

Optimizing Employee Engagement: Exploring the Role of Perceived Organizational Support and Employee Experience

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Abstract

This study examines the relationship between perceived organizational support, employee experience, and employee engagement in logistics companies, as well as the moderating role of employee experience on the connection between perceived organizational support and employee engagement. Using an explanatory approach, data from 80 employees were collected through a structured questionnaire based on a five-point Likert scale and analyzed using multiple regression and Moderated Regression Analysis (MRA). The results show that perceived organizational support has a significant positive effect on employee engagement, and employee experience strengthens this relationship, highlighting the importance of enhancing employee experience to amplify the positive impact of perceived organizational support on employee engagement. This study is significant because the logistics sector faces challenges such as high work pressure, high turnover, and the need for operational efficiency. Perceived organizational support and employee experience are crucial for fostering a supportive work environment, improving retention, productivity, and service quality key factors in logistics success

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Introduction

Perceived organizational support refers to employees' perception of how much their organization values their contributions and prioritizes their well-being. Research shows that POS plays a crucial role in shaping employee engagement, as employees who feel supported are more likely to exhibit higher commitment, motivation, and job satisfaction (Peng et al., 2024) and (Salvadorinho et al., 2024). However, recent studies suggest that the relationship between POS and EE is not linear but often influenced by EX as a moderating factor. EX, which encompasses all

interactions employees have with the organization, from recruitment to exit, significantly shapes how POS translates into engagement.

For instance, (Başar, 2024) highlights that in industries requiring high collaboration, such as finance, positive EX simplify the effect of POS on EE by creating an emotionally supportive environment. This can include factors like recognition programs, transparent communication, and opportunities for career development, which enhance how employees perceive organizational support. Similarly, in manufacturing settings, (Salvadorinho et al., 2024) found that a positive

EX moderates the POS-EE relationship by fostering trust and aligning employee values with organizational goals. This is particularly relevant in logistics, where trust and alignment are crucial for managing tight deadlines and operational challenges.

In high-stress industries, the moderating role of EX has been studied extensively. (Mazaheri et al., 2023) observed that in the transportation sector, organizations with strong EX programs—such as flexible scheduling, wellness initiatives, and digital tools for real-time feedback were better able to convert perceived support into engagement. This is because a positive experience reduces workplace stress and allows employees to focus more on their contributions, thereby strengthening their engagement.

The logistics sector shares many challenges with these industries, including high turnover, unpredictable workloads, and physical demands. Studies by (Firjatullah et al., 2023) and (Bukhatir et al., 2023) in related industries emphasize that EX elements such as accessible career paths, fair compensation, and team-based recognition significantly moderate the impact of POS on EE. These experiences create a supportive framework within which employees perceive organizational support more positively, leading to greater engagement.

A key aspect of EX in moderating the POS-EE relationship lies in technology integration. (Rahmah et al., 2023) and (Aksüt et al., 2024) demonstrate that the use of wearable devices and digital platforms enhances EX by improving workplace safety, providing real-time feedback, and fostering a culture of recognition. In industries like construction and logistics, where physical safety is paramount, such experiences make employees feel valued and protected, thereby amplifying the positive effects of POS on engagement.

Moreover, (Prentice et al., 2023) emphasize the importance of gathering employee feedback through surveys to measure and improve EX. These surveys not only help organizations address

pain points but also reinforce the perception of support, further strengthening engagement.

While these findings provide valuable insights, research specific to the logistics industry remains limited. Given the sector's unique demands, further studies are needed to explore how EX can be effectively leveraged to maximize the impact of POS on EE. By integrating findings from similar industries and conducting logistics-focused research, organizations can design comprehensive strategies to create a supportive and engaging environment, improving both employee satisfaction and organizational performance.

