

Factors that Influence Employee Job Performance: A Case Study of GDEX Express Carrier Bhd

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Abstract

The purpose of this study is to investigate the key factors influencing employee job performance in GDEX. Employee job performance has been found to be easily influenced by corporate behaviours. Therefore, it is important for an organisation to know pertinent issues that are capable of influencing employee job performance in order to help the organisation achieve high-quality work performance in future. The main objective of this study is to investigate variables that would influence employee job performance in GDEX. The four variables include training and development, rewards, good working environment, and effective communication toward employee job performance in GDEX. This study employed the qualitative approach to study employee job performance in a logistics company. The secondary data has been chosen as a research technique to analyze and examine the problem. Based on the secondary research, the findings showed that training and development, rewards, good working environment, and effective communication has a significant positive effect on employee job performance.

Keyword

Training and Development, Rewards, Good Working Environment, Effective Communication, Employee Job Performance

1.0 Introduction

Human resource management (HRM) is required by a company to manage its operations at various levels of all departments. Employee performance is one of the most important factors capable of influencing a company's success in any industry. Therefore, this study is conducted in order to explore and investigate the factors that will impact employee job performance effectively in GDEX. In the first chapter of this study, the first section is to have an overview of the study background. Next, the problem statement will be the third part, which will discuss possible problems related to the title of this study and identify factors that may have an impact on employee job performance. It will be followed by research objectives and the scope of the study.

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1.1 Background of Study

This research study is focused on providing the readers with a vivid understanding on the factors that are capable of affecting the employee job performance. In the same industry, every company tries to differentiate itself from competitors by improving its product, service and satisfying customer needs. In this case, employees play as an important role in helping the organisation to improve on its good business. It is common knowledge that good job performance from employees can directly or indirectly assist a business in generating higher revenues and goodwill apart from achieving company goals. However, employees will perform well or have the better capability in performing their tasks provided when they receive benefits from their company or feel satisfied in their jobs as referring to Seppälä and Cameron (2015). Therefore, it is essential for every organisation's human resource department to know what factors are involved that will significantly affect employee job performance, the necessary benefits, and employee satisfaction, in order to achieve a favourable outcome for their employees (Tan, 2021).

Employee job performance is defined as how well a person performs his or her job responsibilities or assigned tasks, as well as meeting a set of goals. According to Ogundare and Abugu (2022), and Sanrang et al., (2022), a good performance is consistently meeting the timeline, achieving set goals, favourable implementation outcomes, and generating a positive impact on the company in terms of quality, cycle time, and efficiency. Every human resource department is responsible to pay attention for their employees' loyalty, focus, knowledge, efficiency, attendance, and productivity. Apart from merely a raise in terms of salaries, the organisation must also consider other factors for employee in order to improve their satisfaction at work (Asti, Widyaningsih and Priyadi, 2022).

Motivation is considered an indispensable tool for the organisation in encouraging its employees to work well (Varma, 2017). It is difficult for workers to feel relevant in achieving their goals if they are lacking motivation. Besides that, if the company does not provide enough level of motivation to its employees, negative feelings will quickly spiral into negative behaviour in the workplace. This will reduce the productivity of the employees and both the organisation and individuals will be unable to achieve their goals. Furthermore, employees who work in a service company will have responsibilities in interacting with customers. In the business world, retaining customers and satisfying their needs is vital for a business in going concerned. Therefore, one of the most important factors that will influence the company's image in the minds of customers is employee behaviour and attitudes (Mubarok, 2019).

1.2 Problem Statement

Employee engagement has become a pressing issue in Malaysia. Due to the impact of the Covid-19 pandemic in Malaysia over the last two years, the majority of the companies have chosen to close down their businesses, and many employees have chosen to work from home or via remote work; However, some employees like police, nurse, doctor, and delivery driver are suffering with its heavy and increasing workload. Besides that, workers feel difficult to achieve work-life balance as overtime work is the trend during the past two years pandemic (Lonska et al., 2021). Hence, human resource executives must be agile in changing the working environment and working style in order to be more empathetic to employees' feelings and open to their employees.

