

## **To stay or not to stay: the mediation roles of job satisfaction and organization commitment among women in logistics industry**

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**Keywords:** extrinsic, intrinsic, organization commitment, self determination theory, smart PLS.

**Abstract:** The logistics sector is considered non-traditional for women as the industry employs mostly men as the required tasks are considered masculine. Logistics operation runs 24/7, which leads to long working hours and overlaps with women's household responsibilities. The situation is linked to turnover intention among women in this industry. Numerous studies have acknowledged women to be as good as men. Therefore, turnover among women in this industry is a significant loss for the industry as gender imbalance remains a major issue. Furthermore, studies on this subject remain scarce. This study addressed the literature gap by adopting the Self Determination Theory (SDT) and investigated the factors influencing female employees' intention to stay in the logistics industry. Data analysis was performed using a purposive sampling technique and Smart Partial Least Squares (Smart PLS). Resultantly, job satisfaction mediated the relationship between intrinsic motivation and intention to stay but did not mediate extrinsic motivation and intention to stay. Additionally, the relationship between work-life balance and intention to stay was mediated by organisational commitment. The findings benefit human resource management in the logistics industry to design a better policy to reduce retention prevalence and decrease the number of talented female employees leaving this industry.

### **1 Introduction**

The transportation and logistics sectors are unconventional among women as these industries primarily employ men, which entails 'masculine' tasks. Previously, the transport and logistics industry (particularly shipping) was viewed as male-dominated without any job opportunities for females. The global trend highlights women's underrepresentation in the transportation and logistics sector throughout Asia and the Pacific [1]. Hence, inequity and career obstacles remain an issue in the sector.

The complexities experienced by working mothers in the transport and logistics sectors are caused by working hours (such as in multinational companies), which clash with their family commitments. Increased working hours and related work stress can affect the amount and quality of time with family [2]. Balancing between work and family life is becoming increasingly challenging as many employers demand employees to work longer hours and perform more demanding workloads, which forces trade-offs from numerous employees, mainly working women worldwide [3]. Although the pressure on women to work long hours negatively impacts their family life, women must accept the reality by making the appropriate adjustments [4].

The main challenge women encounter in the sector concerns balancing professional and family life within societal expectations [1]. In most culturally strict patriarchal countries, women are expected to spend more time with their families. Working in the transportation and logistics industry usually necessitates extended business trips and participation in several networking events in male-dominated environments. Surveys emphasised these "outside-the-office activities" as the main inconvenience among women.

Society perceives that woman should not work in dangerous and unclean areas, such as logistics. The logistics sector has traditionally been associated with physical work and is dominated by men [5]. Nevertheless, advancements in logistics technology have increased employment opportunities for women while specific technological advancements continue to reduce incorrect perceptions that certain job roles are too dangerous or impractical for women. The logistics and transportation sector gradually gained traction in becoming one of the primary sources of employment, hence the subject is crucial.

Female professionals experience greater challenges at work and home, thus increased pressures at work could affect family commitments [6]. Women are assigned to certain home duties, which they must fulfil as mothers, wives, and daughters-in-law [7] which is directly

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associated with turnover intent. Excessive work hours and workload in the logistics sector will compete with family commitments as multinational supply chains require regular round-the-clock assistance including on weekends and holiday [8]. For instance, increased work hours and related working conditions may influence the amount and quality of relationships between family members.

Based on, [9] female employees' turnover rates were higher in the workforce, while the medical field recorded high turnover rates among female nursing staff in China [10]. Studies on the factors of female employee turnover rate outlined an increase among female workers who quit. Other studies highlighted factors influencing turnover intention among female nurses working on shifts in the medical sector, such as high work pressure and work-family conflict [11]. Thus, insufficient empirical research exists on female workforce retention in Supply Chain Management (SCM) to resolve the talent shortage [12].

