

## **2.7 Conceptual Framework**

The conceptual framework for this investigation is presented in Figure 1. The conceptual framework elucidates the relationship between this study's independent and dependent variables. The present analysis is based on the framework developed by Kuzey (2018). Nevertheless, there has been a modification in the terminology employed for the independent variable. In the initial conceptual framework, the independent variable was referred to as pay/reward. However, the present study has been modified to be denoted as compensation and benefit. The initial structure emphasizes remuneration, including pay, wages, bonuses,

and social benefits. This research employs the terminology "compensation and benefits" as it is deemed more precise, encompassing both the intended scope of the original framework and the specific focus of this study. The framework has four distinct, independent variables and one corresponding dependent variable. The variables under consideration in this study are management support, colleague support, remuneration and perks, and job security. The dependent variables in this study are employees' job performance, as illustrated in Figure 1.



**Figure 1: Conceptual Framework**

This research will investigate whether the independent variable has a significant relationship with the dependent variable. Therefore, this study proposed the following hypotheses:

- H<sub>1</sub>: There is a significant relationship between management support and employee job performance
- H<sub>2</sub>: There is a significant relationship between colleague support and employee job performance
- H<sub>3</sub>: There is a significant relationship between compensation and benefits and employee job performance
- H<sub>4</sub>: There is a significant relationship between job security and employee job performance

### 3.0 METHODOLOGY

#### 3.1 Research Design

The decision to employ the quantitative research approach was made due to its capacity for generating a significant quantity of responses from a wide array of participants. The primary aim of this study is to enhance understanding of persons' perspectives and actions through the analysis of gathered data, with the ultimate objective of providing a thorough and accurate representation of the observed phenomena. The current investigation was conducted at two branches of a logistics company situated in Selangor. The choice of branches was based on their geographical location and the prevalent circumstances employees face in their search for employment prospects. This study is specifically centred around the target demographic of support unit employees, supervisors, and managers accountable for parcel delivery. The total number of employees within the organization is 14,168 individuals. The selection of a statistically representative sample from the population of interest holds significant importance in this study, as it facilitates the accurate derivation of results and the construction of authentic connections (Shukla, 2020). Maintaining a sufficient sample size cannot be overstated, as it mitigates the potential for spurious associations between research outcomes and chance fluctuations. This aspect carries notable importance in investigations conducted within quantitative research. Referring to Krejcie and Morgan's (1970) table, two branches of Logistic Company X in Selangor had 110 employees, so the minimum sample size was 86.

#### 3.2 Data Collection Methods & The Instruments

The data collection methods employed in this study primarily consisted of primary sources. Cerar et al. (2021) define primary data as raw data presenting actual information and supporting evidence for a research question. Questionnaires were employed as the primary data collection instrument in this study. The research questionnaires comprised a total of six sections. This questionnaire used Google Forms as an intermediary medium to obtain the information of this questionnaire. The first section consists of six questions regarding the demographic characteristics of the respondents. The question concerns age, marital

status, education, year of experience, and profession. The other four sections are related to the independent variables in this research. Management support is measured with 10 items, compensation and benefits with six items, colleague support with six items, and job security with two items. The last section is the question regarding the employee job performance, consisting of four items. In order to assess the correlation between management support, colleague support, remuneration and benefits, and job security with employee job performance, a 5-point Likert scale (5—strongly agree; 1—strongly disagree) was adopted. The operationalizing process entails examining the behavioural elements, facets, or qualities associated with the notion. The study encompassed a single dependent variable, employee job performance, and incorporated four independent variables: management support, colleague support, compensation and benefits, and job security.