Literature Review

Perceived Organizational Support (POS) often centers on the relationship between expatriates and organizations, but it tends to overlook the influence of contextual factors (Eisenberger et al., 2002). Researchers highlight the critical role that social context plays in shaping expatriate POS, which is a multifaceted and largely subjective process influenced by the organizational environment (Zagenczyk et al., 2020). Previous studies have shown that the support expatriates receive from their organizations can lead to positive organizational practices and personal outcomes (Avey et al., 2011), reduce stress, enhance psychological well-being, and increase organizational commitment, while also strengthening employee engagement (Avey et al., 2011); (Walumbwa et al., 2011). Based on research by (Zagenczyk et al., 2020), it is suggested that indicators measuring perceptions of organizational support include eight aspects, including appreciation for contributions, concern for welfare, job satisfaction, performance appraisal, appreciation for extra effort, response to complaints, disciplinary action, and concern for employees. Some key indicators often used to assess POS include fairness, balance, safety, communication, opportunity, compensation, participation, and support.

EX encompasses the entire journey an employee undergoes within an organization, involving various human resource processes

(Plaskoff, 2017). It also reflects employees' perception of overall organizational practices (Maylett et al., 2017). While the primary focus is on addressing employee needs and fostering their motivation and enthusiasm, EX is also a key concept in helping organizations achieve their objectives (Williams et al., 2023). According to (Plaskoff, 2017), six principles can guide companies in enhancing EX, beginning with a deep understanding of employees by the organization, identifying their needs, and ensuring that employees reach their goals. This, in turn, enables the organization to achieve its own objectives. Some of the key indicators used to assess EX include feedback, development, absenteeism rates, net promoters, retention, job satisfaction, recognition, and well-being.

Employee Engagement conceptually refers to an employee's level of engagement in their work, both individually and in a team, where they use positive energy, emotions and cognitive abilities to complete tasks with full commitment. According to (Katili et al., 2021), EE is a measure of the degree to which employees are deeply engaged in their work and dedicated to achieving organizational objectives. by providing their best performance, and expressing themselves physically and emotionally towards their work. This reflects a psychological state in which employees feel motivated to contribute to the company's success and are motivated to improve their performance. EE is measured by how far employees implement company policies and achieve organizational goals. Some key indicators often used to evaluate EE include satisfaction, commitment, motivation, perception, engagement, opportunity, relationships, recognition, balance, and retention.

Relationship Between Variables. Research by (Ahmed et al., 2024) indicates that perceived organizational support significantly impacts employee engagement. It has also been demonstrated that organizational support can enhance employees' engagement levels (Wu et al., 2024). Improving employees' perceptions of organizational support can significantly contribute

to improving their performance (Pei et al., 2020). However, (Wahyuni & Muafi, 2021)) study found no significant relationship between perceived organizational support and employee engagement. Additionally, (Katili et al., 2021) concluded that organizational support does not significantly affect the level of employee engagement. Therefore, the hypothesis proposed in this study is:

H1: Perception of organizational support impacts employee engagement levels.

(Başar, 2024) explored the relationship between EX and engagement, with the moderating role of positive influence. EX encompasses the entire journey of an employee within an organization, from pre-employment to post-employment. To maintain a sustainable competitive advantage, organizations must adopt a people-oriented approach and prioritize EX in their organizational reforms, considering employees' emotions, ambitions, and expectations. (Ali Khan & Rahman, 2024) examined the impact of resilience on work engagement, along with the moderating role of hotel employees' work experience. They found that the moderating role of work experience affects the influence of resilience on work engagement. (Nawaz et al., 2024) studied employee empowerment as a mediator and work experience and gender as moderators. Employee work experience plays a critical role in the relationship between work engagement and gender, as well as its moderating role in job development.

H2: EX moderates the relationship between employee engagement and perceived organizational support.

The conceptual framework is illustrated in Figure 1.

