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Factors Influencing Employee Job Performance in Logistics Enterprises in Hai Phong, Vietnam

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Abstract

Logistics operations depend heavily on employees' ability to perform their assigned tasks effectively; however, empirical evidence on the determinants of employee job performance in logistics enterprises in Vietnam remains relatively limited. To address this gap, this study examines the effects of five factors - job autonomy, perceived supervisor support, perceived coworker support, financial rewards, and working conditions - on employee job performance. Survey data collected from 282 employees working in logistics enterprises in Hai Phong City were analyzed using multiple

linear regression. The results indicate that all five factors have positive and statistically significant effects on job performance. Among them, financial rewards exert the strongest effect, followed by working conditions, job autonomy, perceived coworker support, and perceived supervisor support. The study provides additional empirical evidence on the determinants of employee job performance in the Vietnamese logistics context and offers a basis for logistics enterprises to prioritize appropriate human resource management practices to enhance employee performance.

Keywords: Job Performance, Logistics Enterprises, Hai Phong, Vietnam

1. Introduction

Employee job performance is a central concern in human resource management because the extent to which employees effectively perform their assigned tasks directly contributes to organizational productivity, service quality, and the achievement of business objectives. Motowidlo *et al.* (1997) ^[23] conceptualized job performance as the aggregated value to an organization of the behaviors performed by an individual over a specified period of time, while Griffin *et al.* (2007) ^[10] emphasized that work role performance increasingly involves adaptability and proactivity in uncertain and interdependent work environments. This issue is particularly important in the logistics sector, where service delivery requires close coordination among transportation, warehousing, freight forwarding, documentation, and customer service activities. Errors or delays at one stage may disrupt subsequent operations, thereby reducing service quality and the ability to meet customer requirements.

Although job performance has been widely examined in human resource management and organizational behavior research, previous studies indicate that employee performance may be influenced by various groups of factors. Some studies have emphasized work design and job autonomy (Humphrey *et al.*, 2007) ^[13], whereas others have focused on supervisor support (Afzal *et al.*, 2019) ^[1], coworker relationships (Chiaburu & Harrison, 2008) ^[5], financial incentives (Jenkins *et al.*, 1998; Cerasoli *et al.*, 2014) ^[14, 4], or working conditions (Kahya, 2007) ^[15]. However, these factors have often been examined in different models, industries, and contextual settings. Further empirical evidence is therefore needed to investigate work design, social relationships, rewards, and working conditions simultaneously within an integrated model, particularly in the Vietnamese logistics sector.

In addition, industry characteristics may influence the relative importance of individual factors. In logistics, salaries and rewards may be closely associated with work intensity and performance outcomes; working conditions may directly affect employees involved in warehousing, transportation, and freight forwarding; while job autonomy and support from supervisors or coworkers may help employees respond to unexpected situations and coordinate their tasks more effectively. Therefore, identifying whether a factor has a significant effect is not sufficient. Comparing the relative effects of these factors is also important for managerial decisions regarding resource allocation. Nevertheless, empirical studies directly addressing this issue among logistics enterprises in Hai Phong remain relatively limited.

Against this background, this study examines the effects of five factors, namely job autonomy, perceived supervisor support, perceived coworker support, financial rewards, and working conditions, on employee job performance in logistics enterprises in Hai Phong City. The study not only investigates the existence of these relationships but also compares the relative

magnitude of their effects, thereby identifying the resources that play more prominent roles in enhancing employees' task performance.

This study is expected to make two main contributions. From an academic perspective, it provides additional empirical evidence on the determinants of employee job performance in the Vietnamese logistics context and simultaneously examines work design, social relationships, rewards, and working conditions within a single research model. From a practical perspective, identifying the relative effects of these factors provides a basis for logistics enterprises in Hai Phong to prioritize appropriate human resource management practices, thereby improving employee task performance and service delivery quality.

