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Process Optimization Practices and Employee Performance in Supply Chain Operations of Selected Logistics Companies: Towards the Development of Sustainable Productivity Enhancement Program

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Abstract

The study examined process optimization practices and employee performance in the supply chain operations of selected logistics companies and used the findings to develop a Sustainable Productivity Enhancement Program. It employed a descriptive-quantitative research design and involved 813 employees from Ninja Van, Airspeed, and LOCAD. The study assessed process optimization practices in terms of Process Mapping, Analysis, Redesign, Implementation, Measurement, and Continuous Improvement, and employee performance through Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior. Findings showed that process optimization practices were strongly practiced, with an overall combined mean of 3.70 (SD = 0.39). Analysis and Redesign had the highest combined mean (3.73), while Implementation and Measurement had the lowest (3.66). Process optimization practices had a Very High perceived effect on employee performance (M = 3.55, SD = 0.39), with Task Performance and Contextual Performance receiving the highest assessments. Significant differences in process optimization practices were found according to position and length of service, while company affiliation significantly differentiated Analysis and Redesign but not the overall assessment. The perceived effect of process optimization on employee performance also differed significantly according to position, length of service, and company affiliation. A significant moderate positive relationship was found between process optimization practices and employee performance in achieving sustainable productivity ($r = .453$, $p < .001$). The findings indicate that stronger process optimization practices are associated with better employee performance and provide an empirical basis for the proposed Sustainable Productivity Enhancement Program. The selected logistics companies are recommended to strengthen implementation, measurement, communication of revised procedures, employee adaptability, and continuous improvement to sustain productivity.

Keywords: process optimization, employee performance, supply chain operations, logistics companies, sustainable productivity, productivity enhancement

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Introduction

Employee performance is one of the most important determinants of organizational success because employees are directly responsible for carrying out operational activities and achieving organizational goals. In logistics companies, where supply chain operations involve procurement, warehousing, inventory management, transportation, and distribution, employee performance significantly affects operational efficiency, customer satisfaction, and business competitiveness. The present study examines employee performance through four dimensions: task performance, contextual performance, adaptive performance, and counterproductive work behavior.

To address operational challenges, many logistics organizations implement process optimization, a systematic approach to improving organizational processes by eliminating inefficiencies, reducing operational costs, improving resource utilization, and enhancing service quality. Rather than serving as an end in itself, process optimization functions as a management strategy that enables employees to perform their responsibilities more efficiently. In this study, process optimization is assessed through six dimensions: process mapping, process analysis, process redesign, process implementation, process measurement, and continuous improvement. This process-oriented approach is consistent with Kajba and Jereb (2022) and with the structured business-process management approach discussed by Kovach et al. (2024). In supply chain settings, digital technologies and analytics have also been associated with improved visibility, coordination, performance measurement, and operational responsiveness (Bag et al., 2024; Kamble et al., 2023).

The Philippine logistics industry plays a vital role in national economic development by facilitating the movement of goods, services, and information across supply chain networks. The continued growth of manufacturing, retail, international trade, and electronic commerce has significantly increased the demand for efficient logistics operations. However, logistics companies continue to encounter operational challenges such as delivery delays, warehouse congestion, inventory inaccuracies, communication gaps, inefficient workflow coordination, increasing customer expectations, workforce shortages, and rapid technological changes. Banomyong (2024) emphasized the importance of cost, time, reliability, and human-resource development to Philippine logistics competitiveness, while Sansaluna et al. (2024) examined the effects of business-to-consumer e-commerce on selected logistics service providers in Metro Manila.

Despite the growing adoption of process optimization practices, logistics organizations continue to experience difficulties in translating process improvements into consistently high employee performance. Studies have reported persistent challenges related to employee resistance to organizational change, limited process integration, communication barriers, technology adoption, workload imbalance, and inadequate workforce capability. Within the selected logistics companies included in this study, operational challenges such as process delays, coordination issues, inconsistent implementation of standardized procedures, and employee adaptation to organizational changes continue to affect operational performance. A supportive

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process culture and employee orientation are important to process conformance (Benraad et al., 2022), while employee experiences during organizational change can affect how performance-management interventions are received and applied (Mabasa & Flotman, 2022). Continuous improvement likewise requires sustained organizational routines rather than isolated process changes (Antony et al., 2024; Singh et al., 2023).

