

THE IMPACT OF WORK MOTIVATION, WORK-LIFE BALANCE, AND EMPLOYEE STRESS FACTORS ON THE QUALITY OF WORK LIFE IN A LOGISTICS COMPANY

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ABSTRACT

The objectives of this research were: (1) to explore how factors of work motivation affect quality of work life; (2) to determine the effect of employee attitude and behavior towards the quality of work life; and (3) to determine how factors of employee stress affect quality of work life. This research used a quantitative approach to explore the relationships between factors of work-related stress and quality of work life. The population of this study was 400 employees in logistics companies. Data were analyzed using descriptive statistics, including frequencies, percentages, and means. Hypotheses were tested with multiple regression. The findings were: (1) work motivation factors such as salary, job security, and career opportunities had a statistically significant effect towards the quality of work life with significance level 0.05; (2) employee attitude and behavior towards the quality of work life factors such as emotional labor and work environment statistically significant effect at a 0.05 level of significance, with the exception of the job agreement sub-variable and (3) employee stress factors such as workload and organizational culture had a statistically significant effect on the quality of work life with significance level 0.05 and one sub-variable: work life balance.

Keywords: Work Motivation, Work-Life Balance and Employee's Stress

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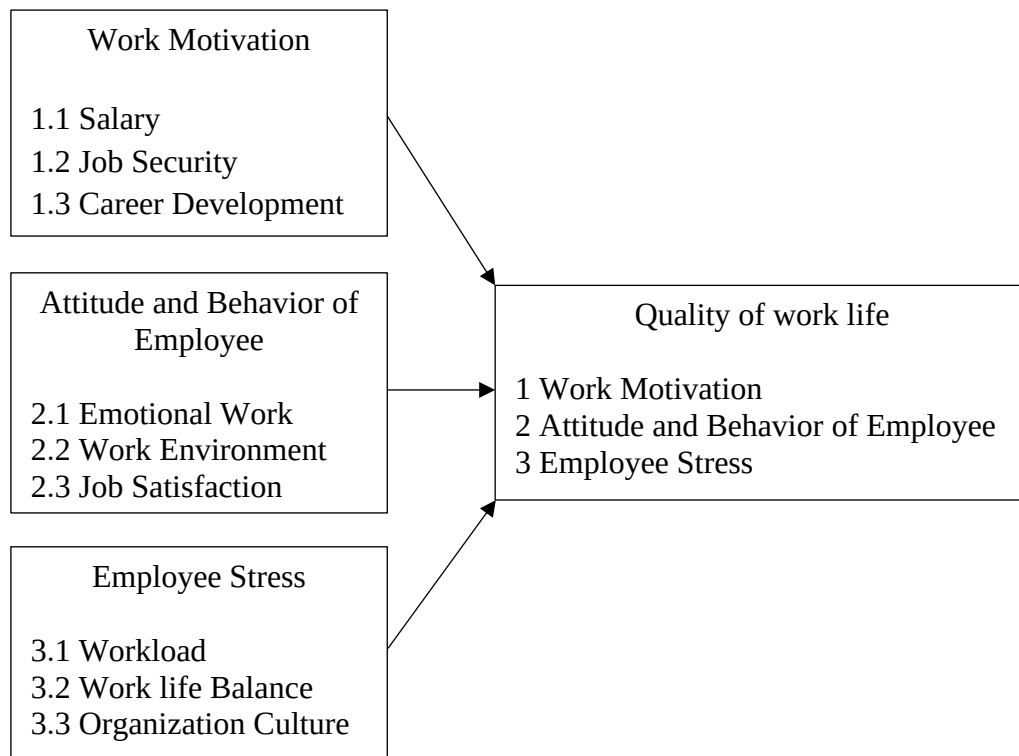
INTRODUCTION