2. Literature Review and Hypothesis Development

Employee job performance is an important concept in human resource management and organizational behavior research. Motowidlo *et al.* (1997) ^[23] defined job performance as the aggregated value to an organization of the behaviors performed by an individual over a specified period of time. Accordingly, job performance encompasses both task performance and behaviors that contribute to the organizational environment, rather than merely reflecting output outcomes. Extending this perspective, Griffin *et al.* (2007) ^[10] examined work role performance under conditions of uncertainty and interdependence and identified three forms of behavior: proficiency, adaptivity, and proactivity. This perspective suggests that the completion of formally prescribed tasks alone may not fully capture employees' contributions when job requirements change. Koopmans *et al.* (2011) ^[16] further synthesized individual work performance into four dimensions: task performance, contextual performance, adaptive performance, and counterproductive work behavior.

Building on these studies, the present research focuses on task performance and defines employee job performance as the extent to which employees effectively perform assigned tasks and responsibilities while meeting requirements related to quality, quantity, and timeliness.

Researchers have applied various theoretical perspectives to explain employee job performance, including Campbell's performance framework, self-determination theory, the Job Demands-Resources model, and social exchange theory.

According to Campbell (1990) ^[3], employee job performance is not a single construct but consists of multiple performance-related categories. Campbell identified knowledge, skills, and motivation as major determinants of employee behavior and job performance. In contrast, self-determination theory developed by Deci and Ryan (1985) ^[8] emphasizes the role of self-determination and perceived competence in human motivation. Ryan and Deci (2000) ^[25] further identified three basic psychological needs: autonomy, competence, and relatedness. The theory explains how the satisfaction of these fundamental psychological needs influences individual motivation and behavior. Drawing on this perspective, the present study argues that job autonomy may strengthen employees' motivation and effort in task accomplishment, thereby contributing to improved job performance.

According to the JD-R model, job resources help employees achieve work goals, reduce job demands and their associated costs, or stimulate personal growth and development (Bakker & Demerouti, 2007) ^[2]. Drawing on this

perspective, the present study considers job autonomy, perceived supervisor support, perceived coworker support, financial rewards, and working conditions as potential job resources. In addition, social exchange theory emphasizes reciprocity in relationships between parties (Cropanzano & Mitchell, 2005) ^[7]. From this perspective, employees who receive support may reciprocate through greater effort and responsibility at work, thereby improving their job performance.

Empirical studies have examined employee job performance from various perspectives, particularly work design, workplace social relationships, and organizational conditions. Based on a meta-analysis of 259 studies, Humphrey *et al.* (2007) ^[13] found that motivational and social characteristics of work contributed to explaining differences in subjectively assessed job performance. Similarly, Chiaburu and Harrison (2008) ^[5], based on 161 independent samples, demonstrated the importance of coworker relationships for individual work outcomes even after accounting for the influence of supervisors. These findings suggest that explanations of job performance should consider both task characteristics and the social environment in which employees work.

Other studies have extended this line of research to motivational mechanisms and working conditions. Cerasoli *et al.* (2014) ^[4] showed that intrinsic motivation and extrinsic incentives play different roles in determining the quality and quantity of performance outcomes. Kahya (2007) ^[15] identified a relationship between environmental working conditions and job performance in a metal manufacturing company. Afzal *et al.* (2019) ^[1] and Lee and Jo (2023) ^[21] further highlighted the mediating roles of self-efficacy and employee engagement in certain relationships between job resources and individual outcomes.

Taken together, previous studies suggest that employee job performance is influenced by multiple groups of factors, while the strength and mechanisms of these relationships may vary depending on the research context, measurement approach, and mechanisms examined. Based on these research streams, the theoretical foundations, and the scope of the present study, five factors are selected for empirical examination among logistics enterprises in Hai Phong City: (1) job autonomy; (2) perceived supervisor support; (3) perceived coworker support; (4) financial rewards; and (5) working conditions.

Job autonomy is an important work design resource that enables employees to exercise discretion in determining how their work is organized and performed. The meta-analysis by Humphrey *et al.* (2007) ^[13] showed that motivational work characteristics are positively associated with job performance. In addition, Cerasoli *et al.* (2014) ^[4] highlighted the role of intrinsic motivation in performance outcomes. These findings are consistent with self-determination theory, which suggests that autonomy contributes to the satisfaction of basic psychological needs and strengthens employee motivation (Ryan & Deci, 2000) ^[25]. Accordingly, the following hypothesis is proposed:

H1: Job autonomy has a positive effect on employee job performance.