The number of female employees in the workforce is at a reasonable rate. A low percentage of women employees is as good as males in their competencies [13]. For instance, women in the logistics industry (SCM) represent 35% of the workforce [14]. Notably, 38% of the labour force comprises women, while 19% of the management positions in port operations are held by women (Study Survey, 2016). The Ministry of Women, Family, and Community (2016) in Malaysia reported that women accounted for 1.5% to 2% of the maritime logistics industry [15]. The current study investigated why female employees continue to be interested in working in the logistics industry despite the issues. These factors that influence women workers' intention to stay in the Malaysian logistics sector were examined.

Human Resource Management (HRM) in the logistics industry should retain the number of women who work in logistics. Due to globalisation, the development and implementation of conventional HRM strategies and processes are insufficient to sustain trained staff in the present dynamic work environment [16]. The logistics company must reveal the factors influencing women's commitment towards the industry. This study also benefits logistics industries that encounter various turnover issues. Additionally, the current study presented a foundation to retain or reduce turnover among women employees in the logistics field.

## 2 Literature review

### 2.1 Self-Determination Theory

The Self-Determination Theory (SDT) was created by [17]. This theory explains that workers' motivation for professional activities impacts their performance and well-being. The SDT has been applied in various fields involving multiple employees, such as public employees [18,19] in the performance of green supply chain management [20], job satisfaction among hotel housekeepers [21], and the intention to stay among employees in the construction industry [22]. This study

applied SDT to determine whether intrinsic or extrinsic factors influence women's satisfaction and desire to remain in the logistics sector.

### 2.2 Intention to stay

Intention to stay was defined by [23] as an individual's work evaluation upon entering the work domain and interacting with the working environment, the identity to continually participate in specific organisational goals, and the identity and willingness to remain in the original work position. In this study, the intention to stay denotes a person's dedication towards their work and willingness to remain employed.

Studies in various areas have examined the intention to stay, which includes all types of employees, such as public employees [24] and care workers in the care service [25]. In the medical field, emergency nurses in Shanghai [26] were examined to determine the elements that affect their intention to stay. Past research emphasised a lack of empirical data on the intention to stay or commit, specifically among women in the logistics industry. This study investigated the reasons underpinning female employees' interest in working in the logistics industry despite the complexities of doing so. The intention to stay was the dependent variable that identified the factors affecting women employees' survival in logistics.

### 2.3 Intrinsic

Intrinsic motivation is the most individualistic type of motivation, which refers to engaging in an activity for the pleasure and fulfilment obtained from participation. The study defined intrinsic motivation as accomplishing something without anticipating a fair value. Employees work diligently when they are satisfied with their work and environment. Furthermore, employees can be intrinsically motivated by at least parts of their jobs (if not all) and tend to display high-quality performance and wellness when intrinsically motivated [27].

A study on the hotel industry outlined a positive relationship between intrinsic factors and job satisfaction among hotel housekeepers [28]. An interesting and useful job to society has a higher intrinsic factor among hotel housekeepers, which results in job satisfaction. A significant relationship was identified between intrinsic motivation and job satisfaction among electricity employees in Vietnam [29]. Hence, the following hypothesis was proposed:

*H1: Intrinsic motivation has a positive relationship with job satisfaction.*

### 2.4 Extrinsic

In works that are less intrinsically satisfying with incentives directly tied to performance or results, such as bonuses and commissions, employees tend to consider money as the major reason for completing the task where extrinsic motivation will likely continue [30]. In this study,

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extrinsic motivation occurs when employees are rewarded for their hard work to encourage job satisfaction in their company. Extrinsic motivation is often differentiated from intrinsic motivation, which concerns behaviours performed for reasons outside their inherent satisfaction.

Extrinsic motivation among retail workers positively influenced job satisfaction [31]. In 2019, a study [21] examined the determinants of extrinsic motivation across occupations and revealed a positive relationship between employees' extrinsic motivation and job satisfaction. Extrinsic motivation has become essential in achieving higher job satisfaction in the hotel industry based on its positive effect on hotel housekeepers [28]. In the study [29] among electricity employees, extrinsic motivation positively impacted job satisfaction. Therefore, the current study presents the following hypothesis:

*H2: Extrinsic motivation has a positive relationship with job satisfaction*

## 2.6 Work-life balance

Work-life balance denotes how individuals can manage and overcome work and family conflicts to achieve balance [32]. Work-life balance occurs when an individual feels similar participation and satisfaction in the work domain and family with little conflict due to their capacity to manage various duties and establish priorities [33]. A positive work-life balance could boost morale, productivity, and organisational commitment, and minimise absenteeism [34].