Logistics serves as a crucial element that links the global economy by managing and transporting goods (Kaupa & Naude, 2021). It facilitates the smooth operation of supply chains, encompassing everything from sourcing raw materials to delivering finished products to consumers. This is achieved through efficient transportation, effective inventory management, and cost reduction strategies (Gunasekaran et al., 2001). Additionally, logistics plays an integral role in international trade by providing efficient infrastructure such as ports, airports, and customs systems that ease the movement of goods across borders, thereby fostering economic integration among various nations (van Hoek et al., 2022). In essence, logistics not only connects businesses, consumers, and countries on a global scale but also supports economic growth, job creation, innovation promotion, and sustainability. Consequently, it is an essential component of today's intricate and interconnected world economy. Given the significance of logistics, professionals possessing knowledge and expertise in logistics operations are vital to the functioning of logistics companies and are highly sought after in the job market. The researcher aims to investigate how work motivation and work-life balance influence employee stress factors related to quality of work life within a logistics company. This study focuses on employees in a logistics setting due to the sector's pivotal role in connecting the global economy through goods movement and its support for international trade while enhancing job opportunities and business competitiveness (Gunasekaran et al., 2001; Kaupa & Naude, 2021; van Hoek et al., 2022). Furthermore, it contributes to economic improvement while simultaneously encouraging innovation and sustainability. Therefore, exploring ways to enhance quality of work life (QWL) for employees in logistics firms represents a compelling research topic. The findings from this research will assist executives in understanding the diverse human resource needs within their organizations. By addressing these needs effectively, organizations can devise strategies to tackle various issues related to quality of work life that impact employee satisfaction. This facilitates retention of skilled professionals who are aligned with organizational goals while fostering commitment among employees. Additionally, it strengthens interpersonal relationships within the organization, motivating everyone to apply their knowledge and skills effectively towards achieving greater organizational success.

STUDY OBJECTIVE

1. To study the impact of work motivation factor salary, job Security and career development on quality of work life.
2. To study the impact attitude and behavior of employee factor emotional, work environment and Job Satisfaction on quality of work life.
3. To study the impact of employee stress factor workload, work life balance and organization culture on quality of work life.

SCOPE OF WORK



HYPOTHESES TEST

1. H_1 : Work Motivation, including salary, job security and career development, influences the quality of work life.
2. H_2 : Attitude and Behavior of employees, including Emotional Work, Work Environment and Job Satisfaction influences the quality of work life.
3. H_3 : Work Stress, including Workload, Work life Balance and Organization Culture influences the quality of work life.

LITERATURE REVIEW

According to Kaupa and Naude (2021), the logistics industry is the cornerstone of the economy and provides all types of services from transport, storage to stock control. Its principal role is to ensure time-delivery of products, at the highest level of efficiency with the least operating costs (Gunasekaran et al., 2001). Also, logistics suppliers facilitate international trade by supervising complex cross-border transport and handling granular customs requirements (Notteboom et al., 2021). There are significant human resource challenges facing the industry, however, despite its important position, such as a shortage in labor supply, high employees turning over from storeroom to warehouse and logistics (van Hoek et al., 2022). To overcome such barriers, organizations must focus on maximizing the Quality of Work Life (QWL) since research has demonstrated a positive association between the QWL, work-life balance, and mental health of employees (Jangjit & Smuthranond, 2019). One of the vital characteristics of enhancing QWL is work motivation as a process (Vroom & Jago, 1995) in influencing the human decision-making and in influencing

individual action to achieve organizational objectives (Sanguanwongwan, 2007). These behaviours are heavily influenced by employee attitudes-their feelings and beliefs concerning their working environment (Newstrom & Davis, 2002). As such, these attitudes are behavioral determinants that drive individuals to respond differently to different situations in the workplace (Gibson et al., 2000). However, if not properly controlled these factors could generate work-related stress among employees either as a result of environmental issues, physical hazards or unhealthy working conditions (Manzoor et al., 2012), which can hinder on the organizational

METHODOLOGY

The respondents of this survey's questionnaire comprised of individual used to consume the service previously in local. Using Cronbach's Alpha formula for sample size calculation, the minimum required sample was determined by 400 respondents to ensure a statistically valid analysis of the target population. This study employed a quantitative research method, using a Good Forms questionnaire as the primary tool for data collection. Respondents gather mostly across the social media platform. For measurement, this research applied 5-point Likert Scale to measure the respondents' level of satisfaction, where 1 = Extremely Disagree, 2= Disagree, 3= Neutral, 4 = Agree, and 5= Strongly Agree. The questionnaire is divided into five categories and consists of demographic data question (6 questions), the factors of work motivation (Independent variable 1, 12 questions), the factors of attitude and behavior of employees (Independent variable 2, 12 questions), the factors of work stress (Independent variable 3, 12 questions), and quality of work life (Dependent variable, 12 questions). This survey consists of 54 questions in total.