Perceived supervisor support refers to the extent to which employees perceive that their supervisors care about them, provide guidance, and offer assistance during the performance of their work. Afzal *et al.* (2019) ^[1] found that perceived supervisor support is associated with task

performance, with self-efficacy acting as a mediating mechanism. This finding is consistent with social exchange theory, which suggests that employees who receive support from their supervisors are likely to reciprocate through greater effort and responsibility at work (Cropanzano & Mitchell, 2005) [7]. Therefore, the following hypothesis is proposed:

H2: Perceived supervisor support has a positive effect on employee job performance.

Perceived coworker support reflects the extent to which employees receive assistance, information sharing, and coordination from their coworkers. The meta-analysis by Chiaburu and Harrison (2008) [5] showed that coworkers significantly influence a variety of individual work outcomes, including job performance. From the perspective of social exchange theory, supportive relationships among coworkers create reciprocal exchanges that encourage cooperation and effort during task performance (Cropanzano & Mitchell, 2005) [7]. Therefore, the following hypothesis is proposed:

H3: Perceived coworker support has a positive effect on employee job performance.

Financial rewards refer to the monetary rewards employees receive in relation to their contributions and work outcomes. Cerasoli *et al.* (2014) [4] found that extrinsic incentives are significantly associated with performance outcomes, particularly the quantity of output. From the perspective of the JD-R model, financial rewards can be considered job resources that help sustain motivation and encourage employees to exert greater effort in performing their tasks. When employees perceive that their salaries and rewards are commensurate with their contributions, they are more likely to increase their effort and responsibility at work. Therefore, the following hypothesis is proposed:

H4: Financial rewards have a positive effect on employee job performance.

Working conditions refer to the extent to which the physical work environment and related conditions directly facilitate employees' task performance. Kahya (2007) [15] found that

environmental working conditions are associated with employee job performance. This finding is consistent with the JD-R model, which suggests that job resources can reduce work-related demands and associated costs while supporting employees in achieving their work goals (Bakker & Demerouti, 2007) [2]. Favorable working conditions are therefore expected to contribute to improved task performance. Accordingly, the following hypothesis is proposed:

H5: Working conditions have a positive effect on employee job performance.

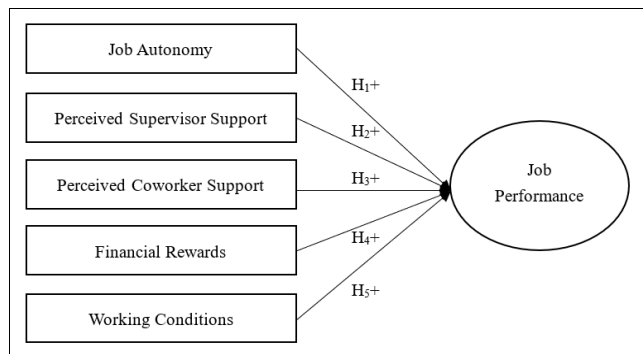


Fig 1: Research Model

3. Methodology

This study employed a combination of qualitative and quantitative methods. The qualitative phase involved a literature review to develop the research model and adapt the measurement scales to the context of logistics enterprises in Hai Phong City. The quantitative phase was conducted through a questionnaire survey using a five-point Likert scale.

The respondents were employees working in logistics enterprises in Hai Phong City, Vietnam. Data were collected from May 2026 to July 2026 through a questionnaire survey. After excluding invalid responses, 282 valid questionnaires were retained for data analysis.