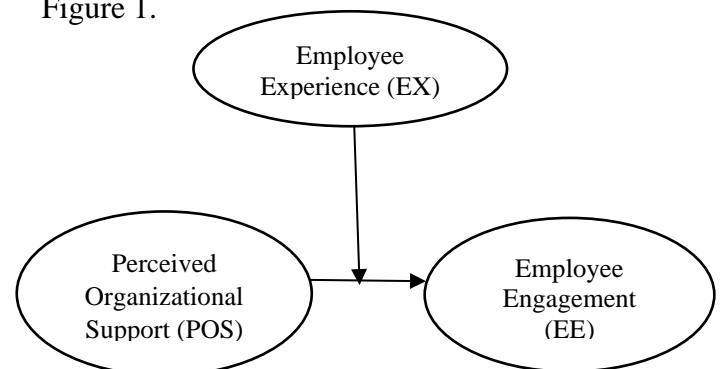


Figure 1. Conceptual Framework

Methods

Research Design. As stated by (Ghozali & Ratmono, 2017), this study adopts an explanatory approach to clarify the relationship between POS, employee experience, and EE. Through hypothesis testing, the goal is to explore the cause-and-effect relationships among these variables. This approach helps identify factors influencing EE levels by providing empirical evidence of the connections between the variables. Consequently, the study seeks to gain a deeper understanding of the roles of POS, EX, and EE, and explain the causal interactions between them. The aim is to draw more comprehensive and relevant conclusions about the factors affecting EE levels in logistics companies.

Population and Sample. The population studied were employees of logistics companies in East Java. The sample consisted of 80 employees from these companies, who were selected using a proportional sampling technique with the requirement of having at least one year of experience in leading a branch office. The instrument used is a questionnaire that has gone through a validation and reliability test process to ensure measurement accuracy and consistency. The sample size of 80 employees who have at least one year of experience in leading a branch office is considered adequate according to the guidelines of (Cohen & Whitten, 2020)), who suggest that the minimum sample size for statistical analysis is 30 respondents. With a sample size of 80 observations, this research is considered to have sufficient samples to carry out the necessary statistical analysis.

Data was gathered by distributing questionnaires to respondents using a five-point

Likert scale. This scale was chosen for its simplicity in understanding and completing by respondents, as well as its high reliability in assessing the perceptions of the subjects. One of the advantages of the Likert scale is its flexibility, allowing it to measure a wide range of variables according to the research requirements. The process involves developing questions that assess the respondent's level of agreement on a scale from "Strongly Disagree" to "Strongly Agree" (Ghozali & Ratmono, 2017).

Data Analysis Method. The data were analyzed using multiple regression analysis and processed with IBM SPSS Statistics software version 25. The analysis method used was interaction regression analysis, which is also known as Moderate Regression Analysis (MRA). The purpose of interaction regression analysis is to evaluate the potential effect of moderating variables on the strength of the relationship between the independent and dependent variables (Harsono et al., 2002).

Regression analysis was conducted in two phases. The first phase involved testing the model's suitability, which included classical assumption tests such as the normality test, multicollinearity test, and heteroscedasticity test. The purpose of this phase is to ensure that the regression model satisfies the necessary assumptions, allowing for reliable results. The second stage includes hypothesis testing, evaluating the coefficient of termination, and determining the relationship between the hypothesized variables to determine their similarities.

Table 1. Respondent Characteristics

Description	N	%	Description	N	%	Description	N	%
Gender			Age			Education		
Man	45	56	17-35	49	61	Graduated from high school	13	16
Woman	35	44	36-53	26	32.5	Bachelor	67	84
Amount	80	100	53>	5	6.5	Amount	80	100
			Amount	80	100			