The Edge Malaysia Weekly reports that GDEX has run across issues like as a lack of manpower during the Covid-19 Pandemic (Surendran and Raj, 2020). In spite of this, the provision of these services is now of the utmost significance in a period in which the mobility of Malaysians is being restricted as a result of the Covid-19 Pandemic. It has been determined that the capacity to deliver-on-demand and made-to-order services, which were made possible by the expansion of MCO, are essential services for the gig economy. Therefore, it's difficult when there is understaffed and endless work.

2.0 Literature Review

2.1.1 Employee's Job Performance

All business organisations need employees with the ability to complete their job duties. Employee job performance is valid for every organisation because it can help the company to achieve overall business success (Asbari, Hidayat and Purwanto, 2021). Employee performance is preceded by "the organisation's decision to hire workers to fulfil their duties and do well in their jobs." Good employee performance implies that the workers have the ability to assist their boss to run a successful business. Therefore, it is important for every company's human resource manager to know which of the factors will affect their employees' attitude in performing the jobs in accordance with Shmailan (2016).

Job performance represents how workers perform in their job duties. Apart from training and development, job performance can also be affected by the company's workplace environment, employee attitude, stress levels of employees, the difficulty of job requirements, and the working hours. A poor working environment and hyper-pressured employment will lead to undesirable health habits like smoking being compromised by employees, which will also worsen the negative effects on their job performance (Hlengane and Bayat, 2013; Miah and Hafit, 2021). Therefore, it is obvious that employees' poor performance is detrimental to the business operations of the company, and it will also affect overall teamwork. With references to Zakaria et al. (2020), the key feature of insufficient capability is the level of stress, lack of communication with supervisors, and lack of employee training and development.

The job is not right for them: Another reason that causes employees' lack of performance in jobs is due to the fact that they feel the jobs are not right for them. Or the organisation didn't assign the employees' talent to tasks. If the employees failed to perform at the requirement as they should, or they seem disengaged in their job, this doesn't mean a lack of ability. Sometimes, it could be due to a job that does not fit them. It also will be difficult for a job to work out well done if it does not align with the employees' strengths, values and personalities (Garnett, 2019).

Employee didn't build a good relationship with their colleagues: Most of the employees will spend more time with their colleagues rather than with their family and friends (Tran et al., 2018). Building a positive relationship with colleagues in the workplace is important for every employee. Since the relationship between the employees and their colleagues will influence their working behaviours and job performance. Besides that, this facilitates an exchange of information between individuals with their team members and helps them to complete the tasks efficiently.

Opportunities: Employees need the opportunities to improve themselves. For example, they need opportunities to learn and grow in order to attain personal improvement and professional advancement. This is because employees also wish that their work performance can meet the company's expectations. Therefore, it is important for an organisation to offer its staff opportunities to participate in coaching and mentorship programs. When the employees feel that their voices have been heard, they will have the motivation to work well in their jobs (Costill, 2019).

2.1.2 Measuring Job Performance

Employees' work performance is important to companies in a modern setting. Employee performance is defined as the employees' capacity and how they use their knowledge and skills in performing services and products, as well as their efforts in contributing to the organisation (Rahaman et al., 2021). The feedback received from employees is vital in helping the organisation to have a clear understanding of how the employees' work performance fares. However, most HR managers have difficulty measuring their employees' job performance. When annual performance reviews have come under scrutiny in recent years, the findings have shown that it is difficult to get everyone involved, and some find it ineffective and inaccurate. (Wilken, 2020). Indeed, up to 95% of managers are dissatisfied with the methods they use to measure employee performance according to Sherman (2020).

Employees' task performance refers to the employees' main job responsibilities. Task performance is defined as "in-role prescribed behaviour" (Ramos-Villagrasa et al., 2019). It also reflects how employees carry out their work responsibilities and the duties entrusted to them. The contextual job performance refers to employee work behaviours but not identified as career responsibilities. It can be creativity, cooperation, mutual support, dedication, effective communication, and organisation commitment. Besides that, Alghfeli et al. (2020) suggested service quality to measure the employee performance. Service quality is defined as the characteristics of services produced by the company in order to satisfy customer needs.

2.1.3 Training And Development

Training and development can be defined as the key factor that is provided by companies to their employees. This is the opportunity for the employee to learn and help them to enhance their skills and ability to relate to work (Okechukwu, 2017). Through training, companies aim at enhancing their employees' additional skills. Through development, they aim at enhancing their employees' personalities.