Table 1: Measurement Scales and Sources

Variable	Code	Measurement Item	Source
Job Autonomy	JA1	I have the discretion to decide which tasks I perform in my job	Park & Searcy (2012) [24]
	JA2	I have the discretion to decide the pace at which I perform my work.	Park & Searcy (2012) [24]
	JA3	I have the discretion to decide how I perform my work.	Park & Searcy (2012) [24]
	JA4	I have the discretion to decide the order in which I perform my tasks.	Park & Searcy (2012) [24]
Perceived Supervisor Support	JSS1	My supervisor cares about my goals and values.	Eisenberger <i>et al.</i> (2002) [9]
	JSS2	My supervisor cares about my safety and well-being at work.	Eisenberger <i>et al.</i> (2002) [9]
	JSS3	My supervisor is willing to help me when I need special assistance.	Eisenberger <i>et al.</i> (2002) [9]
	JSS4	My supervisor cares about the difficulties I encounter at work.	Eisenberger <i>et al.</i> (2002) [9]
	JSS5	My supervisor takes pride in my accomplishments at work.	Eisenberger <i>et al.</i> (2002) [9]
Perceived Coworker Support	PCS1	My coworkers genuinely care about my well-being and comfort at work.	Settoon & Mossholder (2002) [26]
	PCS2	My coworkers are willing to support me so that I can perform my job effectively.	Settoon & Mossholder (2002) [26]
	PCS3	My coworkers recognize me when I perform my job well.	Settoon & Mossholder (2002) [26]
	PCS4	My coworkers care about my overall job satisfaction.	Settoon & Mossholder (2002) [26]
	PCS5	My coworkers care about the difficulties and problems I encounter at work.	Settoon & Mossholder (2002) [26]
	PCS6	My coworkers care about my opinions.	Settoon & Mossholder (2002) [26]
Financial Rewards	FR1	The salary I receive is appropriate for my job and responsibilities.	Chiang & Birtch (2012) [6]
	FR2	I receive appropriate bonuses when I perform my job well.	Chiang & Birtch (2012) [6]
	FR3	My financial rewards are linked to my job performance.	Chiang & Birtch (2012) [6]
	FR4	The allowances and financial benefits I receive are appropriate for the nature of my job.	Chiang & Birtch (2012) [6]
Working Conditions	WC1	My workplace is free from excessive noise.	Morgeson & Humphrey (2006) [22]
	WC2	The temperature and humidity at my workplace are comfortable.	Morgeson & Humphrey (2006) [22]
	WC3	My job involves a low risk of accidents.	Morgeson & Humphrey (2006) [22]
	WC4	My work environment has few factors that pose risks to my health.	Morgeson & Humphrey (2006) [22]
	WC5	My workplace is clean.	Morgeson & Humphrey (2006) [22]

Job Performance	JP1	I am able to plan my work so that I complete it on time.	Koopmans <i>et al.</i> (2013) ^[17]
	JP2	I organize and plan my work effectively.	Koopmans <i>et al.</i> (2013) ^[17]
	JP3	I consistently focus on the results that need to be achieved in my work.	Koopmans <i>et al.</i> (2013) ^[17]
	JP4	I am able to identify and focus on important issues in my work.	Koopmans <i>et al.</i> (2013) ^[17]
	JP5	I am able to perform my work effectively with a reasonable amount of time and effort.	Koopmans <i>et al.</i> (2013) ^[17]

The collected data were analyzed using SPSS 25. The analytical techniques included reliability testing using Cronbach's Alpha, exploratory factor analysis (EFA), Pearson correlation analysis, and multiple linear regression analysis to test the research hypotheses and assess the effects of the proposed factors on employee job performance in logistics enterprises.

4. Research Results and Discussion

4.1 Reliability Analysis

The reliability of the measurement scales was assessed using Cronbach's Alpha. A scale was considered acceptable when Cronbach's Alpha was at least 0.70 and the corrected item-total correlation of each observed item exceeded 0.30 (Hair *et al.*, 2019) ^[11].

The reliability test results presented in Table 2 show that the Cronbach's Alpha coefficients of all constructs exceeded 0.70. In addition, the corrected item-total correlations of all 29 observed items in the model were greater than 0.30. Therefore, all observed items were retained and considered suitable for subsequent exploratory factor analysis.