Source: Processed data

Table 2. Validity test results

Indicator	Pearson Correlation	Sig. (2-tailed)	Indicator	Pearson Correlation	Sig. (2-tailed)
X1_Justice	0.672	0.000	X2_Job satisfactio	0.513	0.000
X1_Balance	0.604	0.000	X2_Confession	0.736	0.000
X1_Security	0.489	0.000	X2_Well-being	0.833	0.000
X1_Communication	0.620	0.000	Y_Satisfaction	0.736	0.000
X1_Oppportunity	0.772	0.000	Y_Commitment	0.736	0.000
X1_Compensation	0.722	0.000	Y_Motivation	0.833	0.000
X1_Participation	0.673	0.000	Y_Perception	0.532	0.000
X1_Support	0.671	0.000	Y_Involvement	0.491	0.000
X2_Feedback	0.671	0.000	Y_Chance	0.629	0.000
X2_Development	0.797	0.000	Y_Connection	0.668	0.000
X2_Absence Rate	0.671	0.000	Y_Confession	0.616	0.000
X2_Net Promoter	0.797	0.000	Y_Balance	0.590	0.000
X2_Retention	0.464	0.000	Y_Retention	0.520	0.000

Source: Processed data

Table 3. Reliability test results

Indicator	Cronbach's Alpha if Item Deleted	Indicator	Cronbach's Alpha if Item Deleted
X1_Justice	0.837	X2_Job satisfaction	0.839
X1_Balance	0.837	X2_Confession	0.838
X1_Security	0.847	X2_Well-being	0.834
X1_Communication	0.838	Y_Satisfaction	0.837
X1_Oppportunity	0.834	Y_Commitment	0.840
X1_Compensation	0.835	Y_Motivation	0.847
X1_Participation	0.839	Y_Perception	0.849
X1_Support	0.836	Y_Involvement	0.854
X2_Feedback	0.841	Y_Chance	0.840
X2_Development	0.848	Y_Connection	0.839
X2_Absence Rate	0.841	Y_Confession	0.840
X2_Net Promoter	0.838	Y_Balance	0.841
X2_Retention	0.841	Y_Retention	0.846

Source: Processed data

Table 4. The test results indicate Heteroscedasticity

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,460	1,699		2,625	0,010
	POST	-0.043	0,060	-0.094	-0.724	0,471
	EX	0,069	0,068	0.132	1,024	0,309

a. Dependent Variable:

Source: Processed data

Table 5. Results of testing the effect of POS with EE

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	23,345	2,630		8,875	0,000
	POST	0,333	0,096	0,366	3,476	0,001

a. Dependent Variable: EE

Source: Processed data

Table 8. The results of the coefficient of determination test of the influence of POS with EE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.366a	0.134	0.123	6,450

a. Predictors: (Constant), POS

Source: Processed data

Table 6. Results of relationship between POS and, EX and POS interactions with EX towards EE

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	757,879	3	252,626	6,422	0.001b
	Residual	2989,609	76	39,337		
	Total	3747,488	79			

a. Dependent Variable: EE

b. Predictors: (Constant), POS & EX Interaction, POS , EX

Source: Processed data

Table 7. Moderation test results EX relationship between POS and EE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,752	9,044		2,294	0,025
	POST	0,146	0,340	0,161	0,429	0,669
	EX	0,242	0,393	0,235	0,614	0,541
	POS Interaction & EX	0,002	0,014	0,109	0,173	0,863

a. Dependent Variable: EE

Source: Processed data

Table 11. Moderating Coefficient of Determination test results EX relationship between POS and EE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.450a	0,202	0,171	6,272

a. Predictors: (Constant), POS Interaction & EX,

Source: Processed data

Results and Discussion

Respondent Characteristics. Based on Table 1, the demographic distribution of respondents revealed the following patterns: 56% were male and 44% female, with men representing the majority. The physical nature of logistics work, such as lifting and moving goods, often gives men an advantage. Regarding age, 61% of respondents were between 17 and 35 years old, 32.5% were aged 36 to 53, and 6.5% were over 53, with the majority being within the 17 to 35 age group. This age group tends to be more dynamic and innovative when addressing logistical challenges. In terms of education, 84% of respondents held a bachelor's

degree, while 16% were high school graduates, with those holding bachelor's degrees in the majority. This higher educational background suggests they possess strong technical and analytical skills, crucial for the demands of a modern logistics environment, where they have likely received specialized training in their field.