According to Hameed and Waheed (2011), training and development have proven to be beneficial to both the employees and the organisation as a whole. This is because the training helps a company to achieve the highest profitability, while at the same time it improves employees' positive attitudes at work, which in turn help them to gain higher incomes. Apart from elevating employees' skills and knowledge at the organisation level, training and development also help strengthen employees' morale within the workforce, thus helping the company to build a healthy work environment. Besides, training and development are beneficial for employees to make better and

proper decisions, improve their ability in problem-solving, enhance their ability in handling stress, develop employee confidence, decrease employees' frustration and increase their interest in work (Salah, 2016).

In this research, it will determine how training and development influence employee performance. Training and development play an important role for an organisation to achieve business success in a competitive work environment (Isaac, Fabian, and Nkechi, 2020). Training provides opportunities for employees to gain more knowledge and skills so that they can keep moving forward and upward in their jobs. It goes without saying that this confidence will increase employees' motivation in their daily work and thus improve their job performance (Madiistriyatno and Kamsinah, 2022).

Moreover, training and development allow employees to overcome their weaknesses at work. Training and development can influence employees by reducing their mistakes at work and help them to resolve the difficulties, hurdles or challenges they face at work (Barinua and David, 2022). This helps the organization to lower their employees' stress levels and creates a happy workplace. However, training is not only for knowledge enhancement (Salah, 2016). It also helps to satisfy the employees themselves, because by investing in training, it shows that the company truly values its employees. Subsequently, they become more appreciative, happier, more loyal, and more engaged. This is one factor that helps organizations succeed.

2.1.4 Rewards

Rewards are the offers for the employee in exchange for their contributions to work (Chiang and Birtch, 2011). Rewards can also be defined as factors provide to the employee as an incentive for their improved job performance in an organization. Employers provide rewards to employees in order to avoid the latter developing dissatisfaction in their jobs. The rewards are important for the organization to maintain the high-performing employee and motivate them to work well in their job (Christopher et al., 2022).

Rewards can be divided into two types, namely extrinsic rewards and intrinsic rewards (Hassan, 2022). Extrinsic rewards are tangible rewards or financial rewards, such as an increase in salary, bonuses, and promotion. Intrinsic rewards are psychological rewards provided to the workers when they achieve success at work or good performance in their jobs. This allows employees to improve their self-management and contribute value to their work through problem-solving, innovating and improvising. Rewards can also be divided into financial rewards versus non-financial rewards (Zaeni, Arfah, and Semmaila, 2022). It is because rewards may or may not satisfy a worker's financial well-being.

Employees will be more interested in their work if they are inspired by something. Different employees have different expectations in terms of rewards in accordance with Ajila and Abiola (as cited in Manzoor, Wei, and Asif, 2021). Employees' physiological safety and social demands can be sufficiently met with monetary compensation from outside sources. While employees who have a high need for self-esteem will prefer intrinsic rewards. For example, employees are looking for job advancement for personal growth. Employees will be happier and more motivated to complete their daily tasks efficiently with additional rewards. Rewards can make employees feel

appreciated. A happy employee will be able to contribute more through increased productivity and higher morale. Higher morale means lower employee turnover, symbolizing the chance for greater success and faster achievement of company goals. When employees are happy, it means they are also satisfied with their jobs, which has a major impact on their ability to do their jobs better, faster, and better (Cahyani and Rahim, 2022). At the same time, it helps to address issues of absenteeism or not doing the best job possible.

2.1.5 Good Working Environment

The company environment will directly affect employee performance. Company environment can be defined as elements that can affect employee job performance. These include the social characteristics, company setting, and employee physical conditions that the employees are expected to work with. A good organisation will always pay attention to taking care of its working and company environment (Mahendra, Sirait, and Sitepu, 2022).

A healthy environment is a way to help employees retain their positive outcomes when they are in a stressful environment (Aprianti and Almansur, 2022). The key components that influence workers' happiness, personal emotion and motivation and their efficiency and productivity at work can all be traced to their workplace environment. A healthy workplace creates a healthy and safe place for employees. When an organisation puts in place a healthy work culture, there is no reason for employees to be upset or confused about it. Positive company culture can help the company to improve their work performance because happy employees will do their best in performing their duties (Razak and Muhamad, 2022).