Work-life balance is positively related to organisational commitment among employees from various public and private sector organisations across Pakistan [35]. Subsequently, the research [36] suggested that many university teachers perceived a positive impact of work-life balance on the level of commitment towards their organisation. In this study, women in the logistics industry may encounter more work and family issues. Increased demands at work could influence family responsibilities [6]. Employees that appreciate work-life balance will be more committed to their organisation [37]. An improved work-life balance would increase employee commitment, as suggested in the hypothesis below:

*H3: Work-life balance of women in logistics industry has a positive relationship on organization commitment.*

## 2.5 Job satisfaction

According to [38], Job satisfaction involves the physiological and psychological well-being of employees. The attention on the psychology and requirements of employees would alter their behaviour and increase their productivity. Successful organisations prioritise employee job happiness over customer satisfaction, recognising that satisfied employees will produce higher-quality goods, achieve and maintain high work productivity, and remain loyal to the organisation [22]. This study defines job satisfaction as women employees' level of job satisfaction

and commitment to continue working in the logistics industry.

Satisfied employees will be motivated to perform better and stay longer in the organisation [39]. Employees will quit if their job satisfaction levels are continuously low. A study in the medical field [40] used job satisfaction as one of the variables that demonstrated a positive relationship towards the intention to stay. Other studies discovered that most nurses were satisfied with their jobs (75%) and did not intend to leave their current position [41]. A significant positive relationship was highlighted between job satisfaction and intention to stay among government employees in Qatar [42]. Thus, the study presented the following hypothesis:

*H4: Job satisfaction has a positive relationship with the intention to stay.*

## 2.7 Organization commitment

The three distinct types of organisational commitment are emotional commitment, continuation commitment, and normative commitment [43]. Affective commitment refers to the employee's emotional attachment and willingness to work for the organisation. The literature emphasised that satisfied employees tend to stay with their organisation. This study proposed that employees tend to leave their organisation when no new opportunities are available in their current field and a low level of job commitment [44]. Summarily, women in the logistics industry who are more committed to their jobs tend to be more motivated to stay in the existing organisation.

Numerous studies have revealed a significant relationship between organisational commitment and turnover intention (intention to commit). Employees with high organisational commitment intend to stay in the establishment [43]. A research [42], discovered a positive relationship between industry commitment and intention to stay as a government employee in Qatar. The following hypothesis was proposed based on the aforementioned discussions:

*H5: Organization commitment of women in logistics has a positive relationship with intention to stay.*

## 2.8 Mediation

Mediation analysis is commonly used to signify the theoretical contribution to the social science field [45], [46]. A mediating variable is a variable or strategy that mediates the influence of an antecedent variable on an outcome [47]. The mediator serves as a third variable that describes how the independent variable of interest affects the dependent variable [48,49].

Past discussions outlined a consistency in the relationship between intrinsic motivation and job satisfaction [22,28,29]. A consistent positive relationship was discovered between extrinsic motivation and job satisfaction [21,28,29,31]. Various studies also noted a consistent positive relationship between job satisfaction

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and the intention to stay [40,42]. Therefore, this study suggested that job satisfaction mediates the relationship between intrinsic motivation and the intention to stay, extrinsic motivation, and the intention to stay. The following hypotheses are presented:

*H6: Job satisfaction mediates the relationship between intrinsic motivation and the intention to stay.*

*H7: Job satisfaction mediates the relationship between extrinsic motivation and the intention to stay.*

Past studies also highlighted a consistent relationship between work-life balance and organisational commitment [35,36,50]. Previous research has indicated a consistent positive relationship between organisational commitment and intention to stay [42]. Therefore, the current study proposed that the relationship between work-life balance and intention to stay is mediated by organisational commitment:

*H8: Organization commitment mediates the relationship between work-life balance and intention to stay.*

### 3 Methodology

A quantitative methodology was employed to evaluate the assumptions and achieve its purpose. The unit of analysis was individuals and the most appropriate research instrument was a self-administered survey questionnaire [51]. The study population was women in the logistics industry currently working at a logistics company in Malaysia. All respondents participated voluntarily to ensure result accuracy. A non-probability purposive sampling method was deemed the most suitable considering that the total population was unidentified and the analysis was aimed at evaluating the theoretical effect [52,53]. A total of 248 data were gathered from the self-administered questionnaires.

This study employed structural equation modelling using SmartPLS for hypothesis development. In applying this approach for data analysis, the sample size should be established by the power of analysis, which is the minimal number of samples required based on the complexity of the model [53,54]. Additionally, a medium effect size with a power of 0.8 is suitable to identify a sufficient number of respondents in the social science field [55]. A study with 3 predictors and a medium effect size requires at least 76 respondents [56]. The current study respondents were 248, thus fulfilling the minimal sample size requirement.

### 4 Analysis and Findings

For data analysis, 248 questionnaire sets were used. Most respondents were between 26 and 33 years old

(39.1%). Additionally, 71.4% of the respondents were single women. A majority of the respondents (61.3%) possessed a bachelor's degree. As for ethnicity, a majority of the women were Malay (80.6%). In terms of income level, the highest income level was between RM 1,000 and RM 3,000 (50% of the respondents). The respondents mainly had 1 to 3 years of working experience (46.8%).

#### 4.1 Common method bias

The study aimed to identify a predictive function and an appropriate application of the Smart PLS software [54]. Using a single data source may result in a common method variance, which affects the quality of the findings [57,58]. The procedural and statistical methods of analysis were applied to address this issue. Hence, this study employed a different anchor scale to measure the constructs for the procedural method [45,59] with full- collinearity analysis [60]. A seven-point Likert scale was used to assess the intention to stay, while a five-point Likert scale measured the other constructs. A VIF value of under or equal to 3.3 indicates no bias in a single data source. The analysis revealed that the VIF values were under 3.3, thus indicating that the CMV was not a severe issue in the study. Table 1 summarises the complete collinearity testing for each construct.

*Table 1 Full collinearity testing*

EXT	INS	JS	WLB	OC
1.121	2.120	2.259	1.409	2.321

#### 4.2 Measurement model

The analysis followed a two-step approach [54], which are the measurement and structural models. Regarding the measurement model, convergent and discriminant validity must be established before continuing with the structural model. Convergent validity is a test determining whether the items used to measure the same construct as validated by [45]. The loading must be  $\geq 0.5$ , the average variance extracted (AVE) should be  $\geq 0.5$ , and the composite reliability  $\geq 0.7$  to establish the convergent validity [61]. Table 2 highlights the convergent validity results. The heterotrait–monotrait ratio of correlations (HTMT) is used to establish the discriminant validity [61]. In Table 3, all HTMT values were under 0.85, thus indicating discriminant validity [62].

[63] recommended that the heterotrait–monotrait ratio of the correlations (HTMT) be used for establish the discriminant validity, As shown in Table 3, all HTMT values were less than 0.85, indicating that the discriminant validity was establish.