Table 2: Reliability Analysis Results

Scale	Number of Items	Cronbach's Alpha
Job Autonomy	4	0.797
Perceived Supervisor Support	5	0.762
Perceived Coworker Support	6	0.737
Financial Rewards	4	0.793
Working Conditions	5	0.761
Job Performance	5	0.801

Source: Authors' analysis results

4.2 Exploratory Factor Analysis

The EFA results for the independent variables presented in Table 3 show that the KMO value was 0.808, exceeding the recommended threshold of 0.50, while Bartlett's test of sphericity was statistically significant with $p < 0.001$. These results confirm the suitability of the data for exploratory factor analysis. Five factors with eigenvalues greater than 1 were extracted, accounting for 53.916% of the total variance, which exceeded the minimum recommended level of 50%.

The Rotated Component Matrix using Varimax rotation extracted five distinct factors. Each observed item loaded highly on only one factor. All factor loadings exceeded 0.50, and the observed items were grouped into the same constructs as initially proposed. Therefore, the measurement scales obtained from the EFA were retained for subsequent linear regression analysis.

Table 3: EFA Results for the Independent Variables

Job Autonomy	Perceived Supervisor Support	Perceived Coworker Support	Financial Rewards	Working Conditions
<i>Factor Loadings</i>				
0.790 (JA4)	0.727 (JSS1)	0.723 (PCS1)	0.806 (FR4)	0.727 (WC3)
0.780 (JA2)	0.719 (JSS2)	0.683 (PCS3)	0.781 (FR3)	0.703 (WC4)
0.772 (JA3)	0.695 (JSS5)	0.628 (PCS6)	0.765 (FR1)	0.698 (WC2)
0.746 (JA1)	0.691 (JSS4)	0.623 (PCS4)	0.749 (FR2)	0.678 (WC1)
	0.664 (JSS3)	0.618 (PCS2)		0.672 (WC5)
		0.615 (PCS5)		
<i>KMO = 0.808; Bartlett's Test: $p < 0.001$; Total Variance Explained = 53.916%</i>				

Source: Authors' analysis results

The EFA results for the dependent variable show that the KMO value was 0.840, exceeding 0.50, and Bartlett's test of sphericity was statistically significant with $p < 0.001$, indicating that the data were suitable for EFA. The five observed items measuring job performance were grouped into a single factor with an eigenvalue of 2.793, greater than 1, and the extracted variance was 55.852%, exceeding the recommended threshold of 50%.

4.3 Pearson Correlation Analysis

Pearson correlation analysis was conducted to assess the strength and direction of the linear relationships between the dependent variable and the independent variables, as well as to provide an initial assessment of potential multicollinearity among the independent variables.

Table 4: Pearson Correlation Analysis Results

Variable	JP	JA	JSS	PCS	FR	WC
JP	1					
JA	0.447	1				
JSS	0.361	0.241	1			
PCS	0.321	0.162	0.185	1		
FR	0.505	0.142	0.117	0.083	1	
WC	0.512	0.249	0.262	0.195	0.210	1

Source: Authors analysis results

The results show that all independent variables were positively correlated with the dependent variable and that all correlations were statistically significant at the 1% level. The correlation coefficients among the independent variables ranged from 0.083 to 0.262, all below 0.80, suggesting that there was no indication of serious

multicollinearity. Therefore, all variables were retained for subsequent linear regression analysis.

4.4 Multiple Linear Regression Analysis

The regression results show that the model had an R^2 value of 0.563 and an adjusted R^2 value of 0.555. This indicates that the five independent variables explained 56.3% of the variation in employee job performance among logistics enterprises in Hai Phong City. In addition, the F statistic was 70.977 with $p < 0.001$, confirming that the regression model was statistically significant and appropriate for the research data. The Durbin-Watson statistic was 1.860, which falls within the acceptable range of 1.5 to 2.5, indicating no

evidence of autocorrelation.

As shown in Table 5, all five factors had positive and statistically significant effects on employee job performance in logistics enterprises in Hai Phong City, with $p < 0.05$. Therefore, hypotheses H1, H2, H3, H4, and H5 were all supported. In addition, all VIF values were below 2, indicating that multicollinearity was not a concern and supporting the reliability of the regression results. Overall, these findings are consistent with the multidimensional perspective adopted in previous studies, which suggests that job performance is influenced not only by individual characteristics but also by work design and the organizational environment (Humphrey *et al.*, 2007) ^[13].