Validity and Reliability Test Results

According to Table 2, the results of the validity test show that the measurement instruments used in this study are of high quality. A summary of the findings is as follows: Validity Test: All statements from the variables are valid POS (X1), EX (X2), and EE (Y) are considered

valid, as the Pearson correlation values surpass 0.361, and the significance values (Sig) are below 0.05. This demonstrates that each item in the instrument has a significant correlation with the concept being assessed, meeting the established criteria. Consequently, the instrument is deemed valid for use in the research (Ghozali, 2018).

Based on Table 3, the results of the Reliability Test show that all statement items for the variables POS (X1), EX (X2), and EE (Y) have Cronbach's alpha values greater than 0.70. This high alpha value indicates strong internal consistency among the items within each variable, as presented in Table 3. Consequently, it can be concluded that the statements in the instrument demonstrate good reliability and are reliable for measuring the intended concept (Ghozali, 2008). Therefore, the results of both the validity and reliability tests confirm that the measurement instruments used in this study are of adequate quality and can be trusted for data collection.

Classic Assumption Test Results. Based on Table 4, The classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, have been conducted. According to the normality test presented in Table 4, the Sig value is 0.071, which is greater than 0.050, suggesting that the regression model follows a normal distribution. According to (Ghozali & Ratmono, 2017), if the Sig value is > 0.05 , then the model residuals are normally distributed. In the multicollinearity test listed in Table 5, the POS variable (X1) has a tolerance value of 0.766 and a VIF value of 1.305, while EX (X2) shows the same tolerance value of 0.766 and a VIF of 1.305. There is no indication of multicollinearity, in accordance with (Ghozali, 2018) criteria, namely a tolerance value > 0.100 and a VIF value < 10.00 .

The results of the heteroscedasticity test indicate that the POS variable (X1) has a Sig value of 0.471 and EX (X2) has a Sig value of 0.309, as seen in Table 6. In accordance with (Ghozali, 2008), there is no heteroscedasticity if the Sig value is > 0.05 . Thus, based on the results of the classical assumption testing, it can be concluded that all the

necessary conditions have been satisfied.

The findings from the hypothesis test reveal that the relationship between POS (X1) and EE (Y) has a significant positive influence. The β coefficient is 0.333 and the significance value (Sig) is 0.001, as seen in Table 7, indicating that POS (X1) has a positive effect on EE (Y). Because the Sig value < 0.05 , hypothesis H1 is supported. Furthermore, the moderating influence between POS and EX (X1.X2) on EE (Y) also shows a significant positive influence. The β coefficient for POS (X1) is 0.146, for EX (X2) is 0.242, and for the interaction between the two (X1.X2) is 0.002, as seen in Table 10. The significance value (Sig) is 0.001, as seen in Table 9, indicates that the combination of POS and EX has a considerable impact on EE (Y). Because the Sig value < 0.05 , hypothesis H2 is also supported.

In the first regression equation presented in Table 7, the relationship between POS (X1) and EE (Y) is explained by the equation $Y = 23.345 + 0.333X1\dots(1)$. A coefficient of 0.333 indicates that every one unit increase in POS will increase EE by 0.333 units. This positive coefficient indicates a positive correlation between POS and EE, which means that the higher the POS level, the higher the EE

The results of the regression analysis in the second equation, as shown in Table 10, show that the independent variables X1 (POS), X2 (EX), and X1.X2 (interaction between POS and EX) with the dependent variable Y (EE) can be represented with the equation $Y = 20.752 + 0.146X1 + 0.242X2 + 0.002X1.X2\dots(2)$. According to the findings of this analysis, the interpretation is as follows: The coefficient for POS (X1) of 0.146 indicates that a one unit increase in POS (X1) will increase EE (Y) by 0.146 units, assuming variables X2 and X1.X2 remain constant. The coefficient for EX (X2) of 0.242 indicates that a one unit increase in EX (X2) will increase EE (Y) by 0.242 units, assuming variables X1 and X1.X2 remain constant. The interaction coefficient between POS and EX (X1.

