




Role of Sustainable HRM, Training and Development on Employees Job satisfaction level and Employees job Performance level: A Comparative Study based on Bangladesh and Malaysia.

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ABSTRACT

Human Resource department play a vital role for employees' development, increasing employee's performance, Human Resource Development department find out the employee's satisfactions, needs, problems, solutions. Employees are the major elements for a company to achieve the goal. Job satisfaction is a pleasant or positive state that employee job experience. The very crucial activities of the human resources department of a company to make a well-organized systematically. The current situation of work in the growing gig economy heavily involves with logistics industry. On this study will examine the employees job satisfactions level, performance level and the problem to gain better performance, ways to solve problems. On this study will use two theories. Maslow needs theory – five basic needs theory and Herzberg two factors theory 1. Satisfies (Motivators factors) 2. Dissatisfies Hygiene factors. The variables are Sustainable Human Resources Management, training & development, employees job satisfaction, employees job performance. In this study also develop theoretical and conceptual frame work. There is a signification relationship between all variables. The target population are companies' managers. The research type is correlational research. Research method is quantitative and instruments questionnaire. Sampling method are random sampling. For analyse the research uses Software SPSS 23.00 and SMSRT PLS 3.3.60 version.

1. Introduction

The role of human resource managing has transformed in sum from amount of date (commonly so-called personnel management) to a planned unique (Nagendra et al., 2014). Human resources management (HRM) department performance the dynamic role in every establishments (Berhil et al., 2020). In this era the companies are facing competitive and rapidly changes organizations exclusively in the service industry. The service sector leads engagement in modern economies and presents a number of distinguishing (HR) challenges. The logistics services providers were categorized in three major aspects which are how quick services provided, how quickly make the decisions for business and business strength or capabilities (Pengman, 2020). The perception of human resources management origin in the late 1970 to 1980, Tactical human resources management come out a method to human resources management strategy throughout the last 30 years and will changes after 30 years (Kramar, 2014).

2. Literature Review

2.1 Research Background

The history of logistics means the history of automation, today's robotic pickers and packagers a new machinery alternation of labour. This automation benefits uses the transportations, logistics, supply chain companies. Many of companies take orders E-commerce from their warehouses to adapt B2B services. (Dekhne et al., 2019). The third-

party logistics means E-commerce global competitive take places and improve the quality delivery system with in very short time to companies' customers. E-commerce greatly improve the logistics communications, companies develop e-logistics systems for their customers value chain and competitiveness performance. Globalization focus the outsourcing in organization competitiveness. (Aziz et al., 2016) . Technological trends behind the logistics process have evolved significantly from traditional logistics to wide speed e-logistics. By using ICT mobile supply chain management take a great part in e-logistics industry (Mišćević et al., 2018) .

1.3 Significance of Research

The inspiring and significant works in the HRM organizational, HRM as an expert new pattern of administration strategy in employ relation, characteristically highlighting employee's promise and union, the relationship between employee's relation and strategic management in the firm (F. Boxall, 1993) . This study shaping employees inter personal attitudes and behaviours at work , employees engagement ,a small HRM positive evaluation of employees job satisfactions and employees performance level (Alfes et al., 2013) .

1.4 Problem Statement

This study mainly compares the Malaysian and Bangladeshi companies HR systems, management. Some organizations have HR only do administrative task (Berisha Qehaja and Kutllovci, 2015) . So many organizations practice this type of HR activities. Some of the companies have compensation packages problems : Some employees perceptions are their working and living conditions ,materials , satisfaction level , workload ,transportation systems home to working destination ,training and development ,emotional factors , some external factors are influence of employees job satisfaction and performances (Jinyevu and Management, 2013).Lack of job design decrease the employees perceptions , a good job design can brings involvement and satisfactions to the employee motivate task performance highly productive and loyal to the organizations(Zareen et al., 2013) . Unsatisfactory salary structure and benefits packages are the major fence for employee satisfaction and their task performance which is organizations practices employees poaching within the organization (Hossain, 2018) . In Bangladesh context, multinational organizations practices and modifies the strategies home host technique with local business in Bangladesh .But the Malaysia context its completely differ from Bangladesh .So the foreign and join ventures organizations are trying to achieve the advantage of HRM exercise can suitable for improved organization and employees presentation(Miah and Islam, 2017) .