Besides that, a healthy workplace also involves the facilities in the office such as tables and chairs, personal computers, lighting, and air conditioner. All these elements are factors which will affect employee stress and anxiety levels when they are working. According to the findings of Aliyah and Kurniawati (2022), employees are satisfied when the companies they work for offer complete facilities in the workplace. Hence, a company with good work significantly improves their employee satisfaction level and performance. An unhealthy or unsafe workplace such as inadequate lighting in the office or a noisy environment will affect employee performance (Kumarasinghe and Dilan, 2022).

2.1.6 Effective Communication

Effective communication is an essential tool for any business organization that aspires to operational success (Rajhans, 2009). A good organization will clearly present its company policies to employees and helps them resolve any issues they have at work. Effective communication helps organizations build positive working relationships between supervisors and employees, which in turn improves employee performance and productivity (Sanrang et al., 2022). In contrast, poor communication can negatively impact employees, such as reduced productivity, poor work performance, and increased employee turnover (Chauke et al., 2022).

Effective communication increases time efficiency. Effective communication has advantages

because it helps employees not waste time (Sektiaji, Pandjaitan, and Purnaningsih, 2021). Most employees tend to spend their work time looking for the information they need related to their job, but this disrupts their time to complete their work on time. Job done right. Therefore, supervisors must communicate well with employees. This will help employees understand what they need to include in their work and where they can get this information if they are having a hard time at work. Therefore, good open communication is essential to improve work efficiency in getting work done and achieve good employee performance according to Arya and Supartha (2022).

With references to Deng, Duan and Wibowo (2022), communication in knowledge sharing will also improve employee performance. A supervisor can share his or her experience and knowledge about the work with employees. Subsequently, when the same problem happens in future, the employees will get the idea of how to handle it. The supervisor can initiate an active discussion about sharing the information and knowledge together with employees. Effective communication in knowledge sharing between supervisors and employees will increase employee knowledge at work (Nahyan, et al., 2019).

Effective communication in the workplace will help the company to build good work environment for all the workers and a conducive and appropriate working environment is a crucial factor for good performance. According to Kalogiannidis (2020), effective communication should always include efforts to bring about positive change in a good work environment. Therefore, creating a culture of open communication is definitely the factor to indirectly facilitate good working environment (Ong et al., 2019). This is because employees prefer to work in a welcoming workplace as they tend to be happier in this less stressful and less stressful work environment. Besides that, as a result of effective communication, increased employee engagement at various jobs will naturally lead to higher levels of job performance.

3.0 Research Methodology

3.1 Industry Analysis

In general, logistics refers to the precise implementation and scheduling of a complex task. Logistic management is a general term for the administration of commodities between their source and final destination, with a particular focus on meeting the needs of customers or organisations. Materials, equipment, and supplies, as well as food and other consumables, are controlled in logistics. The services, manufacturing, agriculture, and mining sectors all contribute to the general balance of Malaysia's economy, making it one of the most diverse in the world. As the world's 24th largest trading nation, Malaysia relies heavily on its logistics sector to build its supply chain (Arumugam, 2020). E-commerce and last-mile delivery are examples of how new technologies are reshaping supply networks. Therefore, the logistics industry in Malaysia, especially in the Klang Valley region, has also developed rapidly.

Due to the spread out of Covid-19, customers have become accustomed to online shopping. This change in customer behaviour has caused the logistics sector to refocus on last-mile delivery services (Suguna et al., 2021). Therefore, logistics companies will have to enhance their last-mile skills to stay current. The Covid-19 Pandemic compelled the logistics sector to re-evaluate and

shift its operational strategies in the direction of digitization. The logistics industry in Malaysia has developed recently (Arumugam, 2020). Businesses are gaining from the country's growing e-commerce industry. Companies are growing more interested in developing industries like cold chain logistics, last-mile delivery services, and other related fields as a result of the high margins and increased demand.

There is a tonne of space for growth because the logistics industry is probably going to grow in the future. In order for the logistics industry to manage larger amounts of freight, speed up the flow of goods through supply chains, and lower delivery costs, a number of improvements are required. Malaysia's economy is heavily reliant on commerce and generates substantial amounts of trade to and from international markets, notably in the region. According to Ranaco Education & Training Institute (n.d.), the Malaysian logistics sector is projected to need 554,000 workers, up from 393,000 in 2016 which is a 41% increase in manpower by the year-end of 2022. As the e-commerce industry expands, a large number of job opportunities are projected to be produced in the digital free-trade zone and e-fulfillment centres.