In this second regression equation, apart from POS (X1), there is also EX (X2) and the interaction

between POS and EX (X1.X2) which influences EE (Y). The correlation coefficient (R) value indicates the strength and direction of the relationship between these variables. The R value of 0.366 in table 8 in the first equation shows a low relationship between POS, EX, and EE. On the other hand, the R value of 0.450 in table 11 in the second equation shows a strong relationship between POS, EX, and their interaction with EE. According to the criteria provided by (Sugiono et al., 2024), an R value between 0.200 and 0.399 is classified as a low relationship, while an R value between 0.400 and 0.599 is classified as a strong relationship. Therefore, it can be concluded that POS and EX significantly contribute to EE, with their interaction strengthening their impact.

To understand the moderating effect of EX on the relationship between POS and EE, a more in-depth analysis is needed. By comparing the correlation coefficient (R) values from the first and second regression equations, we can determine whether EX acts as a moderating variable that strengthens the relationship. The research results show that the correlation coefficient (R) value of the second regression equation (0.450) is greater than the first regression equation (0.366). This shows that EX has a significant role as a moderating variable in strengthening the relationship between POS and EE.

In the second regression equation, not only POS (X1) influences EE (Y), but also EX (X2) and the interaction between POS and EX (X1.X2). With EX as an additional variable, EE is not only influenced by their POS level, but also by their ability to utilize and adapt to EX.

Thus, it can be concluded that EX acts as a moderating variable that strengthens the connection between POS and EE. This emphasizes the importance of developing POS in the context of EX as a strategy to improve EE, especially in an era where EX plays an increasingly dominant role in the work environment.

Influence POST to EE. Regression analysis indicates that POS has a significant positive influence on EE. The coefficient value $\beta = 0.333$

and significance Sig = 0.001, lower than the significance level $\alpha = 0.05$, confirms this relationship. These findings indicate that as employees' perceptions of organizational support increase, so does their level of engagement. Therefore, POS positively influences EE, supporting hypothesis H1. This contribution is important to the research regarding the connection between POS and EE, reinforcing the theory that organizational support can increase employee engagement.

The study by (Canboy et al., 2021) found that POS influenced the significance of work meaningfulness, engagement, and stress in France. (Hidayat et al., 2023) show that organizational support increases employee creativity, with greater support meaning higher engagement. This reinforces the concept that POS not only influences employee well-being but also contributes to performance and productivity through increased EE.

Research by (Aunguroch & Montayre, 2024) underscored the influence of Perceived Organizational Support (POS) on employee work engagement and well-being. (Batista et al., 2024) stated that POS increases job satisfaction and productivity, especially in the context of remote work. (Pei et al., 2020) through a meta-analytic review found that supervisors' supportive behavior has a beneficial effect on employee well-being and work engagement.

Overall, POS is a key factor that increases employee engagement, which in turn improves organizational performance. The importance of POS is emphasized in theories of employee engagement and social support in the workplace. Research by (Russen et al., 2024b) indicate that employee engagement surveys can help identify areas for improvement. Logistics companies need to formulate HR policies that improve POS, including employee training, rewards and welfare. Research by (Šlogar et al., 2023) and (Purnama et al., 2021) emphasize the importance of organizations in improving employee quality.

Research by (Zihan et al., 2024) and (Bashor & Purnama, 2017) show that Environmentally Friendly HR Management can increase organizational commitment through POS. Research by (Gupta & Jangra, 2024) explores research designs that support the goal of improving POS. (Garrido-Moreno et al., 2024) and (Purnama & Subroto, 2016) emphasize the importance of innovation and organizational resilience in enhancing business performance.

Improving internal communications can help employees feel supported and appreciated. Companies need to invest in employee well-being to improve POS and engagement. Work flexibility and work-life balance policies should be implemented. POS must be a consideration in HR strategic planning. Research by (Suthatorn & Charoensukmongkol, 2023) highlight the role of POS in employee happiness.

By understanding these findings, logistics companies can develop strategies to improve POS and employee engagement, providing benefits to their organizations and employees.