Research Objective

- A. To analyse the level of employee's job satisfaction.
- B. To comprehend employees job performance level at logistics company.
- C. To illustrate the problems to gain better performance at logistics company.
- D. To demonstrate the ways to solve problems of performance at logistics company.

1.5 Research Questions

- A. What is the level of employee's job satisfaction?
- B. What is the level of employee's job performance in logistics company?
- C. What are the obstacles to gain better performance to the employees in logistics company?
- D. What are the suggestions from employees to solve the problems?

2.1 Literature review

In this chapter conduct, this paper aims to reviews the role of HRPmanages in the employee's satisfactions level and employee's performance levels in the logistics industry. In the speedy competitive business setting the procedures of outlining the role , perform and method of Human Resources Management (HRM) at intervals a dynamic and ensure setting area unit in progress for several decades with in the early nineteen eighties various books and articles were revealed and support the wide recognition of HRM thought and therefore the environmental volatility in today's modern business that specially determine conflict and heterogenousness (Subramony, 2009) . HRM covers

essentials aspects of central concern in organizations like individuals ‘practice, instructional theory, social and struted, sociology, industrial, relational, and structure theory (Sengupta et al., 2013) .

2.2 Historical Overview

The period “Human Resources management” has been commonly used for about the last twenty years, prior to that, the field was generally known as “personnel administration or management “ the name change is not merely cosmetics.

2.4 Theoretical Framework

Theoretical framework involves of concepts together with their definitions and existing theory or theories that are used for specific study. The theoretical framework determines an understanding of theories and concepts that are relevant to the topic of research paper and that will relate it to the broader fields of knowledge. The literature for theories and analysis model that are relevant to the research problem are investigating. The theory to explain the meaning, nature, and challenges of a phenomenon, often experienced but unexplained in the world in which we live, so that we may use that knowledge and understanding to act in more informed and effective ways:

2.5 Conceptual Framework

Human Resources Management research needs to go beyond simple statistical associations to provide explanations no how and under what conditions do those relationships hold (Fleetwood and Hesketh, 2010) , And the business systems approach ,the framework first helps to established the HRM that organization to develop in professional employees (Jackson, 2014) . The framework identifies the reasons why negative or positive perceptions of HR practices exits the factors that most strongly explain the employee’s outcomes of turnover intentions and job satisfactions consistent with the process model of HRM (Nishii, 2013) .

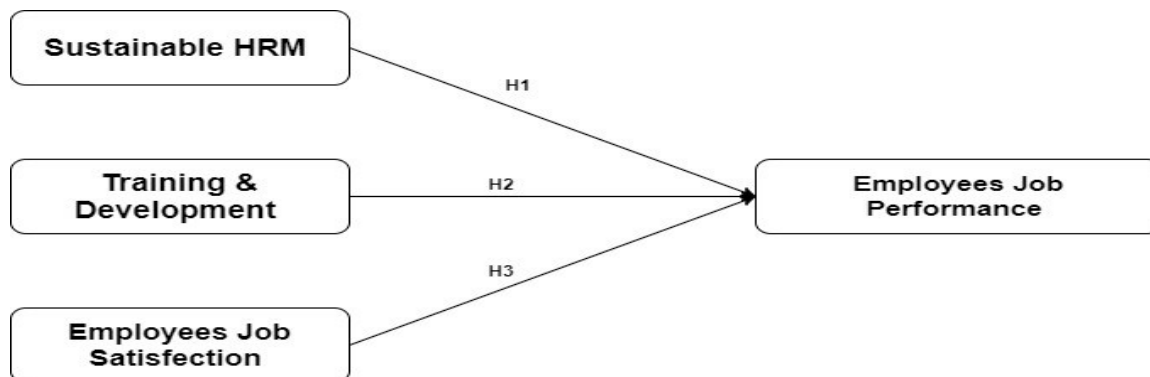


Figure: Conceptual model for the study

2.6 Hypotheses

- **H1:** There is a significant relationship between “SHRM “and employees’ Job performance.
- **H2:** There is a significant relationship between “Training and Development “and employees’ job performance.
- **H3:** There is a significant relationship between “Employees Job Satisfaction “and employees’ job performance.