*Table 2 Convergent validity*

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	<i>Items</i>	<i>Loading</i>	<i>CR</i>	<i>AVE</i>
<i>Extrinsic</i>	<i>EXT1</i>	0.739	0.882	0.655
	<i>EXT2</i>	0.938		
	<i>EXT3</i>	0.832		
	<i>EXT4</i>	0.707		
<i>Intrinsic</i>	<i>INS1</i>	0.589	0.893	0.584
	<i>INS2</i>	0.792		
	<i>INS3</i>	0.822		
	<i>INS4</i>	0.827		
	<i>INS5</i>	0.828		
	<i>INS6</i>	0.696		
<i>Intention to Stay</i>	<i>ITS1</i>	0.934	0.954	0.873
	<i>ITS2</i>	0.925		
	<i>ITS3</i>	0.943		
<i>Job Satisfaction</i>	<i>JS1</i>	0.915	0.917	0.786
	<i>JS2</i>	0.879		
	<i>JS3</i>	0.866		
<i>Organization Commitment</i>	<i>OC1</i>	0.858	0.938	0.751
	<i>OC2</i>	0.824		
	<i>OC3</i>	0.915		
	<i>OC4</i>	0.890		
	<i>OC5</i>	0.843		
<i>Work-life Balance</i>	<i>WLB1</i>	0.856	0.875	0.701
	<i>WLB2</i>	0.882		
	<i>WLB3</i>	0.769		

Table 3 Discriminant Validity (HTMT)

	<b>EXT</b>	<b>ITS</b>	<b>INS</b>	<b>JS</b>	<b>OC</b>	<b>WLB</b>
<b>Extrinsic</b>						
<b>Intention to Stay</b>	0.266					
<b>Intrinsic</b>	0.222	0.540				
<b>Job Satisfaction</b>	0.101	0.582	0.768			
<b>Organization Commitment</b>	0.276	0.742	0.641	0.643		
<b>Work-life Balance</b>	0.205	0.347	0.573	0.591	0.340	

**4.3 Structural model**

The structural model tested the hypotheses upon establishing the measurement model. A bootstrapping procedure [61] with 5,000 samples was used to assess the hypotheses developed based on the research model (see Figure 1). The hypotheses are supported if the beta value aligned with them with a t-value of  $\geq 1.645$ , a p-value of  $\leq 0.05$ , and no null values for the confidence interval between the lower level (LL) and the upper level (UL) [45].

The direct effect results indicated that only intrinsic motivation ( $\beta = 0.673, p < 0.001$ ) was positively related to job satisfaction. Hence, H1 was supported. Nonetheless, extrinsic motivation ( $\beta = -0.025, p < 0.337$ ) demonstrated an insignificant relationship with job satisfaction. Thus, H2 was unsupported. Job satisfaction ( $\beta = 0.194, p < 0.005$ ) and organisational commitment ( $\beta = 0.574, p < 0.001$ ) positively influenced the intention to stay. Hence, H3 and H4 were supported. The direct effect of work-life balance ( $\beta = 0.292, p < 0.001$ ) also indicated a positive effect on organisational commitment, thus supporting H5.

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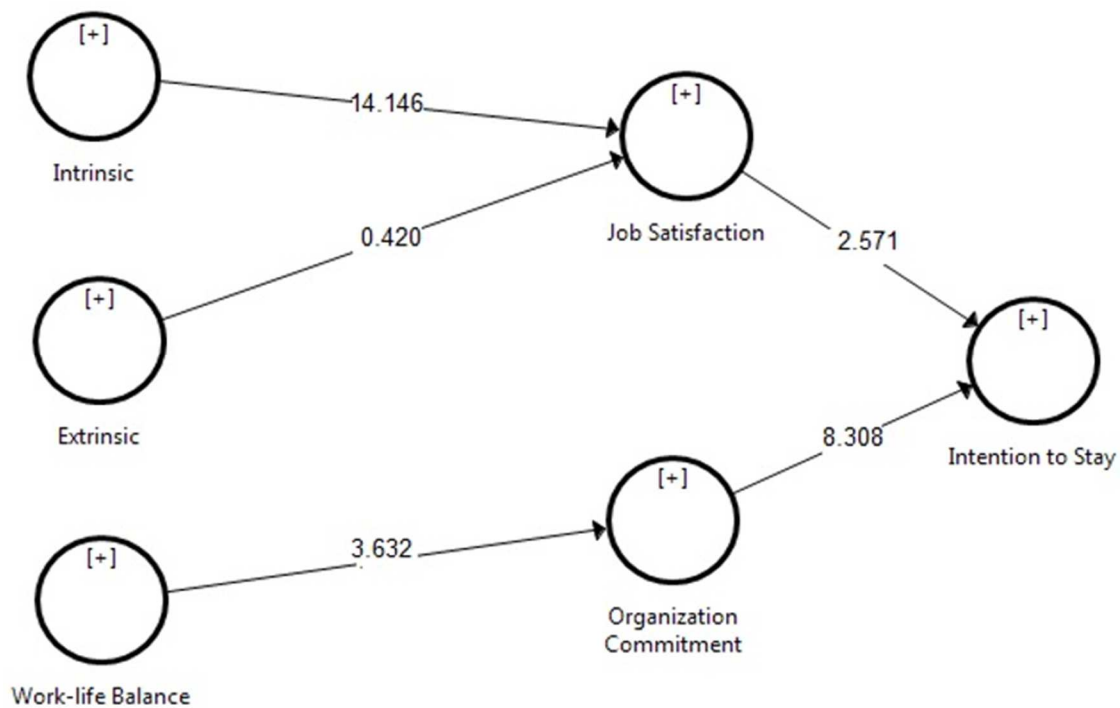