RESEARCH RESULTS

Demographic Data

Among the sample of 400 employees in a logistic company, the majority were female, 257 of whom were 64.25%, followed by males, 143 of whom were 35.75%. The majority were 36-40 years old, 200 of whom were 50.00 %. 382 of whom were bachelor's degrees, 95.50%, and 157 of whom were 39.25%. 231 of whom were married, 57.75%, and 169 of whom were single, 42.25%. The majority of the employees had worked for one year, with 128 of whom were 32.00%.

Mean and Standard Deviation

- Work Motivation Factors: 1) Salary ($\bar{x}$ = 4.66; SD = 0.54), Strongly Agree. 2) Job Security ($\bar{x}$ = 4.73; SD = 0.64), Strongly Agree. 3) Career Development ($\bar{x}$ = 4.46; SD = 0.64), Strongly Agree.
- Attitude and Behavior of Employee Factors: 1) Emotional Work ($\bar{x}$ = 4.48; SD = 0.72), Strongly Agree. 2) Work Environment ($\bar{x}$ = 4.44; SD = 0.73), Strongly Agree. 3) Job Satisfaction ($\bar{x}$ = 4.47; SD = 0.75), Strongly Agree.
- Employee Stress Factors: 1) Workload ($\bar{x}$ = 3.98; SD = 0.71), Agree. 2) Work life Balance ($\bar{x}$ = 3.86; SD = 0.76), Agree. 3) Organization Culture ($\bar{x}$ = 4.40; SD = 0.60), Strongly Agree.
- quality of work life Factors.: ($\bar{x}$ = 4.65; SD = 0.49), Strongly Agree.

Multiple Linear Regression

1. Work Motivation vs Quality of Work Life (Adjusted R^2 = 0.977)

Accepted (Salary $b = 0.481$, $\beta = 0.528$; significant, Job Security $b = 0.330$, $\beta = 0.428$; significant, and Career Development $b = 0.146$, $\beta = 0.192$; significant.)

2. Attitude and behavior vs Quality of Work Life (Adjusted $R^2 = 0.323$)

Accepted (Work Environment $b = 0.224$, $\beta = 0.347$; significant, Emotional Work $b = 0.166$, $\beta = 0.243$; significant, and Job Satisfaction $b = 0.014$, $\beta = 0.023$; not significant.)

3. Employee Stress vs Quality of Work Life (Adjusted $R^2 = 0.018$)

Accepted (Organization Culture $b = 0.471$, $\beta = 0.110$; significant, Workload $b = -0.448$, $\beta = -0.128$; significant, and Worklife Balance $b = -0.016$, $\beta = -0.008$; not significant.)

CONCLUSION AND DISCUSSION

Demographic Data

This study collected data from a sample of 400 employees working in private logistics companies in Thailand (encompassing land, sea, and air freight transport) who possess at least one year of experience in their respective organizations. The demographic profiles gathered included gender, age, education level, monthly income, marital status, and total working years in the current position. These characteristics not only provide a foundational understanding of the workforce within the logistics sector but are also crucial for comprehending individual differences. This perspective aligns with the concept that demographic factors, such as age and work experience, play a significant role in how employees perceive and manage stress within an organization (Butjinda, 2018).