The study is anchored on Business Process Optimization Theory and the Heuristic Framework of Individual Work Performance. The Business Process Optimization Theory provides the theoretical basis for the independent variable, while the Heuristic Framework of Individual Work Performance provides the theoretical basis for the dependent variable by explaining that employee performance can be comprehensively evaluated through task performance, contextual performance, adaptive performance, and counterproductive work behavior. Collectively, these theories support the study's research model by explaining that effective implementation of process optimization practices is expected to enhance employee performance, thereby contributing to sustainable productivity in logistics companies. Related work on individual work performance supports the use of multiple behavioral dimensions in assessing employee performance rather than relying only on task output (Dåderman et al., 2020; Yoo & Kim, 2021).

Although previous studies have extensively examined supply chain management, logistics performance, operational efficiency, and employee performance independently, limited empirical research has investigated the direct influence of process optimization on employee performance within Philippine logistics companies. Moreover, few studies have simultaneously examined process optimization through process mapping, analysis, redesign, implementation, measurement, and continuous improvement while evaluating employee performance using task performance, contextual performance, adaptive performance, and counterproductive work behavior. This gap highlights the need for further investigation to provide evidence-based strategies that improve both organizational processes and employee performance. Recent research likewise shows that supply chain resilience, sustainable operational capability, and logistics performance depend on coordinated process and workforce responses (Guo et al., 2025; Rana et al., 2025; Yusof et al., 2025).

Therefore, this study aims to determine how process optimization influences employee performance in the supply chain operations of selected logistics companies. Specifically, it examines the implementation of process optimization practices, assesses employee performance across its four dimensions, determines differences in respondents' perceptions based on firm affiliation, position or job role, and length of service, and analyzes the relationship between process optimization and employee performance. Based on the findings, the study proposes a Sustainable Productivity Enhancement Program intended to strengthen operational efficiency, improve employee performance, and promote sustainable organizational productivity.

Specifically, the study sought to answer the following research questions:

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1. How do respondents assess the company's process optimization practices on supply chain operations in terms of:

1.1 Process Mapping;

1.2 Analysis;

1.3 Redesign;

1.4 Implementation;

1.5 Measurement and;

1.6 Continuous Improvement?

2. Is there a significant difference on the company's process optimization practices on supply chain operations when profile variables are considered as the test factor?

3. How company's process optimization practices on supply chain operations affect individual/employee performance with regards to:

3.1 Task Performance;

3.2 Contextual Performance;

3.3 Adaptive Performance and;

3.4 Counterproductive Work Behavior?

4. Is there a significant difference on how company's process optimization practices on supply chain operations affect individual/employee performance when grouped according to respondents' profile?

5. Is the company's process optimization practices have significant effects on employees' performance in achieving sustainable productivity in selected logistics companies?

6. Based on the findings of the study, what Sustainable Productivity Enhancement Program may be proposed to strengthen process optimization and employee performance in the supply chain operations of selected logistics companies?

Methodology

Research Design

The present study employed a descriptive-quantitative research design. This research method focused on the systematic collection and analysis of numerical data to describe the characteristics, conditions, and relationships of the variables under investigation. Quantitative data were gathered through a self-made survey questionnaire administered to employees of selected

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logistics companies. The collected data were analyzed using appropriate statistical tools to determine the level of process optimization and employee performance among the respondents.

Research Locale

The study was conducted among three selected logistics companies in Metro Manila, namely Wall Street Courier Services Inc. (Ninja Van Philippines), Airspeed Group of Companies Holding Inc., and LOCAD Philippines. Logistics companies were chosen as the research locale since they were part of supply chain networks and made significant contributions to economic development through the efficient transportation of goods and services. The employees in these firms benefited from the process optimization approach, making them relevant participants in this research.

