

THE INFLUENCE OF JOB SATISFACTION ELEMENTS ON ORGANISATIONAL COMMITMENTS AMONG COURIER DRIVERS

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Abstract. The rapid growth of the courier industry has intensified operational demands on permanent delivery drivers, yet empirical evidence on factors influencing their organisational commitment remains limited, particularly in structured employment settings such as the Klang Valley. Therefore, this study mainly aimed to examine the relationships between job satisfaction elements such as work satisfaction, pay satisfaction, supervisor support satisfaction, and promotion satisfaction with organisational commitment among permanent courier drivers. A cross-sectional quantitative research design was employed using a census approach involving 87 full-time permanent drivers. Data was collected through structured questionnaires and analysed using descriptive statistics, Pearson correlation, and multiple regression via IBM SPSS. Correlation results showed that all four job satisfaction elements were positively and significantly related to organizational commitment. However, the multiple regression analysis indicated that only supervisor support satisfaction remained a significant predictor when all variables were considered simultaneously, while work satisfaction, pay satisfaction, and promotion satisfaction were not significant predictors. In conclusion, supervisor support plays a critical role in strengthening organizational commitment among permanent drivers. Organisations should prioritise supportive practices to enhance retention and commitment, especially in high-demand, performance-driven environments.

Keywords: *logistics sector, courier industry, driver retention, organizational commitment, Klang Valley*

Introduction

In Malaysia, the service sector has demonstrated sustained growth in recent years, supported in part by the expansion of the transportation and storage subsector, including postal and courier services, which have been recorded to continue to grow (Department of Statistics Malaysia, 2025). The rapid increase in demand for delivery services has intensified competition among courier firms, necessitating consistent operational performance and high service quality. Within this context, permanent drivers serve as critical frontline employees responsible for ensuring the efficient delivery and collection of goods. However, their roles are characterised by high workload demand, strict delivery timelines, fluctuating service volumes, and continuous customer interaction, all of which may contribute to operational strain and influence work attitudes and wellbeing of employees. The Job Demands–Resources (JD-R) framework suggests that excessive job demands, when not balanced by adequate job resource, can lead to adverse psychological and behavioural outcomes among employees (Zhang et al., 2022). Job resources such as supervisor support, fair compensation, and promotion

opportunities are therefore essential in mitigating stress and enhancing organisational outcomes. From a human resource management perspective, job satisfaction remains a critical determinant of employee attitudes and retention, particularly in logistics settings where workforce stability directly affects services efficiency (Wang et.al, 2026). Nonetheless, empirical evidence also indicates that high workload and low job satisfaction are associated with increased turnover intentions among employees (Teh et al., 2025).

Despite the recognised importance of job satisfaction, there remains limited clarity regarding the relative influence of its components on organisational commitment in high-demand operational context such as courier industry. Particularly, relational resources such as supervisor support, may employ a more immediate and significant impact compared to structural factors like pay and promotion, especially for blue-collar workers operating under dynamic field conditions. In the context of courier driver workers in Malaysia, perceived organisational support aspects have also been reported to be related to work attitudes such as intention to quit, thus indicating the importance of a supportive work environment in retaining the driver workforce. Consequently, organisational commitment is a significant outcome of work attitudes because it reflects the level of employee attachment, willingness to contribute to organisational goals, and intention to remain with the organisation. In the performance oriented and punctual courier industry, high organizational commitment among permanent driver not only help ensure workforce stability but also has the potential to increase service consistency and reduce the risk of employee turnover. Therefore, this study focuses on assessing the influence of job satisfaction elements on organizational commitment among permanent courier and logistic driver for strengthening HR strategies and workforce management in courier firms.

Literature review

Employee attachment is not driven solely by emotional attachment, but is also shaped by economic dependence, employment stability, and norms of responsibility toward organizations that provide a consistent source of income. Organisational commitment refers to an employee's psychological attachment to an organization that reflects a willingness to remain with the organization and proactively support its objectives (Mohammed et.al, 2025). Organisational commitment can describe the theoretical basis of the study, and developing the conceptual framework. Job satisfaction refers to how employees evaluate different aspects of their work experience, including daily work, pay, relationships with supervisors, and opportunities for development. Recent studies show that these elements do not influence organisational commitment in the same way. Instead, their effects depend on job conditions, work pressure, and how employees experience support and stability at work. In high intensity operational environments, job satisfaction is often viewed in practical terms, where elements that support daily work and job security play a stronger role in shaping organisational commitment. Based on this understanding, the present study focuses on four key elements of job satisfaction as such work satisfaction, pay, supervisor support, and promotion opportunities as factors that may influence organisational commitment among permanent drivers in courier organizations.