3.2 Competitor Analysis

3.2.1 Competitive Profile Matrix (CPM)

A competitor analysis is carried out in order to make a comparison between GDEX and its competitors by gaining an understanding of and rating the relative qualities of both sides. The Competitive Profile Matrix (CPM) was selected as a tool for the purpose of gaining insight into the competitive advantage held by GDEX and its competitors based on the essential success elements of both groups. In addition, the specialised aspects of logistics (such as geographical coverage), have been incorporated into the matrix. This is because that geographical coverage plays an essential component to determines whether or not GDEX's logistics operation is successful.

Table 1: Competitive Profile Matrix of GDEX, Pos Malaysia, and DHL Express [self-created table]

CRITICAL SUCCESS FACTORS	Weight	POS MALAYSIA		GDEX		DHL EXPRESS	
		Rating	Score	Rating	Score	Rating	SCORE
PRICE COMPETITIVENESS	0.22	4	0.88	3	0.66	3	0.66
SERVICE QUALITY	0.20	3	0.60	3	0.60	1	0.20
MANAGEMENT EFFICIENCIES	0.17	3	0.51	3	0.51	2	0.34
GEOGRAPHICAL COVERAGE	0.13	4	0.52	3	0.39	3	0.39
ADVERTISING	0.11	4	0.44	2	0.22	3	0.33

FINANCIAL POSITION	0.08	3	0.24	2	0.16	4	0.32
MARKET SHARE	0.09	3	0.27	2	0.18	4	0.36
TOTAL	1.00		3.46		2.72		2.60

CPM study shows that when GDEX and its key competitors, Pos Malaysia Berhad and DHL Express, are compared as shown in Table 7, Pos Malaysia Berhad comes out on top with the highest score, followed by GDEX and then DHL Express. Since all three companies achieves a score that is higher than 2.50 which is the average weighted score for a Competitive Profile Matrix (Capps III and Glissmeyer, 2012), this indicates that these companies meet the average standard for industry performance and demonstrates that the postal services industry in Malaysia is being adequately served. According to the findings of this investigation, GDEX receives a score that is approximately average for most of the factors considered; nonetheless, the company's advertising is considerably lacking in comparison to that of Pos Malaysia Berhad and DHL Express. DHL Express receives the lowest marks possible for both the quality of its service and the efficiency of its management. This is due to the fact that there has been a discernible rise in the number of complaints regarding their customer support as well as their delivery service in recent times.

Despite this, DHL Express has been shown to have the healthiest financial situation over the course of the past few years. On the other hand, Pos Malaysia receives the highest marks in terms of how competitive its prices are, how well it advertises, and how well it covers the country geographically. However, GDEX's market share scores the lowest because the company incurred a loss of RM0.07 per ordinary share for the year that ended in 2021 due to a decline in their total revenue in 2021. Therefore, this caused GDEX to score the lowest out of all the market shares. To sum up, GDEX is able to make use of these competitive advantages in its strategic planning while also identifying process shortcomings to work on improving those.

3.3 SWOT Analysis

A good strategy always starts with a SWOT matrix. SWOT matrix is a framework used to evaluate a company's competitive position and to develop strategic planning. The acronym SWOT stand for Strength, Weakness, Opportunity, and Threat. This SWOT analysis is usually used in strategic planning, such as advertising to advance the product in the market and gain the buyer or customer's understanding. In addition, SWOT analysis can also be used to assess a company's or organisation's general suitability, including whether it has succeeded in focusing on gain or loss. Customers of a SWOT analysis typically ask for that specific choice and provide answers to queries in order to provide significant data for each class in order to make the tool relevant and realise their advantage. SWOT has been described as the tried-and-true tool of crucial investigation (Dess and Gregory, 2018). Therefore, in order to determine and analyse GDEX's strengths, weaknesses, opportunities, and threats in terms of employee job performance, a SWOT analysis was carried out as follows:-