Respondents and Sampling

For this study, the population of the three logistics companies was about 4,150 employees. The sample size consisted of 813 employees who were directly involved in the supply chain operations of the three selected logistics companies. Purposive stratified sampling was employed in selecting the respondents. The three selected logistics companies served as the strata, while respondents within each company were purposively selected based on the established inclusion criteria. This approach ensured that each participating company was adequately represented while allowing the researcher to obtain relevant information from employees directly involved in supply chain operations.

Inclusion Criteria

The respondents included warehouse staff/workers, logistics coordinators, supply chain assistants, operations staff, supervisors/team leaders, managers, administrative staff, and other personnel involved in supply chain processes. These respondents were considered suitable subjects for the study since they had first-hand experience with process optimization activities within their organizations. Their perceptions and experiences were valuable in determining the effects of process optimization practices on employee performance and sustainable productivity.

Research Instrument

The main data-collection instrument was a survey questionnaire developed by the researcher. The researcher developed the instrument based on the Statement of the Problem and the theoretical framework. It gathered respondents' profiles, assessed process optimization practices in terms of process mapping, process analysis, process redesign, process implementation, process

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measurement, and continuous improvement, and assessed the effects of process optimization practices on task performance, contextual performance, adaptive performance, and counterproductive work behavior. The initial draft underwent content validation by subject matter experts. It was also pilot-tested among 25 respondents whose characteristics were similar to those of the actual respondents but who were not included in the actual data gathering. Cronbach's Alpha Reliability Test was used to assess internal consistency, with 0.70 specified as the minimum acceptable coefficient.

Data Collection Procedure

The researcher first secured approval from the selected companies through letters sent to the concerned authorities. After approval, the researcher finalized the survey instrument, which research experts validated, and the researcher tested it using Cronbach's Alpha Reliability Test. The researcher then secured appointments for face-to-face distribution of the survey questionnaire, including orientation on how to answer it; both face-to-face and online survey modes were considered. After collecting the completed survey forms, the researcher organized, encoded, tabulated, analyzed, and interpreted the data using SPSS Version 27 and Microsoft Excel.

Ethical Considerations

The researcher maintained the highest ethical standards during the study. Participation was voluntary, and respondents were informed in advance about the study's objectives, procedures, benefits, and possible risks. Participants gave informed consent before data collection and were informed of their right to participate or withdraw. The researcher strictly observed confidentiality and anonymity, and used the collected data only for educational and research purposes. The researcher also adhered to the Data Privacy Act of 2012 (Republic Act No. 10173, 2012).

Statistical Treatment of Data

Descriptive and inferential statistics were used to treat the data. Frequency and percentage distribution were used to describe the respondents' profile. Weighted mean and standard deviation were used to determine the respondents' assessment of process optimization practices and employee performance. One-way analysis of variance (ANOVA) was used to identify significant differences when respondents were classified according to company affiliation, position/job role, and length of service. Pearson's r correlation was employed to determine the relationship between process optimization practices and employee performance. SPSS Version 27 and Microsoft Excel were used to analyze and interpret the data, and the significance level was set at 0.05.

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Results

Table 1

Assessment of Process Optimization Practices in Supply Chain Operations

Dimension	Mean	SD	Interpretation	Rank
Process Mapping	3.72	0.42	Strongly Agree	3
Analysis	3.73	0.39	Strongly Agree	1.5
Redesign	3.73	0.39	Strongly Agree	1.5
Implementation	3.66	0.35	Strongly Agree	5.5
Measurement	3.66	0.39	Strongly Agree	5.5
Continuous Improvement	3.70	0.40	Strongly Agree	4
Overall	3.70	0.39	Strongly Agree	

The results show an overall combined mean of 3.70 (SD = 0.39), interpreted as Strongly Agree, indicating that the three logistics companies generally assessed process optimization practices as highly practiced. Among the six dimensions, Analysis and Redesign obtained the highest combined mean of 3.73 (SD = 0.39), while Implementation and Measurement obtained the lowest combined mean of 3.66, although both remained within the Strongly Agree range. The relatively small difference between the highest and lowest means indicates that the six dimensions were consistently practiced.