Literature

The results of this research align closely with established theoretical frameworks while also distinctly illustrating the current trends in Thailand's logistics sector amid its economic environment. The significant positive influence of salary and motivation on Quality of Work Life (QWL) reinforces Herzberg's (1959) foundational theory and supports the findings by Asana et al. (2020), which highlighted the importance of both motivational and hygiene factors for achieving a high QWL. In light of Thailand's rapidly growing and competitive e-commerce and logistics landscape, along with recent economic challenges and rising living expenses, adequate financial compensation has emerged as an essential hygiene factor crucial for attracting talent and ensuring workforce stability. In terms of stressors, the data showing that workload adversely affects QWL aligns with the conclusions drawn by Yonthawil et al. (2021) and Mahahing et al. (2022), who pinpointed excessive workloads as a key contributor to heightened occupational stress and diminished employee well-being. Within the logistics sector specifically, this burden is often intensified by unpredictable supply chain fluctuations, stringent service level agreements (SLAs), and demanding delivery schedules. Such intense operational requirements impose unprecedented physical and psychological pressure on employees, ranging from warehouse personnel to frontline drivers. Moreover, the beneficial impact of workplace environment and organizational culture on QWL corroborates Limrattanakun (2023), who indicated that a supportive work environment effectively alleviates perceived stress levels. This finding is echoed by Nontakatrakool (2023), who noted that organizational support plays a significant role in enhancing employee satisfaction and promoting long-term organizational stability. To translate these insights into actionable strategies, logistics leaders must proactively tackle these industry-specific issues. This can be accomplished through the implementation of realistic scheduling algorithms to minimize driver

fatigue, optimizing resource distribution to mitigate supply chain disruptions, and cultivating a resilient organizational culture that prioritizes employee welfare alongside delivery efficiency.

Hypotheses Support

Based on the Multiple Linear Regression analysis, the study's findings supported the primary hypotheses as follows:

- **Work Motivation:** Fully supported. Salary demonstrated the greatest positive influence on the Quality of Work Life (QWL) ($b = 0.481$), followed by Job Security ($b = 0.330$) and Career Development ($b = 0.146$), respectively.
- **Employee Attitude and Behavior:** Partially supported. Both Work Environment ($b = 0.224$) and Emotional Work ($b = 0.166$) had a statistically significant positive influence on QWL. However, Job Satisfaction did not exhibit a significant relationship.
- **Employee Stress:** Partially supported. Organization Culture showed a substantial positive influence on QWL ($b = 0.471$), whereas Workload had a significant negative impact ($b = -0.448$). Worklife Balance demonstrated no significant relationship in the context of this study.

STUDY LIMITATION

This study has certain limitations that should be acknowledged. Primarily, the sample was restricted exclusively to employees working within private logistics companies (encompassing land, sea, and air freight transport) in Thailand. Consequently, the findings may not be fully generalizable to other industries or geographical contexts, as different sectors possess distinct work environments, operational challenges, and organizational cultures. Furthermore, the reliance on a cross-sectional design and self-reported online questionnaires may introduce potential response biases. Future research could benefit from expanding the target population across diverse industries and incorporating qualitative approaches to provide a deeper, more comprehensive understanding of the factors affecting the quality of work life.

RECOMMENDATION AND IMPLICATIONS

1. **Compensation and Financial Security** Competitive and fair salary structures are the primary drivers for attracting and retaining talent. Beyond meeting basic needs, appropriate compensation boosts morale, reduces turnover intention, and reinforces a positive corporate image by signaling that the organization values its employees' expertise.
2. **Holistic Workplace Safety and Environment** A high-quality work environment integrates physical safety with mental well-being. By maintaining rigorous safety standards, ergonomic workspaces, and a supportive social atmosphere, organizations can reduce occupational stress and health risks, leading to sustained productivity and long-term loyalty.
3. **Career Growth and Professional Development** Clear career paths and continuous training opportunities are essential for employee engagement. When organizations invest in internal growth and fair performance evaluations, employees feel a stronger sense of purpose and direction, which significantly enhances their overall job satisfaction.
4. **Strategic Workload and Well-being Management** Effective workload management involves prioritizing tasks and providing flexibility to prevent burnout. By monitoring warning signs of overwork and ensuring adequate rest periods, companies can maintain high performance levels while protecting the physical and mental health of their workforce.
5. **Organizational Culture and Emotional Engagement** A strong culture built on shared values and emotional bonding creates a sense of unity. Fostering a positive atmosphere and emotional

engagement encourages employees to dedicate themselves to organizational goals, ensuring the company's strength and stability in a competitive market.

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