Work satisfaction and organisational commitment

Work satisfaction refers to employees' evaluation of their daily tasks, including task clarity, work meaning, and the fit between work demands and personal abilities. In operational work settings, work satisfaction helps employees cope with high workloads and physically demanding routines, thereby supporting continued attachment to the organization (Bakker and Demerouti, 2017). Studies indicate that when employees view their tasks as clear and manageable, they are more likely to remain with the organization even when financial rewards are limited. In frontline roles, work satisfaction also contributes to organisational commitment by reducing work stress and increasing confidence in one's ability to perform the task. However, research suggests that in high intensity operational environments, work satisfaction mainly helps stabilize the employment relationship rather than acting as a strong emotional driver of commitment. This indicates that the effect of work satisfaction on organisational commitment is shaped by the nature of the task and the demands of the job. Therefore, this leads to the first hypothesis (H1) of this study that is:

H1: There is a positive significant relationship between work satisfaction and organisational commitment.

Pay satisfaction and organisational commitment

Pay satisfaction refers to employees' views on whether their financial rewards are fair, sufficient, and stable in relation to work demands and living costs. In operational and blue collar role, pay is often seen as a source of economic security rather than a reward for high performance. Research shows that when employees perceive their pay as fair and reliable, they tend to develop ongoing and normative forms of commitment based on the need for stability and responsibility toward the organization. At the same time, studies highlight that pay satisfaction does not always directly strengthen emotional attachment to the organization. In high intensity work settings, pay often functions as a basic requirement that prevents dissatisfaction rather than as the main reason employees feel committed (De Cuyper et al., 2014). This suggests that while pay is important for maintaining the employment relationship, stronger organisational commitment is often shaped by daily management and support practices.. This then relates to the second hypothesis (H2) of the study as below:

H2: There is a positive significant relationship between pay satisfaction and organisational commitment.

Supervisor support satisfaction and organisational commitment.

Supervisor support refers to employees' perceptions of how fair, approachable, and supportive their supervisors are in managing daily work. In operational role, supervisors play a key role because they represent the organization in handling workload, work pressure, and safety issues. Research consistently shows that when supervisors provide guidance, recognition, and assistance, employees are more likely to maintain stable levels of organisational commitment despite demanding work conditions (Kim and Beehr, 2021). In blue collar and frontline settings, supervisor support is also linked to normative commitment, where employees feel a sense of obligation to remain with the organization in response to fair and supportive treatment. This effect is particularly strong in structured work environments, where supervisors act as a buffer against daily

stress and uncertainty. As such, satisfaction with supervisor support is a key factor in understanding organisational commitment in operations intensive work. Thus, H3 becomes the third hypothesis of this study:

H3: There is a positive significant relationship between supervisor support satisfaction and organisational commitment.

Promotion satisfaction and organisational commitment.

Promotion satisfaction refers to employees' perceptions of fairness and clarity in career development opportunities within the organization. In operational and blue-collar role, promotion is often interpreted less as rapid upward mobility and more as a signal of recognition and fairness in management practices. Studies show that when employees perceive realistic development opportunities, such as training or expanded responsibilities, they are more likely to maintain long term commitment to the organization (De Vos et al., 2020). However, the influence of promotion satisfaction is strongly shaped by organisational structure. In high intensity work environments with limited career paths, the absence of clear promotion opportunities may reduce its role as a major driver of commitment. In such contexts, promotion opportunities function more as indicators of fairness and future expectations rather than as immediate sources of emotional attachment. Hence, a hypothesis is formed as H4 below:

H4: There is positive significant relationship between promotion and organisational commitment.

In line with prior literature, four elements of job satisfaction as such work satisfaction, pay satisfaction, supervisor support satisfaction, and promotion opportunity satisfaction, are identified as independent variables with the potential to influence the level of organisational commitment among permanent drivers (De Vos et al., 2020). The framework builds upon the model proposed by Zaharin (2014), with contextual refinements made to reflect the operational realities of courier organizations characterized by workload intensity, structured coordination, and income dependency. In this study, organisational commitment is operationalized as a global construct representing employees' overall psychological attachment and sense of belonging toward the organization. *Figure 1* illustrates the conceptual framework of the present study.

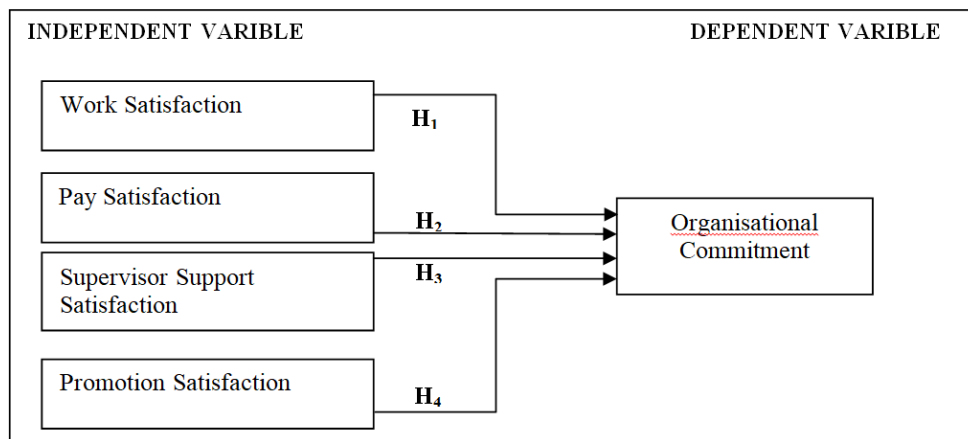


Figure 1. Conceptual framework.