Table 5: Multiple Linear Regression Results

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(constant)	-0.420	0.193		- 2.176	0.030		
JA	0.234	0.038	0.257	6.090	0.000	0.891	1.123
JSS	0.137	0.039	0.147	3.472	0.001	0.883	1.132
PCS	0.165	0.042	0.163	3.953	0.000	0.933	1.071
FR	0.318	0.035	0.375	9.141	0.000	0.944	1.059
WC	0.277	0.040	0.299	6.954	0.000	0.855	1.169

Dependent Variable: JP

Source: Authors' analysis results

Among the examined factors, financial rewards had the strongest effect on job performance ($\beta = 0.375$; $p < 0.001$), thereby supporting H4. This finding is consistent with Jenkins *et al.* (1998) ^[14], who found that financial incentives were positively associated with performance outcomes, particularly in terms of output quantity. The result is also consistent with Cerasoli *et al.* (2014) ^[4], who showed that extrinsic incentives play an important role in shaping performance outcomes. In the context of logistics enterprises in Hai Phong, the prominent effect of financial rewards may be explained by the nature of logistics work, which is often associated with strict requirements regarding delivery time, cargo handling schedules, accuracy, and responsiveness to customer needs. In such an environment, financial rewards linked to performance and task completion may provide tangible motivation for employees to sustain their effort and meet job requirements. However, this finding does not imply that financial rewards can replace intrinsic motivation. Rather, it indicates that financial rewards represent an important external resource in the context of this study.

Working conditions had the second strongest effect on job performance ($\beta = 0.299$; $p < 0.001$), supporting H5. This finding is consistent with Kahya (2007) ^[15], who reported a significant relationship between environmental working conditions and job performance. From the perspective of the JD-R model, favorable working conditions can reduce work-related strain and support employees in achieving their job goals more effectively. This result is particularly relevant to the logistics context of Hai Phong, where many activities are concentrated around seaports, warehouses, transportation operations, and cargo-related services. The continued expansion of the port system, particularly in the Lach Huyen area, has increased both the scale and intensity of logistics activities in the city. For jobs associated with warehousing, cargo handling, and transportation, factors such as safety, noise, temperature, cleanliness, and the overall quality of the

work environment can directly affect employees' ability to maintain performance. Therefore, the finding that working conditions ranked second only to financial rewards is consistent with the operational characteristics of the logistics sector in Hai Phong City.

The results also show that job autonomy had a positive effect on job performance ($\beta = 0.257$; $p < 0.001$), thereby supporting H1. This finding is consistent with Humphrey *et al.* (2007) ^[13], who showed that motivational work characteristics, including autonomy, are positively associated with performance outcomes. The result can also be explained through self-determination theory proposed by Ryan and Deci (2000) ^[25]. When employees are given discretion over the methods, sequence, or manner in which they perform their tasks, their need for autonomy is better satisfied, which may strengthen motivation and proactive behavior at work. In logistics enterprises in Hai Phong, employees frequently have to respond to changes in transportation schedules, cargo conditions, documentation, customer requirements, and coordination across multiple operational stages. Therefore, an appropriate level of autonomy may enable employees to respond more quickly to unexpected situations. However, many logistics activities are also constrained by operational procedures, safety standards, and interdepartmental coordination requirements. This may partly explain why the effect of job autonomy, although significant, was weaker than those of financial rewards and working conditions.

Perceived coworker support also had a positive effect on job performance ($\beta = 0.163$; $p < 0.001$), supporting H3. This finding is consistent with Chiaburu and Harrison (2008) ^[5], whose meta-analysis showed that coworker relationships are associated with a wide range of individual work outcomes, including job performance. From the perspective of social exchange theory, assistance, information sharing, and coordination among coworkers can encourage reciprocal behavior and strengthen cooperation during task

performance. This role is particularly important in logistics because service processes often involve transportation, warehousing, freight forwarding, documentation, customs procedures, and customer service simultaneously. Notably, previous research on logistics enterprises in Hai Phong has indicated that internal connectivity and service integration remain areas requiring improvement, while service quality is still uneven across enterprises (Hai Phong Department of Science and Technology, 2025) ^[12]. Therefore, coworker support may strengthen information flows and reduce disruptions in work coordination, thereby improving task performance.