3.3.1 Strengths: Strong Management Team

A company's strengths, as defined by SWOT Analysis, are advantageous internal elements that

have the potential to affect a company's business (Jurevicius, 2022). GDEX's approach to management is to begin with the people in their employ and work backwards toward the company's end users. People are at the centre of their core values, with an emphasis placed on respecting, cultivating, and caring for both staff and network members. They believe that in order to be a cost effective, speedy, and dependable courier service, the management team needs to be proactive, professional, and have the ability to seek out ways to improve as well as skills to solve problems. By adhering to this fundamental idea, the GDEX's management team has shown itself as capable of leading the company to success. With a workforce of more than 4,500 people (LinkedIn, n.d.), GDEX makes it a priority to offer rewards, incentives and opportunities for ongoing career development in order to achieve staff productivity that is both efficient and effective. Regular training is provided to all employees in order to improve professional expertise, interpersonal skills and general knowledge (Rodriguez and Walters, 2017). In addition, employees are required to attend various management seminars and trade shows in order to be abreast of the most recent technological developments and market shifts in the logistics industry.

3.3.2 Weaknesses: Staff Disengagement

A company's weaknesses, as defined by SWOT Analysis, are any potentially detrimental internal variables that could have an effect on its business (Jurevicius, 2022). Attracting, training, and retaining competent personnel is one of the challenges that professional services organisations confront, and it is one of the most challenging responsibilities. GDEX has been able to successfully retain its lorry driver and these drivers have a large amount of tenure at GDEX. However, this tenure does not ensure strong performance, and there is a greater likelihood that these individuals will feel stuck in their position and perform at a lower level as a result of this. A corporation will forever face the challenge of combating the disengagement of its workforce as one of its weaknesses. As said by Adair (2016), "You can implement every programme that can possibly be imagined, but there will always be a subset of your organisation that does not say nice things about your organisation, does not feel compelled to strive to offer extra effort, and does not want to remain with your current company."

3.3.3 Opportunities: Changes of Government Regulations

Opportunities, as defined by SWOT Analysis, are advantageous external variables that have the potential to impact a company's business (Jurevicius, 2022). The Employment Act of 1955 (EA1955) is the most significant piece of legislation that pertains to employees in Malaysia. The goals of EA1955 is (1) to give a set of minimal benefits to employees who are covered by the Act; (2) to provide certain rights for both employers and employees; and (3) to make certain improvements to the minimum wage. Beyond that, it not only promotes honesty, hard work, and fairness, it also protects people by reducing stress at work and improves the quality of life for employees outside the workplace. As such, the modifications to the Employment (Amendment) Bill 2021 could be viewed as a constructive adjustment that will have a significant effect on the working world in Malaysia (Solomon and Maniselvam, 2022). These recent adjustments are designed to motivate every employee to do their best, and in return, they will be treated more fairly. For example, giving GDEX's lorry drivers the opportunity to communicate with their employers helps maintain a sense of equilibrium and prevents circumstances in which the driver might not be making as much money as they should be making.

3.3.4 Threats: Staff Turnover

Threats, as defined by SWOT Analysis, are potentially negative external elements that can have an effect on a company's business (Jurevicius, 2022). Due to long delivery hours and a rise in the number of parcels delivered during Covid-19 Pandemic, GDEX has experienced an increase in personnel attrition. According to Indeed (n.d.), GDEX only offers RM1,550 for lorry drivers, which is an amount that is completely unappreciated given the amount of hard labour that lorry drivers put in. Hence, this lead to the increase of staff turnover. Aside from that, people in this day and age are striving for a work-life balance; thus, a position that demands overtime will not be able to attract as many suitable candidates. As a result of the shift in the types of professions that are considered desirable by those of a younger generation, job searchers are starting to gravitate away from substandard delivery jobs and toward high- end jobs.

4.0 Conclusion

The results show that training and development will influence the employee's job performance at GDEX. This outcome was supported by Hameed and Waheed (2011), who argue that both employees and organisations can benefit from training and development. This is because the training will improve the employees' abilities and knowledge, which will help them make decisions, solve problems and cope with the stress of work. In addition, training allows employees to build their self-assurance and improves their capacity to perform their jobs. The findings are supported by Isaac, Fabian, and Nkechi, 2020, who explains that training allows employees to improve their grasp of the nature of the company's job and the requirements associated with it. As a result, this will lead to employees losing their motivation in their work. Therefore, it is essential for GDEX to invest in training and development in order to boost employees' job performance and productivity.