Table 2 reveals that process optimization practices differed significantly by position and length of service. All six dimensions showed significant differences when respondents were grouped by position and length of service. For company affiliation (referred to as classification in the original statistical tables), Process Mapping, Implementation, Measurement, and Continuous Improvement were not significant, while Analysis and Redesign showed significant differences. Overall, company affiliation was not significant ($F = 3.12$, $p = 0.05$).

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Table 2

Summary of Significant Differences in Process Optimization Practices According to Profile

Profile Variable	Significant Dimensions	Not Significant Dimensions	Overall Result
Position	Process Mapping; Analysis; Redesign; Implementation; Measurement; Continuous Improvement	None	Significant overall, $F = 13.01$, $p < .001$
Length of Service	Process Mapping; Analysis; Redesign; Implementation; Measurement; Continuous Improvement	None	Significant overall, $F = 9.22$, $p < .001$
Company Affiliation	Analysis; Redesign	Process Mapping; Implementation; Measurement; Continuous Improvement	Not significant overall as reported, $F = 3.12$, $p = .05$

Table 3

Assessment of the Perceived Effect of Process Optimization on Employee Performance

Employee Performance Dimension	Mean	SD	Interpretation	Rank
Task Performance	3.69	0.38	Very High Effect	1
Contextual Performance	3.68	0.40	Very High Effect	2
Adaptive Performance	3.42	0.39	High Effect	3
Counterproductive Work Behavior	3.41	0.39	High Effect	4
Overall	3.55	0.39	Very High Effect	

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The results show an overall combined mean of 3.55 (SD = 0.39), interpreted as Very High Effect, indicating that process optimization practices generally had a very high effect on employee performance. Among the four dimensions, Task Performance obtained the highest combined mean of 3.69 (SD = 0.38), followed by Contextual Performance with 3.68 (SD = 0.40). Adaptive Performance obtained a combined mean of 3.42 (SD = 0.39), interpreted as High Effect, while Counterproductive Work Behavior obtained the lowest combined mean of 3.41 (SD = 0.39), also interpreted as High Effect.

Table 4 shows that the perceived effects of process optimization on employee performance differed significantly by position, length of service, and company affiliation, although the specific dimensions varied. Position differed significantly across all four employee-performance dimensions. Length of service differed significantly in Task Performance and Contextual Performance but not in Adaptive Performance and Counterproductive Work Behavior. Company affiliation differed significantly in Adaptive Performance and Counterproductive Work Behavior but not in Task Performance and Contextual Performance.

Table 4

Significant Differences in the Perceived Effect on Employee Performance According to Profile

Profile Variable	**Significant Dimensions**	**Not Significant Dimensions**	**Overall Result**
Position	Task Performance; Contextual Performance; Adaptive Performance; Counterproductive Work Behavior	None	Significant overall, $F = 4.59$, $p < .001$
Length of Service	Task Performance; Contextual Performance	Adaptive Performance; Counterproductive Work Behavior	Significant overall, $F = 5.97$, $p < .001$
Company Affiliation	Adaptive Performance; Counterproductive Work Behavior	Task Performance; Contextual Performance	Significant overall, $F = 3.18$, $p = .04$

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Table 5

Relationship Between Process Optimization Practices and Employee Performance in Achieving Sustainable Productivity

Variable 1	Variable 2	r	Strength	p-value	Remark
Process Optimization Practices	Employee Performance / Sustainable Productivity	.453	Moderate Positive	< .001	Significant

The obtained r-value of 0.453 indicates a moderate positive correlation, while the significance value of 0.000 is lower than the 0.05 level of significance. Therefore, the null hypothesis was rejected or not supported. This means that higher assessments of the company's process optimization practices tend to be associated with higher assessments of employee performance in achieving sustainable productivity.