Figure 1 Structural model

Table 4 Hypothesis testing for direct effect

Hypothesis	Relationship	BETA	SE	t-value	p-value	LL	UL	Decision	VIF
H1	INS -> JS	0.673	0.048	14.146	0.000	0.587	0.742	Supported	1.042
H2	EXT -> JS	-0.025	0.060	0.420	0.337	-0.162	0.049	Unsupported	1.042
H3	JS -> ITS	0.194	0.075	2.571	0.005	0.084	0.333	Supported	1.488
H4	OC -> ITS	0.574	0.069	8.308	0.000	0.445	0.675	Supported	1.488
H5	WLB -> OC	0.292	0.080	3.632	0.000	0.151	0.412	Supported	1.000

The hypotheses for mediation are supported if the t-value of  $\geq 1.96$ , p-value of  $\leq 0.05$ , and no null values for the confidence interval between the LL and UL. The mediation analysis results are from H6 to H8. The guidelines [64] employed in this study indicated that LL and UL did not straddle a 0 in the middle, thus suggesting no mediation effect between the independent and dependent variables. The results in Table 6 demonstrated that  $\beta = 0.130$ ,  $p < 0.014$ ,  $LL = 0.042$ , and  $UL = 0.253$  for the relationship between intrinsic motivation job satisfaction and intention to stay, therefore signifying that

job satisfaction mediated the relationship between intrinsic motivation and intention to stay. Hence, H6 was supported.

The indirect effect of extrinsic job satisfaction and intention to stay ( $\beta = -0.005$ ,  $p < 0.695$ ,  $LL = -0.048$ , and  $UL = 0.010$ ) emphasised that job satisfaction failed to mediate the relationship between extrinsic motivation and the intention to stay (H7). The indirect effect on the relationship between work-life balance, organisational commitment, and intention to stay ( $\beta = 0.168$ ,  $p < 0.001$ ,  $LL = 0.078$ , and  $UL = 0.258$ ) signified that organisational commitment mediated the relationship between work-life balance and intention to stay. Hence, H8 was supported.

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*Table 5 Hypothesis testing for indirect effect*

Hypothesis	Relationship	BETA	SE	t-value	p-value	LL	UL	Decision
H6	Intrinsic Satisfaction -> Intention to Stay	0.130	0.053	2.449	0.014	0.042	0.253	Supported
H7	Extrinsic Satisfaction -> Intention to Stay	-0.005	0.012	0.391	0.696	-0.048	0.010	Unsupported
H8	Work-life Balance -> Organization Commitment -> Intention to Stay	0.168	0.046	3.621	0.000	0.078	0.258	Supported

**4.4 PLS predict**

A study [65] proposed the use of PLS prediction. This holdout sample-based technique makes case-level predictions at the item or constructs level using the PLS Predict with a 10-fold procedure to evaluate predictive relevance. Strong predictive power is obtained when all item differences (PLS-LM) are below the predictive relevance, while moderate predictive power is determined

when most item differences are below the predictive relevance. Furthermore, a minority of the item with a lower value suggests a low predictive power [65]. Nevertheless, predictive power cannot be established if the differences between all items exceed the predictive relevance. In Table 5, the results indicated that a predictive power for intention to stay and organisational commitment was not established. Nonetheless, the results displayed a strong predictive power for job satisfaction.