3.1 Introduction

This study employs a quantitative study design to address the research questions from the perspective of employees as a corporate specific organizational context and discusses how they help to explain the connections between satisfaction and performance. In order to have this holistic understanding of the phenomenon this thesis based on two phases of data collection. The first phase consisted of 32 pilot test and the second phase drew on responses from 300 interviewees including interviews with HR personnel and employees, industry expert. In addition, public ally available documents and artifacts analysis helped me to enhance the analytical depth of the thesis. The research conducted, provides an interesting context to explore the HRM because the industry is going through a cultural transformation after privatization policies (Gugler, 2015) . The study examine the data using template analysis ,which allows for the interplay of deduction and induction (Pérez-Urbina et al., 2010).

3.2 Research Design

In this study were choose descriptive research design, primary data is collected (pilot test data) through questioner survey in selected area that the primary data, primary data means purely new record, which is accurate collected during research period and research is the first user of it. During survey a structured question is distributed to each respondent and requested to fill up every field of the questionnaire properly without leaving any empty field. The questionnaire was distributed randomly (Google form – online survey) and collect data record into excel based database to make data relevant, thus survey for pilot testing purposes (because of covid 19 survey was conducted by online).

3.3 Research Methodology

Research methods is the way of thinking, the way of research gather evidence, find out the solutions, development and formulations(Kumar, 2019) . In this study used quantitative method and survey questionnaire is distributed randomly basis to respondents (Kumar, 2019) . Probability based random sampling is the simple and easy technique to make a small group from a large group or population in the sample collecting area. The study is based on the comparative study research design. The study pointed out the contributing something to the overall research design and the research question being survey (A pilot survey was conducted).The design will enable theoretical generalization of the propositions put forth in the conceptual framework, even more the employees within the would have those multiple identities based on line employees’ designations, status, positions, responsivities of branches employees. A pilot test has been done from those employee’s perceptions for this study. Therefore, an overall picture of their perceptions is significant before delving deeper into their area for future research (some area is starkly stop during pandemic covid 19), So many quantitative researchers see that the value of comparative study in this field. It is generally seeming that the quantitative research in generally have so many purposes including, providing description testing theory and generating theory (Holton, 2008) .

3.4 Research Instrument

Research instruments are measurement tools like questionnaire or scales designed to obtain data a topic of interest from research title. Research instruments records are researched and created by staff and theses provide information about the research instrument, including information such as the purpose of the instruments, the population addressed the variable measured and more. Research instruments record research instruments validation records and research instruments utilization records in order to answer the research questions and fully understand where the perceptions of effectiveness stem from and how they impact employees. The study draws on the views of organizations lacking of management and employees job satisfactions, performance level such as the logistics company. The organizations authors will explore their lacking and will take the solutions guide, will develop the companies job description, policies, review the plan. The study also focuses at different factors that explaining the mechanism connection HRM and employees’ satisfactions, performance and the role of HRM strength in successful implementations of HR policies.

3.5 Sampling Technique

Firstly, collected primary data is slotted out into excel based database and maintained questionnaire sequence to avoid double entry error (Hautala, 2020) . After the arranged data has transferred from excel database to new developed SPSS data base. Three different analyses have been done to measure variable which could make well sound to meet research goal. Those statistical analysis are reliability and validity analysis which will be done by