The findings indicate that rewards will have an effect on the employee's job performance at GDEX. This outcome was supported by Christopher et al. (2022), who found that rewards were able to boost employees' job performance. The ability of an employee to perform successfully at work should not be contingent on whether or not the employee receives benefits or rewards from their employer. It is essential for a business to create incentives that are capable of meeting the requirements of its workforce. If an employee does not feel that their efforts are being appreciated, they will lose motivation to contribute to the organisation. Therefore, in order for GDEX to drive their employees to reach a higher level of job performance, it is vital for GDEX to have an adequate compensation system. Ajila and Abiola (as cited in Manzoor, Wei, and Asif, 2021) and Cahyani and Rahim (2022) also support the idea that offering employees with rewards makes them happy, which in turn leads to an increase in the employees' ability to contribute more to the company through an increase in productivity. Hence, it is crucial for GDEX to provide rewards to boost employees' job performance.

The results show that a good working environment will influence the employee's job performance at GDEX. With references to Tesmanto and Rina (2022), the working environment will have an impact on an employee's ability to accomplish their job. A good working environment helps employees feel more motivated to perform effectively by lowering their stress levels. Employees

who don't feel comfortable at work and aren't motivated to stick around will find it difficult to concentrate on their work. As a result, some of the GDEX personnel must work from home in a new environment, and some of them have difficult tasks to do. Thus, it is important for GDEX to provide a good working environment to boost employees' job performance.

The findings indicate that an effective communication strategy will have an impact on the employee's job performance at GDEX. This outcome, which was supported by the findings of the researcher Mirabel, suggested that efficient communication is also known as one of the essential strategies in achieving high levels of organisational performance. When there is good communication between a supervisor and an employee, it makes for a more pleasant working environment. This outcome was supported by Sanrang et al. (2022), who argue that effective communication will contribute to the development of a positive relationship between supervisors and the employees under their supervision. In the absence of efficient communication, employees will make inefficient use of their time while completing their jobs because they would be unable to communicate directly with their managers. As a result, effective communication is a crucial component that plays a role in the employee's job performance at GDEX.

4.1 Recommendation

Training is a programme that is aimed to put an individual in a position where they can correctly execute their work in an efficient manner while maintaining their integrity. According to the findings of this study's analysis, employee training and development will have an effect on their overall job performance. Thus, GDEX is in a position to provide its employees with a vast array of options for professional growth and advancement. For example, there is training for salespeople, training for newly hired employees, training for new software, and training for leaders. A training programme for employees can help develop their already existing talents and the productivity gained by employees is often a reliable sign of how successful training has been.

The organisation's reward system has far-reaching ramifications, not just for the individual's level of pleasure but also for the efficiency of the organisation. With references to the findings of this study, rewards will have an impact on the degree to which employees accomplish their jobs. For this reason, it is necessary for GDEX to recognise the needs of its employees and to create a reward that is sufficient enough to please those employees. If GDEX's employee believes that their rewards are determined by how well they perform their job, they might anticipate an increase in both their effort and output. As a direct consequence of this, reward systems fulfil an essential role in the process of motivating GDEX's employees.

Effective communication in the workplace is essential since it will strengthen the relationship between the supervisor and the worker, as well as lower the level of stress experienced by the worker. The outcomes of the research indicate that an effective communication strategy will have an effect on the job performance of the employee. Hence, the GDEX needs to place a primary emphasis on enhancing the communication skills of both the employees and the superior. If an employee is able to get their superior to provide them with precise instructions, up-to-date information, and an adequate explanation, employees will more easily and efficiently complete their work at GDEX.

Employee's job performance is essential to the overall success of GDEX. Before they can construct reliable and helpful techniques for measuring the performance of each employee, the GDEX's management needs to first have a comprehensive understanding of the underlying advantages that result from good employee job performance. Training and development, rewards, effective communication, and a good working environment are among the most significant factors that may be gleaned through research. In fact, the findings of this study indicate that all factors do have a strong relationship with employee job performance. Therefore, GDEX should consider these four factors in order to improve the employees' job performance.

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