*Table 6 PLS predict*

Items	PLS RMSE	LM RMSE	PLS-LM	Q <sup>2</sup> predict	Decision
ITS1	1.027	1.008	0.018	0.155	Not Confirm
ITS3	1.057	1.021	0.035	0.119	
ITS2	1.029	1.018	0.011	0.099	
JS2	0.627	0.638	-0.011	0.300	Strong Predictive
JS3	0.709	0.712	-0.003	0.305	
JS1	0.557	0.571	-0.013	0.398	
OC2	0.763	0.730	0.033	0.060	Not Confirm
OC4	0.754	0.692	0.062	0.044	
OC1	0.754	0.711	0.042	0.027	
OC5	0.752	0.702	0.050	0.072	
OC3	0.708	0.636	0.072	0.044	

**5 Discussion and conclusions**

The results emphasised that intrinsic motivation significantly affects job satisfaction and influences women’s intentions to stay in the logistics industry. In relation to H1, intrinsic motivation was positively related to job satisfaction. The results were consistent with earlier studies [22,28,29] where intrinsic explained job satisfaction. The findings also indicated that women in logistics companies with intrinsic motivation tend to be satisfied, hence they intend to remain in their workforce. Employees who believe that their talents are being efficiently utilised indirectly influence their workplace satisfaction.

Extrinsic motivation and job satisfaction were not related (H2). Nevertheless, previous studies revealed that external motivations positively affected satisfaction. Interestingly, the studies discovered employees’ disinterest in external motivators, such as rewards, high pay, and

promotions. The literature underlined that external motivation is essential in determining their level of satisfaction, which occurred during a normal scenario. Nonetheless, the data were collected during the COVID-19 pandemic, which forced them to choose between economic stability or their health, which offered a new finding concerning this relationship. This scenario aligns with the new norm created by the pandemic, thus justifying the relationship between extrinsic motivation and job satisfaction. Moreover, limited job opportunities during the pandemic raised awareness among the women in logistics who are grateful for their jobs due to the number of jobless people due to the crisis.

The relationship between work-life balance was positively related to organisational commitment, thus supporting H3 in line with prior research [30,42]. A successful work-life balance can produce more dedicated and satisfied employees. Logistics companies must refrain

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from interrupting their employees after work hours and on off days to focus on their personal lives. Women, specifically homemakers, could concentrate on their chores, such as cooking and cleaning. This is the company initiative to assist employees in balancing their families with career life.

This study also explored the role of job satisfaction and organisational commitment in influencing the intention to stay among women in the logistics industry. Hypothesis 4 highlighted that job satisfaction is positively associated with the intention to stay among women in the logistics industry. Previous studies [40,42] also supported the relationship between job satisfaction and intention to stay. Satisfied employees are less likely to leave their current job [66]. Offering greater professional development options through diverse projects and new responsibilities and developing a reward system might enhance satisfaction among women in the industry.

The findings suggested that organisational commitment is positively associated with the intention to stay among women in the logistics industry. Employees with high organisational commitment intend to stay with the establishment [43,67]. Employees dedicated to their organisation have a more optimistic view of the companies and a stronger intention to stay, thus minimising turnover. The positive relationship between organisational commitment and intention to stay is generally supported in previous studies. The independent variable has a significant relationship with the intention to stay [42]. In this study, women in the logistics industry feel that their commitment to their position is important to consider and assist organisations achieve their goals. Consequently, their behaviour causes them to continue to commit to and stay in this industry.