using SMART PLS 3.0 and SPSS, following method of cronbah alpha correlation analysis will be done on SPSS to identifies the significance relationship between variable and also measure the control variable as well and liner recreation analysis will employed to address the model is significant or not recognized the hypothesis fact of the study . After getting all results discussions of findings conclusion and recommendation will done. This study conducted the pilot test in Dhaka Bangladesh and commercial -financial hub city Kuala Lumpur Malaysia. This study to pick the difference of perceptions about HR from employee working in different departments who may have different strategic inputs. The study probability and non-probability sampling are used in quantitative research non probability sampling is often used to select participants who are appropriate to answer the question. Almost all participants are my well know people and were contact personally referrals of others participants employees. The survey was conduct by Google survey online form and tools to conduct the research. Employees refer to only those employees of the logistics who have define talent management as the systematic utilization of HRM activities to attract, identify, develop and retain individuals who are considered to be talented and are strategically vital employees. In this study, defined as the extent to which employee's satisfaction level and performance level. Also, the study focusses on and want to know the employee's personal benefits, job switching necessary for them to achieve their own goals. Sometime the participants positive and negative reactions shared by the participants, the study allow to them to express their feeling about the system and their intentions. Generally , however , industry expert were asked to common on the current and future HRM requirements for the supply chain industry , the challenges faced by the industry and issue managing employees . Employees can give full effort for company, culture, behaviour, mission, and overall working of an organizations.

3.6 Resource Requirements

In this study the data is slotted out into excel based database and maintained questionnaire sequence to avoid double entry error happen some times. The data rearranges has transfer from the excel database to new developed resources needs SPSS software, SMART PLS 3.3.6. For getting the research goal will follow these tools. For validity and reliability analyses which will be done in SMART PLS 3.3.6, SPSS, by follow methods of Cronbah Alpha correlation analysis will be done on SPSS to identifies the relationship between the variables and also measure the control variable as well, Liner regression analysis will be employed to address the model, hypotheses, recognized the hypothesis fact of the study. Finally, after getting results all results discussions of findings conclusion and recommendation will do.

3.7 Data Collection

In this study, the data will be collected by an online survey questionnaire because of covid 19. The study objective to identify the target population that the researcher simplifies the sample. The sample size depends on the research objective or target population of the study. The purpose of these survey interviews was to enrich the prior conceptual framework and develop the interview guides. The study conducted the final phase of the data collection 2020 survey from the phase were also used for the pilot test analysis. Online survey average time was taken 40-45 minutes. More over all the interviews or survey were conducted by online because of covid 19. Most of the participants scare of this reason and not responded, not cooperative, not supported, dined. The survey was conducted male and female.

Results and discussion

The reliability and validity of the survey instruments were conducted before the hypothesis test. Cronbach alpha was 908, which is above the predicted threshold (.7), indicating the instrument is reliable. Mahalanobis Distance (D^2) tests were used to check the multivariate outliers. The D^2 was 41,339 (with 22 df and $p < 0.001$ chi-square value), indicating no severe outliers in the data set. There is no non-response bias since the response rate is above 50%, and data were collected within three months. In the case of the common method bias test, the researchers have conducted the "Harmen Single Factor" test where a single factor has shown less than 50% (46.79%) variance—indicating that the data are free from common method biases. However, the data violated normal distribution assumptions. The skewness and kurtosis value were beyond the accepted range. Hair suggested that researchers should use structural equation models centered on a partial minimum square to analyses a complicated model if the data is not usually distributed. The main attraction of PLS-SEM is that it enables researchers to test dynamic models of many structures, predictor variables and structure directions without forcing distributional conclusions on the data.

Conclusion

There is a continuous declination of productivity and service provided by the service sector industries, especially in the courier and transportation industries. Therefore, this researcher posited few hypotheses for empirical test-taking sample from the courier and transport sector to determine if compensation management system, participative

decision-making and employee motivation significantly affect employee job performance. Out of three hypotheses, it was revealed that the compensation management system does not have any effect on employee's job performance, this may be since the samples do not have any clear picture of the compensation management system in Bangladesh. Participative decision-making and employee motivation were found to positively impacting employees job performance. Entrepreneurs in the service sector might give due attention to allow employees to have a voice in the decision-making process and motivate the employees by reward and ensuring job satisfaction. This research is not out of limitation. Due to the restriction on movement, the researcher opted for the purposive sampling technique, which might limit the generalizability of the findings. The sample was drawn from the courier and transportation sector only. The impact of these variables on employee job performance might differ in other industries such as hospital and tourism. This research has opened the door for future research in the service sector. Managements and future researchers are encouraged to advance the employee job performance in the service sector, taking some other variable such as job satisfaction, organizational culture, and factory location. Future research may also test the result of this study in public enterprises.

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