The function of EX in influencing the relationship between POS with EE. The results of the regression analysis show that the correlation coefficient (R) in the second regression equation (0.450) is higher than the first regression equation (0.366), indicating that EX plays an important role as a moderating variable in strengthening the connection between POS and EE, which supports H2. This confirms that EX functions as a moderating variable that strengthens the connection between POS and EE. This shows the need to develop POS in the context of EX as a strategy to improve EE. Empirical evidence shows that EX positively influences and strengthens the relationship between POS and EE, indicating that improvements in EX can increase the influence of POS on EE in the logistics sector. This validates the important role of EX as a mediator in the relationship between POS and EE.

Research by (Kurniawan, 2023) emphasizes the mediating role of work meaningfulness in the connection between Perceived Organizational

Support (POS) and Employee Engagement (EE). Additionally, a study by (Russen et al., 2024a) highlights the significance of employee satisfaction and engagement in shaping perceived organizational support, which is a key factor in work engagement and organizational sustainability.

This finding reaffirms that EX is crucial in enhancing the connection between perceived organizational support and employee engagement. Research by (Eisenberger et al., 2002) investigated account the role of organizational support and supervisory perceptions. On the other hand, research by (Rahmah et al., 2022) emphasized the importance of general skills training for recent graduates in enhancing perceptions of organizational support, job satisfaction, and retention intentions to change jobs.

This confirms that efforts to improve EX can be an effective strategy for increasing their engagement. The study by (Zagenczyk et al., 2020) emphasize the importance of human-centered design in enhancing the EX by adapting the approach according to the needs of a particular project. Meanwhile, research by (Balaji et al., 2023) show that extensive work experience can influence the effectiveness of social media marketing in increasing customer engagement. This shows that companies in the logistics sector need to design special programs to improve employee work experience. Close collaboration between industry experts and technology developers, as done in the Integrated Logistics Platform by (Fan et al., 2024), can improve the overall quality of the work experience.

Conversely, studies by (Rosala & Pernice, 2023) indicate that efforts to increase employee productivity and satisfaction through the implementation of appropriate warehouse management software are essential in a sustainable logistics system. The importance of strengthening organizational support perceived by employees is highlighted in research by (Wahyuni & Muafi, 2021). Employees who feel valued and supported by the company tend to be more productive,

innovative and loyal, as revealed in research by (Windhausen et al., 2024).

In this context, the use of environmentally friendly technologies and leadership that supports an inclusive work environment can encourage pro-environmental behavior and innovation, as shown by (Peng et al., 2024). Research suggests that incorporating game elements (gamification) in business can also impact employee engagement, experience, satisfaction, and loyalty (Sharma, 2023). This reinforces that strategies incorporating elements to enhance the EX can positively influence organizational performance and success..

Conclusions

The findings of this research indicate that POS has a notably positive impact on EE in logistics companies. Moreover, EX serves as a moderating factor, enhancing the relationship between POS and EE. This emphasizes the importance of POS development in the context of EX as a strategy to improve EE. This positive relationship enables logistics companies to foster a more supportive, efficient, and sustainable work environment, which ultimately improves employee performance and well-being.

It is hoped that companies will focus on improving POS by providing real support to employees, such as training and development, recognizing achievements, and paying attention to employee welfare. It is important for companies to improve and enrich the EX. This can be done through programs that increase employee engagement, such as team building activities, work-life balance, and comfortable work facilities. Companies must develop and implement engagement programs specifically designed to improve EE, such as effective internal communications, reward and recognition policies, and clear career opportunities. Routinely, companies need to evaluate and collect feedback from employees regarding their work experience.

This information is important for adjusting existing strategies and policies to remain relevant

and effective. Managers need to be trained to understand the importance of POS and how they can play a role in improving EE. Managers who support and care about their subordinates will help create a more positive work environment. Companies are advised to continue to monitor developments in EE and POS through continued research to ensure that the strategies implemented remain effective and relevant to changing organizational and industry dynamics.

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