Finally, perceived supervisor support had a positive but the weakest effect among the five factors ($\beta = 0.147$; $p = 0.001$), thereby supporting H2. This result is consistent with Afzal *et al.* (2019) ^[1], who demonstrated a positive relationship between perceived supervisor support and task performance, with self-efficacy potentially acting as a mediating mechanism. According to social exchange theory, employees who receive care, guidance, and support from supervisors may reciprocate through greater effort and responsibility at work. However, the weaker coefficient of supervisor support compared with coworker support may reflect the operational characteristics of logistics activities. Many daily tasks require direct and continuous coordination among employees in related positions, whereas managerial intervention may occur more frequently when resources need to be allocated, unexpected situations need to be resolved, or decisions exceed employees' authority.

5. Conclusions and Recommendations

This study focused on analyzing the factors affecting employee job performance in logistics enterprises in Hai Phong City. On this basis, the study provides additional empirical evidence on the determinants of employee job performance in logistics enterprises in Vietnam. At the same time, the findings offer a scientific basis for logistics enterprises seeking to improve employee performance. Based on the research results, several recommendations are proposed to enhance employee job performance in logistics enterprises in Hai Phong City.

First, logistics enterprises in Hai Phong should prioritize improving salary and reward policies in a fair and transparent manner and link them closely to job performance. Enterprises should establish evaluation criteria that are appropriate for different job groups and based on indicators such as task completion time, accuracy, service quality, compliance with procedures, and work outcomes. Rewards should clearly reflect employees' contributions. In addition, suitable allowances should be considered for positions involving shift work, high work intensity, or complex working conditions.

Second, enterprises should improve working conditions, particularly for positions related to warehousing, transportation, freight forwarding, and cargo handling. Measures should focus on ensuring safety and cleanliness, controlling noise and temperature, and reducing factors that may negatively affect task performance. At the same time, facilities and work equipment should be properly maintained to minimize disruptions and create favorable conditions for employees to perform their tasks effectively.

Third, enterprises should increase the level of employee autonomy within the scope appropriate to the requirements of each position. Employees may be given greater discretion

in arranging task sequences, selecting work methods, or adjusting the way tasks are performed when unexpected situations arise. However, autonomy should be accompanied by clear boundaries related to safety, operating procedures, and service standards to ensure that greater flexibility does not compromise the consistency of logistics operations.

Fourth, enterprises should strengthen coworker support and coordination. Since logistics activities require close linkages among transportation, warehousing, freight forwarding, documentation, and customer service, enterprises should establish clear information sharing mechanisms, encourage support among work groups, and promote the exchange of experience in handling work-related situations. Improved coordination can help reduce errors, minimize information disruptions, and shorten processing time.

Finally, enterprises should continue to strengthen the supportive role of supervisors. Although supervisor support had the weakest effect among the examined factors, the results still indicate a positive and statistically significant relationship with job performance. Managers should place greater emphasis on guidance, feedback, problem solving support, and facilitating employees' access to necessary resources. In a logistics environment where unexpected situations frequently arise, the managerial role should focus more on problem solving and resource coordination rather than primarily on control.

Overall, improving employee job performance in logistics enterprises in Hai Phong requires a coordinated set of solutions. Financial rewards and working conditions should receive greater priority, while enterprises should also continue to improve job autonomy and develop a supportive work environment involving both supervisors and coworkers. Addressing these groups of resources simultaneously may create more favorable conditions for employees to maintain and improve their task performance. Despite the results achieved, this study has several limitations. First, the research was conducted only among logistics enterprises in Hai Phong City, which limits the generalizability of the findings to other locations. Second, the research model examined only five factors affecting employee job performance, while other factors such as technological capability, competitive pressure, recognition and feedback, and organizational culture may also influence employee performance. Therefore, future studies may expand the geographical scope, incorporate additional variables, and compare different locations or industry groups to provide a more comprehensive assessment.

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