Discussions

Process Optimization Practices in Supply Chain Operations

The overall combined mean of 3.70 (SD = 0.39), interpreted as Strongly Agree, indicates that the three logistics companies generally assessed process optimization practices as highly practiced. Analysis and Redesign obtained the highest combined mean of 3.73, indicating that the companies placed considerable emphasis on examining existing supply chain processes and developing improvements based on identified operational needs. Analysis helps organizations identify inefficiencies, bottlenecks, and areas needing intervention, while redesign translates these findings into improved processes. This is consistent with the process-oriented approach described by Kajba and Jereb (2022). Kovach et al. (2024) likewise emphasized structured redesign and evaluation within business-process management, while supply-chain studies connect analytics capabilities with operational performance (Bag et al., 2024; Gopal et al., 2024).

Process Mapping obtained a combined mean of 3.72 and was interpreted as Strongly Agree. The respondents generally recognized the importance of documenting workflows, understanding task relationships, identifying responsibilities, detecting bottlenecks, and examining operational inefficiencies. The consistently high assessment indicates that Ninja Van, Airspeed, and LOCAD implemented process mapping practices in their supply chain operations. In logistics, maintaining current process documentation is particularly important as supply chains increasingly depend on changing digital and information infrastructures (Fernandes & Dolgui, 2024; Li et al., 2024). The Philippine context also emphasizes reliability, timeliness, and continuous improvement in logistics operations (Banomyong, 2024).

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Implementation obtained a combined mean of 3.66 and was interpreted as Strongly Agree. The highest-rated indicator showed that redesigned supply chain processes were properly implemented in daily operations. Meanwhile, the lowest-rated indicator was clear communication of new or revised procedures to employees before implementation, with a combined mean of 3.48, interpreted as Agree. This was the only indicator that fell below the Strongly Agree range, meaning communication before implementation was practiced less consistently than the other implementation activities. This finding is consistent with research showing that employee experiences during implementation affect acceptance and application of performance systems (Mabasa & Flotman, 2022), while a BPM-supportive culture can strengthen process orientation and conformance (Benraad et al., 2022).

Measurement also obtained a combined mean of 3.66 and was interpreted as Strongly Agree. The highest-rated indicator showed that measurement results were used to identify areas needing further improvement, while the lowest-rated indicator involved using key performance indicators to evaluate the success of process optimization initiatives. Continuous Improvement received a combined mean of 3.70, interpreted as Strongly Agree, indicating that respondents generally perceived the three logistics companies as consistently practicing continuous improvement. Digital supply-chain performance measurement increasingly depends on clear operational indicators, data quality, and systematic monitoring (Kamble et al., 2023; Wamba et al., 2024b). Supply-chain literature also supports institutionalizing continuous improvement by emphasizing sustained improvement methodologies and practices (Antony et al., 2024; Singh et al., 2023).

Differences in Process Optimization Practices According to Profile

By position, the results indicate that process optimization practices differed significantly across all six indicators. These significant findings mean that respondents differed in their assessment of process optimization practices. One possible reason is that logistics companies may differ in their operational systems, process structures, technologies, responsibilities, and levels of process maturity.

Regarding length of service, the findings show significant differences in assessments of the company's process optimization practices. This means that respondents with different lengths of service did not assess process optimization practices in exactly the same way. Employees with different lengths of service may have developed different levels of familiarity with procedures, systems, operational changes, and improvement initiatives.

Regarding company affiliation (referred to as classification in the original statistical tables), respondents' assessments of process optimization practices did not differ significantly for most indicators. Process Mapping, Implementation, Measurement, and Continuous Improvement were not significant, while Analysis and Redesign showed significant differences. The overall result was also not significant, indicating that company affiliation, overall, did not produce a statistically significant difference in the assessment of process optimization practices.

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Perceived Effect of Process Optimization on Employee Performance

Process optimization practices generally had a Very High Effect on employee performance. Task Performance obtained the highest combined mean of 3.69, followed by Contextual Performance with 3.68. The results show that process optimization had its strongest effect on employees' direct work performance and cooperative workplace behaviors, while its effects on adaptability and the reduction of counterproductive behaviors were comparatively lower. This pattern aligns with multidimensional models of individual work performance, in which task accomplishment and supportive work behaviors jointly contribute to organizational effectiveness (Dåderman et al., 2020; Yoo & Kim, 2021).