### 3.3 Data Analysis

The present study employs a quantitative methodology. Data analysis is the systematic procedure of performing precise computations and assessments to derive relevant and meaningful insights from a given dataset. Furthermore, the data in this study is analysed using descriptive analysis, reliability analysis, validity analysis, correlational analysis, and multiple regression analysis. The program employed to analyse the findings was the Statistical Package for Social Sciences (SPSS) version 27. Descriptive analysis is used to analyse this study's demographic data independent and dependent variables. Cronbach's alpha was applied in this study to evaluate the reliability of the questionnaire. Meanwhile, Pearson correlation is used to measure the strength and direction of linear relationships between two variables (independent variables and dependent variables). When two variables show a positive correlation, it means that they are increasing in relation to one another. However, when a negative correlation is found, it means that one variable is decreasing while the other is increasing. It would show whether there is a linear relationship between two statistically significant continuous variables. Multiple linear regression is applied in this study to determine the relationship between the independent variables and dependent variables. It determines whether the hypothesis developed in this study is accepted or rejected. If the p-value is  $< 0.05$ , the null hypothesis will be rejected (hypothesis accepted). If the p-value is  $> 0.05$ , the null hypothesis fails to be rejected (hypothesis rejected).

## 4.0 RESULT AND DISCUSSION

### 4.1 Reliability Analysis

The current investigation evaluated the reliability of its assessment instruments by calculating Cronbach's Alpha coefficients for various constructs, including management support ( $\alpha = .926$ ), remuneration and benefits ( $\alpha = .868$ ), colleague support ( $\alpha = .953$ ), job security ( $\alpha = .791$ ), and employee work performance ( $\alpha = .795$ ). The values mentioned above indicate the internal consistency or reliability of the measurements associated with each variable. In the field, it is usually accepted that a Cronbach's Alpha value above .70 is considered acceptable. Consistent internal validity was seen in management support, compensation and benefits, colleague support, and employee job performance following the established benchmark. Nevertheless, the level of job security experienced a decline that was just below the acceptable threshold. It is worth noting that there was variation in the number of elements present in each variable. Specifically, management support consisted of ten elements; compensation and benefits included six elements; colleague support comprised six elements; job security encompassed two elements; and employee job performance involved four elements. In general, the results of this study provide valuable insights into the reliability of the measuring instruments employed. These findings underscore the significance of improving the job security variable to strengthen internal consistency, yielding more robust outcomes.

**Table 1: Reliability Statistics**

Variables	Cronbach's Alpha	No. of Elements	Internal Consistency
Management Support	.926	10	Very Good
Compensation and Benefit	.868	6	Good
Colleague Support	.953	6	Very Good
Job Security	.791	2	Acceptable
Employee Job Performance	.795	4	Acceptable

## 4.2 Demographic Profiles of Respondents

Table 2 provides an overview of the demographic features of the respondents. The male participants constitute a significant majority, comprising 77.9% of the total, and female participants represent the remaining 22.1%. Interestingly, most respondents are primarily concentrated in the age brackets of 40 years and above (41.9%) and 35-39 years (41.9%). The analysis of marital status data indicates that the most significant % of respondents, comprising 86.0%, reported being married. The report was followed by persons who identified as single, accounting for 11.6% of the sample. A smaller percentage of respondents reported being divorced or widowed, with both categories representing 1.2% of the total population surveyed. Regarding educational attainment, most participants possess Sijil Pelajaran Malaysia (SPM) qualifications (66.3%). In comparison, a smaller proportion holds diplomas (16.3%) or bachelor's degrees (14.0%), and a minority has master's or PhD degrees (3.5%). The most significant percentage of job duration is observed within the range of 16-20 years, with 20.9% of the total. The data is closely followed by the intervals of 16-18 years and 11-15 years, both representing 16.3%, respectively. The respondents' professions were primarily staff members (86.0%), followed by supervisors (7.0%), operation managers (4.7%), and branch managers (2.3%). In general, the findings mentioned above offer a thorough portrayal of the demographic attributes exhibited by the participants involved in the study. The criteria that have been disclosed, namely gender, age, marital status, education, employment duration, and professional functions, serve to enhance comprehension of the workforce under examination. This data provides significant insights into the potential interactions between these demographic groups and many aspects, including manager support, remuneration and benefits, peer support, and job security, which may impact employee work performance.