Materials and Methods

This study employed a quantitative research design to examine the relationship between job satisfaction elements and organisational commitment among permanent courier drivers. The target population of this study were permanent courier drivers employed at Skynet Worldwide (M) Sdn. Bhd. in the Klang Valley. The focus on permanent drivers was deliberate, as they operate within a formal organisational structure characterized by fixed employment contracts, structured supervision, and defined reward and promotion systems. A census approach was adopted, and No sampling technique was applied in this study because the entire target population was included, consistent with the use of a census approach in organisational research where the population size is manageable and fully accessible (Taherdoost, 2016). This decision was made due to the relatively manageable size of the population and the objective of obtaining complete coverage of all permanent drivers within the selected branches. By including the entire population rather than selecting a subset, the study eliminated sampling bias and enhanced internal representativeness within the organisational context. Data were collected using a structured questionnaire comprising validated measurement scales for work satisfaction, pay satisfaction, supervisor support, promotion opportunities, and organisational commitment. The collected data were analyzed using the Statistical Package for the Social Sciences (IBM SPSS) Version 29. Both descriptive and inferential analysis were performed to summarize respondent profiles and to examine the relative contribution of each job satisfaction element in predicting organisational commitment.

Results and Discussion

Descriptive analysis

Descriptive analysis was performed to describe the demographic characteristics of the respondents. These include variables such as age, gender, race, year of service and academic qualification. Based on the findings, majority of respondents were Malays (n=82; 94.3%), and was dominated by male respondents, with 84 people (96.6%). For age range, the highest proportion of respondents was from the 31 to 40 years old age group, with 26 people (29.9%). This was followed by respondents aged between 41 and

50 years, consisting of 24 people (27.6%), and those aged between 20 and 30 years, with 22 people (25.3%). Only 17.2% (n=15) was from aged between 51 and 63 years. With regard to length of service, more than half of respondents had served in the organization for between 1 and 5 years (n=49; 56.3%). This was followed by respondents with 6 to 10 years of service (n=29; 33.3%). There were 8% (n=7) of respondents had served between 11 and 15 years, while only 2 people (2.3%) had worked between 16 and 20 years. For educational qualifications, most respondents had completed secondary education, involving 58 respondents (66.7%). This was followed by 28.7% (n=25) respondents with certificate or diploma qualifications. Meanwhile, only 4.6% (n=4) of the respondents had primary education.

Preliminary analysis

Preliminary analyses were conducted prior to hypothesis testing to ensure data accuracy and compliance with statistical assumptions, consistent with recommended quantitative research procedures (Tabachnick and Fidell, 2018). These procedures included data screening, assessment of normality using skewness and kurtosis statistics, reliability testing using Cronbach's alpha, and multicollinearity diagnostics before performing regression analysis (Field, 2018). Nunnally (1978) suggested that a cronbach's alpha value of 0.70 and above is acceptable for social science studies, while higher values indicate a stronger level of reliability. However, values above 0.60 may be considered adequate in exploratory research contexts (Hair et al., 2019). The analysis indicated that all variables demonstrated acceptable internal consistency. Normality was evaluated using skewness and kurtosis statistics as part of the data screening process (Hair et al., 2019). Findings showed that all variables recorded values within ± 2 , which is generally considered an acceptable threshold for normality in applied social science research (Mishra et al., 2019), indicating no serious deviation from a normal distribution. Therefore, data are reliable, normally distributed and fit to subsequent evaluation.

Inferential analysis

Initially, correlation analysis were performed to examine the associations of variables of this study using pearson correlation. Findings revealed that work satisfaction had a positive and statistically significant relationship with organisational commitment ($r = 0.416$, $p < 0.01$). Pay satisfaction also showed a positive and statistically significant relationship with organisational commitment ($r = 0.239$, $p < 0.05$). Promotion satisfaction similarly showed a positive and statistically significant relationship with organisational commitment ($r = 0.349$, $p < 0.01$). Supervisor satisfaction reported a positive and statistically significant relationship with organisational commitment ($r = 0.444$, $p < 0.01$). A multiple linear regression analysis was conducted to examine the relative influence of work satisfaction, pay satisfaction, supervisor support satisfaction, and promotion satisfaction on organisational commitment. The R^2 value of 0.250 indicates that 25% of the variance in organisational commitment was explained by the set of job satisfaction variables included in the model. The results of the analysis of variance indicate that the multiple linear regression model was statistically significant. Moreover, the overall fit of the model was statistically significant, $F=6.847$, $p < 0.001$, suggesting that the model explains the set of independent variables included in the

model collectively contributed to the explanation of variance in organisational commitment.