Job satisfaction and organisational commitment act as a mediator in the relationship between intrinsic (H6), extrinsic (H7), and work-life balance (H8) in the intention to stay among women in the logistics industry. Nevertheless, only H6 and H8 were supported. Hence, job satisfaction mediates the relationship between intrinsic and extrinsic intention to stay. Job satisfaction has a mediating effect on the intrinsic intention to stay. The findings demonstrated that intrinsic motivation ensures women employees' satisfaction to remain in the logistics industry, thus supporting H6. Organisational commitment also mediated the relationship between work-life balance and intention to stay, hence supporting H8. The mediating role of organisational commitment established that women in the logistics sector who can successfully manage work and family life are more committed to their jobs and possess a higher intention to stay in the industry.

## 6 Theoretical and practical implication

The SDT constructs, intrinsic motivation, extrinsic motivation, work-life balance, job satisfaction, and organisational commitment provided valuable insights into women's intention to stay in the logistics industry. The

expanded SDT model contains theoretical and practical implications to predict women's desire to remain in the industry. This finding will benefit human resources, managers, and all logistics companies to maintain the number of women employees in the logistics industry.

In terms of theoretical implications, examining the intention to stay among women employees contributed to the existing knowledge of the subject [68,69]. The current study provided vital insight into women's intention to stay in the logistics industry. Studies have been conducted on the intention to stay. The results highlighted the expanded model as beneficial for predicting women's determination, which provided directions for future research to enhance the understanding of women's desire to stay.

Results of the direct effect show this study verified intrinsic motivation as variable influencing job satisfaction and work-life balance influencing organization commitment in the logistics industry for women. Only extrinsic motivation is not able to be influencing job satisfaction in this study. Consequently, the current study enhanced findings from prior studies on intrinsic motivation and job satisfaction [22,28] and studies on work-life balance influencing organization commitment [36,50]. The mediation analysis provided significant evidence of intrinsic motivation in shaping job satisfaction and influencing intention to stay. Moreover, significant evidence of work-life balance in shaping organization commitment influencing intention to stay, providing deeper insight into the determination of intention to stay towards women in the logistics industry. Extrinsic motivation is an insignificant factor to influencing intention to stay of women in the logistics industry, contrary to previous studies. The author encourages other scholars to study why this factor is irrelevant in the current setting. Future research could also provide a mediating component between this association, given that the current findings contradict previous research. The author invites other researchers to investigate why that factor is insignificant in the present context. Future studies could also introduce a mediating factor between that relationship since the findings contradict the literature.

The extended SDT model guides logistics company managers regarding the factors influencing their women employees' intrinsic motivation and job satisfaction. Women employees who are generally motivated as the work is interesting and desire to improve tend to persist longer. Managers could enhance intrinsic motivation by assisting women employees in recognising their improvement, receiving positive feedback concerning skill development, and discussing what was learned from the task. Effective work-life balance results in more engaged employees with lower levels of absenteeism, sickness, and stress, and raises the intention to stay in organisations. Logistics company employers must respect these women after working hours by not interrupting after work hours and on off days to focus on their personal lives. Women, such as, homemakers can focus on chores, such as cooking



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and cleaning. This is the organisational initiative to aid employees in balancing their families and careers.

## 7 Limitation and future studies

In order to broaden the applicability and transferability of the suggested model and increase its adaptability to other nations and cultures, the proposed model must be tested in different settings. Additionally, the questionnaire was designed to measure using the SDT variables and the factors influencing women's intention to stay in the logistics industry. Consequently, the model can be improved by examining women's intention to stay in the logistics industry based on several theoretical viewpoints. Social exchange theory can be employed for future research as it has not yet been implemented in examining Malaysian women in the logistics business. Future studies could also enhance this model by integrating the variables impacting women's intention to stay within the logistics industry, such as work-life conflict and personal job fit in various nations and cultures.

### Acknowledgement

This work is a part of the graduation requirement for the Master of Science in Maritime Studies (Maritime Logistics) at Universiti Malaysia Terengganu. This research was supported by the Industrial Grant from PKT Logistics Group (Vot No. 53378).

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**Review process**

Single-blind peer review process.