**Table 2: Demographic Profile of Respondents (n=86)**

Demographic	Items	Frequency	Per cent
Gender	Female	19	22.1
	Male	67	77.9
	Total	86	100.0
Age	25 – 29	14	16.3
	30 – 34	14	16.3
	35 – 39	22	25.6
	40 above	36	41.9
	Total	86	100.0
Marital Status	Divorced	1	1.2
	Married	74	86.0
	Single	10	11.6
	Widowed	1	1.2
	Total	86	100.0
Level of education	Bachelor's Degree	12	14.0
	Certificate or Diploma	14	16.3
	Master or PhD	3	3.5
	SPM	57	66.3
	Total	86	100.0
Working Experience	11 - 15 years	14	16.3
	16 - 20 years	18	20.9
	21 - 25 years	16	18.6
	6 - 10 years	14	16.3
	Less than 5 years	12	14.0
	More than 25 years	12	14.0
	Total	86	100.0
Profession	Branch manager	2	2.3



Operation manager	4	4.7
Staff members	74	86.0
Supervisor	6	7.0
Total	86	100.0

### 4.3 Descriptive Statistics

The results presented in Table 3 demonstrate the average values, which offer valuable insights into the respondents' evaluations of several aspects. The data indicates that colleague support receives the highest average score, indicating that employees perceive support from their colleagues as a significant and positive element of their work setting. There is a strong correlation between employee job performance and employees' perception of their performance, suggesting a good perception among employees of their job success. Furthermore, it is essential to note that job security and management assistance exhibit relatively high mean values, indicating that the participants commonly value these aspects. Nevertheless, it is worth noting that the mean score for compensation and benefit, which stands at 2.90, suggests that many participants either hold an opposing viewpoint or maintain a neutral stance towards this particular component. This outcome may signify a sense of discontent or unfulfilled expectations within this domain. The standard deviation data provide insight into the dispersion of answers relative to the mean. The presence of low standard deviations in employee work performance, colleague support, management support, and job security indicate a notable level of consensus among the respondents concerning these variables. This statement suggests the presence of a collective viewpoint and comprehension among the labour force members. In contrast, the elevated standard deviation of 0.827 for remuneration and benefit suggests a broader dispersion of viewpoints among the participants, implying greater diversity in perspectives towards this subject matter.

**Table 3: A measure of Central Tendency and Dispersion of Employee Job Performance**

<b>Section F (Employee Job performance)</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std Dev</b>	<b>Rank (based on mean)</b>	<b>Skewness</b>	<b>Kurtosis</b>
I know my role in the institution I work for and the added value I provide	86	1	5	3.84	0.701	2	-0.184	-0.075
I have the necessary authority to do my job properly	86	1	5	3.7	0.841	3	-0.346	0.262
We can do collective work with my colleagues	86	1	5	4.03	0.641	1	-0.305	0.462
We can express our ideas to managers without fear	86	1	5	3.64	0.825	4	-0.009	-0.549
<b>Overall</b>	<b>86</b>	<b>1</b>	<b>5</b>	<b>3.8</b>	<b>0.595</b>		<b>0.56</b>	<b>0.325</b>

The results in Table 3 indicate a necessity for focused interventions. The recurring patterns observed in various aspects, such as employee job performance and colleague support, indicate areas of strength that can be cultivated to improve employee satisfaction and performance. Conversely, the prevalence of diverse opinions regarding compensation and benefits necessitates a more comprehensive analysis to comprehend

the range of viewpoints and effectively mitigate potential apprehensions. In summary, the research emphasizes the heterogeneity in employee perspectives and underscores the significance of comprehending these differences. By prioritizing the reinforcement of areas of consensus and effectively addressing the many viewpoints, businesses can design strategies that effectively cater to the distinct requirements of their workforce. This phenomenon could enhance employee satisfaction, performance, and organizational success.