The high assessment for Task Performance implies that process optimization most strongly influenced employees' ability to accomplish their assigned supply chain responsibilities. Clearer workflows, process analysis, redesigned procedures, implementation, measurement, and continuous improvement were perceived to directly support employees in performing their required tasks. Contextual Performance was also rated Very High Effect, indicating that process optimization contributed to positive, cooperative workplace behaviors. Performance-management literature likewise emphasizes that employee engagement and developmental performance practices contribute to employee performance (Awan et al., 2020; Abbasi et al., 2022). Digitally enabled supply-chain analytics can also support operational execution and employee performance (Wamba et al., 2024a).

Adaptive Performance obtained a combined mean of 3.42 and was interpreted as a High Effect. The results indicate that process optimization positively affected adaptive performance, particularly employees' adjustment to new systems and technologies, although adaptation to unexpected delays, disruptions, or operational problems received a comparatively lower assessment. Contemporary supply-chain literature emphasizes reconfigurability, resilience, and the capacity to respond to unexpected conditions as important requirements in volatile operating environments (Dolgui et al., 2023; Guo et al., 2025; Stentoft & Mikkelsen, 2024).

Counterproductive Work Behavior obtained the lowest combined mean of 3.41 and was interpreted as High Effect. The result indicates that process optimization positively affected minimizing behaviors that negatively affect employee and organizational performance, but the effect was not as strong as its effect on task and contextual performance. Process optimization was perceived to be particularly effective in addressing negligence and task-related problems, while its effect on intentional non-compliance was comparatively lower. Counterproductive work behavior is a distinct component of work performance and can involve behaviors that process design alone cannot eliminate (Carpenter et al., 2021).

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Differences in Employee Performance According to Profile

By position, employees differed significantly in their assessment of how process optimization practices affect their individual performance. This may be because different positions involve different responsibilities, authority, exposure to operational information, and degrees of participation in process improvement activities.

As to length of service, significant differences were found in Task Performance and Contextual Performance, while Adaptive Performance and Counterproductive Work Behavior were not significant. Nevertheless, the overall result was significant. This implies that length of service is associated with differences in employees' overall perceptions of how process optimization contributes to their performance. This is compatible with performance-management literature emphasizing engagement, employee development, and systematic performance support rather than treating performance as an outcome determined solely by years of service (Awan et al., 2020; Abbasi et al., 2022).

As to company affiliation, Task Performance and Contextual Performance were not significant, while Adaptive Performance and Counterproductive Work Behavior showed significant differences. Overall, the result was significant, indicating that company affiliation influenced respondents' overall assessment of how process optimization practices affect individual or employee performance.

Relationship Between Process Optimization and Employee Performance

The obtained r-value of 0.453 indicates a moderate positive correlation, while the significance value of 0.000 is lower than the 0.05 level of significance. Therefore, the null hypothesis was rejected or not supported. This means that higher assessments of the company's process optimization practices tend to be associated with higher assessments of employee performance in achieving sustainable productivity. The finding implies that improvements in how supply chain processes are mapped, analyzed, redesigned, implemented, measured, and continuously improved are associated with better employee performance. Smart and digitally enabled supply-chain practices have similarly been associated with stronger operational capabilities and performance outcomes (Dubey et al., 2023; Wamba et al., 2024a).

The moderate positive correlation may be explained by how process optimization provides employees with clearer workflows, better coordination, and more efficient ways to complete their responsibilities. The result establishes an association between process optimization practices and employee performance in achieving sustainable productivity and should be interpreted within the study's descriptive-quantitative, correlational design. This interpretation

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aligns with work linking sustainable supply-chain capabilities and operational practices to performance outcomes (Rana et al., 2025; Raut et al., 2024; Zahra et al., 2025).

Sustainable Productivity Enhancement Program

The Sustainable Productivity Enhancement Program is designed to strengthen process optimization practices and employee performance in the supply chain operations of selected logistics companies. The program is organized around six process optimization variables—Process Mapping, Analysis, Redesign, Implementation, Measurement, and Continuous Improvement—and four employee performance variables—Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior. Each variable follows six implementation phases covering planning, assessment, development, implementation, evaluation, and sustainability.