Table 1 presents the regression coefficients. The results was found that supervisor support satisfaction was the only statistically significant variable influenced the organisational commitment ($t = 2.103$, $\beta = 0.261$, and $p = 0.038$). Therefore, the H3 is supported. Work satisfaction showed a positive but not statistically significant relationship with organisational commitment ($\beta = 0.228$; $p = 0.072$). Pay satisfaction also did not show a statistically significant relationship with organisational commitment ($\beta = -0.024$; $p = 0.830$). Promotion satisfaction similarly did not show a statistically significant relationship with organisational commitment ($\beta = 0.130$; $p = 0.258$). Hence, the H1, H2 and H4 were not supported.

Table 1. Regression analysis.

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	1.016	0.438			2.322	0.023
Work Satisfaction	0.284	0.156	0.228		1.821	0.072
Pay Satisfaction	-0.021	0.097	-0.024		-0.216	0.830
Supervisor Satisfaction	0.379	0.180	0.261		2.103	0.038
Promotion Satisfaction	0.121	0.106	0.130		1.140	0.258

Based on the findings, the regression model revealed that supervisor support satisfaction is a significant predictor of organisational commitment among permanent drivers. The findings align with the Job Demands-Resources (JD-R) framework, which suggests that job resources, such as supportive supervision, buffer the negative effects of high job demands (Zhang et al., 2022). In the context of courier services, permanent drive is frequently exposed to heavy workload, strict delivery schedules, and continuous customer interaction. Under such conditions, supervisor support functions as both instrumental and psychological resources, reinforcing sense of belonging and enhancing organisational commitment of employees. As Wang et.al (2026) emphasized that job satisfaction is plays a crucial role in employee engagement and retention in logistics settings; however, without adequate supervisory support and organisational conditions, sustaining long-term commitment remains challenging.

Nonetheless, the findings indicate that satisfaction with pay, work and promotion did not significantly predict organisational commitment among permanent courier drivers when analysed simultaneously. Although work satisfaction demonstrated a positive relationship with commitment, its effect in high-intensity operational environments primarily serves to stabilise the employment relationship rather than act as foundational emotional driver. Similarly, the non-significant role of pay satisfaction aligns with previous literature suggesting that in demanding blue-collar roles, compensation functions as baseline requirement to prevent dissatisfaction rather than a core mechanism for fostering long-term commitment (De Cuyper et.al., 2014). Moreover, promotion satisfaction did not appear to be a significant predictor, which is consistent with evidence that in structured work settings with constrained mobility, the lack of clear career paths limits the efficacy of promotion as a major driver of organisational attachment. Together, these results demonstrate that transactional employment factors and intrinsic task satisfaction are less influential in high-demand logistical environments.

Importantly, these findings indicate that the courier service industry should prioritise improving supervisory practices as a strategic human resource intervention. Cultivating

leadership training, empathetic communication, and proactive problem-solving among supervisors may yield substantially greater benefits for organisational commitment than isolated variations in compensation or promotion policies. As Teh et al. (2025) stressed, while high workloads and low job satisfaction increase turnover risk, supportive supervision can effectively mitigate these pressures and stabilise workforce performance. Thus, supervisor support satisfaction is the most influential determinant of organisational commitment among permanent drivers. Ultimately, these findings contribute to the broader body of knowledge by demonstrating that relational job resources significantly outweigh structural job satisfaction factors in predicting organisational attachment within the courier industry.

Conclusion

The findings indicated that work satisfaction, pay satisfaction, and promotion satisfaction were positively correlated with organisational commitment. However, supervisor support satisfaction emerged as the only significant predictor of organisational commitment. This highlights the critical role of supervisory practices in maintaining workforce stability, particularly among courier drivers. Based on these findings, it is recommended to prioritize strengthening supervisor support through leadership training, empathetic communication, and proactive workload management. While fair and transparent pay and promotion policies are essential, their effectiveness largely depends on strong supervisory relationships. Additionally, addressing rising living costs with realistic HR policies will further enhance employee retention. Future research should investigate how supervisory practices interact with economic pressures and workload intensity. It should also explore the role of technology-driven support systems in complementing human supervision. Such studies will provide deeper insight into sustaining organisational commitment in the evolving courier industry.

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Conflict of interest

The authors confirm that there is no conflict of interest involved with any parties in this research study.

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