#### 4.4 Multiple Regression

Table 4 summarises the results derived from a regression analysis that examines the relationship between various factors, including manager support, Compensation and benefits, colleague support, job security, and employee job performance. The objective of the investigation was to clarify the connections between these attributes and their significance in explaining the variances seen in job performance. The R-squared coefficient, with a value of 0.569, suggests that the factors under investigation account for around 56.9% of the variability in work performance. In comparison, the remaining 43.1% may be influenced by unexplored variables. The F-test, which produced a statistically significant result ( $F = 26.771$ ,  $p < 0.000$ ), provides evidence of the model's adequacy in capturing the relationships among variables and its ability to provide meaningful insights. Upon closer examination, it is evident that colleague support demonstrates a statistically significant positive correlation ( $\beta = 0.462$ ,  $p < 0.05$ ), as does job security ( $\beta = 0.275$ ,  $p < 0.05$ ). However, the variables of management support and compensation and benefits do not exhibit statistical significance (management:  $\beta = 0.180$ ,  $p = 0.075$ ; Compensation and benefits:  $\beta = 0.037$ ,  $p = 0.668$ ). As a result, the regression equation presented in this study highlights the significance of colleague support and job security concerning employee job performance. The coefficients of 0.462 for colleague support and 0.275 for job security indicate a favourable influence on job performance and job satisfaction within organizational settings.

**Table 4: Summary Result of Multiple Regression**

Model	Standardized Coefficients Beta	T	Sig (p-value).
Management support	0.180	1.803	0.075
Compensation and benefit	0.038	0.430	0.668
Colleague support	0.462	5.620	0.000
Job security	0.275	3.076	0.003
R-square			0.569
Adjusted R-square			0.548
F-test			26.771

This study's hypotheses are evaluated based on the interpretation of p-values. When the p-value is below 0.05, it signifies the rejection of the null hypothesis, whereas a p-value more significant than 0.05 shows that the null hypothesis is not rejected. The outcome status of all hypotheses examined in the study is summarized in Table 5. Concluding the investigation, it becomes apparent that elements such as colleague support and job stability play a substantial role. The significance of their p-values, below the threshold of 0.05, provides empirical evidence supporting their significant impact on predicting the dependent variable, specifically employee job performance.

In contrast, managerial support, salary, and benefits variables exhibit a lack of significance, as indicated by their p-values surpassing the threshold of 0.05. The results indicate these factors' restricted ability to predict employee work performance accurately. Therefore, the outcomes of this study lead to the rejection of hypotheses 1 and 3, indicating that vital elements significantly influence employee work performance.

**Table 5: Summary of Status of Hypotheses**

Hypotheses		Status
H <sub>1</sub>	There is a significant relationship between management support and employee job performance.	Not Supported (Rejected)
H <sub>2</sub>	There is a significant relationship between colleague support and employee job performance.	Supported (Accepted)
H <sub>3</sub>	There is a significant relationship between compensation and benefits and employee job performance.	Not Supported (Rejected)
H <sub>4</sub>	There is a significant relationship between job security and employee job performance.	Supported (Accepted)

## 5.0 DISCUSSION

This study investigates the correlation between management support, colleague support, remuneration and benefits, job security and employee work performance. According to the investigation, colleague support is the primary determinant factor influencing employee job performance. A strong and positive correlation exists between the level of support received from colleagues and an employee's job performance. This finding corroborated the research by Singh et al. (2019) and Nagami et al. (2010). Nagami et al. (2010) discovered a positive correlation between a higher level of job control, employee colleague support, and enhanced job performance. According to Nagami et al. (2010), the influence of colleague support on work achievement was also acknowledged.

Moreover, a strong and statistically significant correlation between job security and employee job performance can be observed. This finding aligns with the research conducted by Sanyal et al. (2018) and Ahmed et al. (2017). These studies have demonstrated a favourable and statistically significant correlation between employee work performance. According to Ahmed et al. (2017), job security among employees has been found to enhance their ability to concentrate on their assigned work responsibilities, as it mitigates concerns over the potential occurrence of an unexpected termination of employment. According to Sanyal et al. (2018), it has been suggested that over time, the experience of insecurity, coupled with a perception of organizational injustice, can significantly diminish levels of satisfaction among employees, thereby impacting their job performance. Hence, employers must exert additional efforts in order to establish a sense of safety among their employees within the workplace, thereby facilitating the attainment of organizational goals.