The program provides a systematic intervention for each process optimization and employee performance variable identified in the study. Each variable is addressed through six phases to ensure that improvements are properly planned, implemented, evaluated, and sustained. The program seeks to establish a continuous improvement culture in which optimized supply chain processes and improved employee performance work together to support sustainable productivity.

The program focuses on implementing and measuring processes, communicating revised procedures, supporting employees' adaptability to new systems and unexpected disruptions, monitoring performance, and continuously improving processes. Through these structured activities, the program aims to improve operational efficiency, strengthen employee performance, and establish sustainable productivity practices in logistics operations.

The employee-performance components address task completion, teamwork, adaptability, compliance, professionalism, accountability, communication, coaching, and workplace monitoring. These activities are intended to strengthen employees' ability to perform their responsibilities, work effectively with others, adapt to changing operational demands, and maintain appropriate workplace behavior.

Conclusion

1. Process optimization practices across Ninja Van, Airspeed, and LOCAD were strongly practiced. All six dimensions were highly assessed, indicating that the companies generally apply systematic process mapping, analysis, redesign, implementation, measurement, and continuous improvement.
2. The assessment of process optimization practices significantly differed according to position and length of service, but not according to company affiliation overall. This indicates that

employees' roles and organizational experience influence how they perceive the implementation of process optimization practices.

3. Process optimization practices had a very high overall effect on employee performance, particularly on Task Performance and Contextual Performance. Although Adaptive Performance and Counterproductive Work Behavior received comparatively lower ratings, the results still indicate that process optimization positively contributes to employees' overall workplace performance.

4. The perceived effects of process optimization on employee performance significantly differed across position, length of service, and company affiliation, although the specific dimensions varied. This implies that employees' roles, experience, and company affiliation influence how they perceive the contribution of optimized processes to their individual performance.

5. The findings establish a significant moderate positive relationship between process optimization practices and employee performance in achieving sustainable productivity. Thus, stronger process optimization practices are associated with better employee performance and greater sustainable productivity in the selected logistics companies.

6. Based on the findings, a Sustainable Productivity Enhancement Program may be proposed to further strengthen process optimization and employee performance in the selected logistics companies. The program should focus on improving process implementation and measurement, strengthening communication of revised procedures, enhancing employees' adaptability to new systems and unexpected disruptions, and promoting continuous process improvement to sustain productivity.

Recommendation

1. Strengthen role-specific process optimization practices by having the Operations Managers, Supply Chain Managers, and Team Leaders conduct regular consultations, workflow reviews, and position-based process briefings to ensure that employees understand their specific responsibilities and contribution to supply chain improvement.

2. Sustain the implementation of the six process optimization dimensions by having the Operations and Process Improvement Teams conduct quarterly process mapping, analysis, redesign, implementation, measurement, and continuous improvement activities, supported by documented action plans and performance monitoring.

3. Standardize process optimization practices across positions and tenure groups by having Operations Managers and Human Resource Managers provide role-based orientations, refresher training, and mentoring sessions, particularly for newly hired and less-experienced employees, to promote consistent understanding and application of optimized processes.

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4. Enhance employee performance by having Team Leaders, Supervisors, and Human Resource Officers conduct regular performance coaching, skills training, and feedback sessions focused on task completion, teamwork, adaptability, and compliance with optimized supply chain procedures.

5. Develop differentiated employee performance interventions by having Operations Managers and Team Leaders identify the specific needs of employees based on position, length of service, and company affiliation, then implement targeted training, coaching, and performance-support activities suited to each employee group.

6. Integrate process optimization with sustainable productivity goals by having Management, Operations Managers, and Process Improvement Teams establish measurable productivity indicators and conduct monthly monitoring of workflow efficiency, employee performance, delays, errors, and operational improvements to determine areas requiring further action.

7. Implement the proposed Sustainable Productivity Enhancement Program by having company management, Operations Managers, Human Resource Department, Process Improvement Teams, and Team Leaders jointly execute periodic process reviews, employee training, communication of revised procedures, technology and adaptability workshops, KPI monitoring, and continuous improvement activities to strengthen process optimization and sustain employee productivity.

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