Furthermore, based on the conducted investigation, it has been determined that there is no statistically significant correlation between management support and employee job performance. Hence, there is a lack of substantial correlation between management support and employee work performance. This outcome aligns with the finding presented by Soeroso et al. (2020). This study's findings indicate a lack of significant impact of managerial support on employee work performance. According to Soeroso et al. (2020), no statistically significant relationship exists between more robust managerial support and employee job performance improvement.

Nevertheless, the outcomes of this study exhibit disparities when compared to the research conducted by Anastasios and Chatzoglou (2018), Diamini et al. (2022) Iberahim et al. (2020). The study asserted that the absence of managerial support for employees' actions directly influenced employee job performance. According to Diamini et al. (2022), the interpersonal dynamics between employees and their managers have been identified as a significant factor in employee job performance and productivity.

The final independent variable examined in this study pertains to benefits and compensation. However, upon doing an analysis, it has been determined that there is no statistically significant association between compensation and benefits and employee work performance. This finding implies that the impact of benefits and compensation on employee work performance is negligible. The present outcome contradicts the findings of Kadir et al. (2020), which established a positive and statistically significant association between compensation and benefits and employee work performance. Nevertheless, this discovery aligns with the findings reported by Rojikinnor et al. (2021). The results indicate that there is not a statistically

significant correlation between the two variables. According to the researcher, compensation refers to the various forms of recognition provided by a company to its employees to reciprocate their contributions towards fulfilling their job responsibilities. Employee sacrifice encompasses various forms, including providing performance services, financial expenditures, and diligent efforts to achieve organizational objectives.

Colleague support and job security are two characteristics that exhibit a favourable and statistically significant correlation with employee work performance. According to Uyanik and Guler (2013), the magnitude of beta indicates the relative significance of the independent variables in a given sequence. The independent variable exhibits the highest beta value, which indicates greater significance. Hence, when considering the impact of colleague support and job security on a particular outcome, it can be concluded that colleague support has a stronger influence. This conclusion is supported by the respective  $\beta$  (beta) values, with colleague support having a greater value ( $\beta = 0.462$ ) compared to job security ( $\beta = 0.275$ ).

Moreover, when considering the elements related to colleague support, it is seen that the statement "I can collaborate effectively with my colleagues" exhibits the highest average score of 4.07, surpassing the other item within the colleague support category. The data indicates that participants have the ability to engage in collaborative efforts with their peers. They have the ability to function collectively as a cohesive unit rather than operating independently as separate entities.

## 6.0 CONCLUSION

The success of a corporation is contingent upon the implementation of efficient teamwork. The study posited that the act of collaboration among team members fosters an environment that promotes creativity and facilitates the sharing of their most exceptional ideas. In this scenario, employees have the potential to enhance their work performance by engaging in collaborative team efforts. By sharing ideas, motivating one another, and working collectively towards the organization's objectives, employees can strive to provide exceptional service to clients. Hence, the study concludes that the primary factor influencing employee job performance is the support received from colleagues. According to Herzberg's theory, factors such as management support, remuneration and benefits, colleague support, and job stability fall under the hygiene factors known to mitigate employee unhappiness. However, the suggested factors for reducing employee unhappiness are limited to colleague support and job security. The lack of evidence about the ability of management support, compensation, and benefits to effectively mitigate employee unhappiness and its subsequent influence on job performance is apparent.

The study suggests that when facing uncertainty due to poor commercial performance, a company should prioritize enhancing interpersonal relationships among co-workers, which is the most influential element towards individual performance. Consequently, it is expected upon the organization to cultivate a collaborative work environment that generates a sense of ease and enables people to fulfil their responsibilities effectively. Hence, the findings of this study can serve as a valuable reference for logistics company and other organizations to improve their management practices, particularly in the areas of colleague support and job security during low company performance or when a company want to improve its overall performance, to enhance employee satisfaction and subsequently boosting employee job performance.

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