Sustainable Development Proceedings, Volume 1, 2023 doi: 10.5281/zenodo.8300486

Factors Influencing Organizational Performance for Logistics Start-Up Enterprises in Malaysia

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Abstract

As digitalization takes root and customer expectations shift, the logistics industry is entering an era of unparalleled transformation. The new logistics entrants are also shaking up the sector, whether start-ups or industrial customers and suppliers. The Malaysian logistics companies have encountered difficulties, especially as the export and import trade keeps increasing. However, development has still failed to track strong trade growth. Thus, this research investigates the factors affecting and influencing the organizational performance of new start-up logistics enterprises in Malaysia. Therefore, quantitative research investigates the direct and indirect relationship between strategic infrastructure development, government support policy, corporate culture, human asset specificity, and organizational performance. The results of this research show a total of seven hypotheses that are statistically and significantly supported, and only one of the hypotheses is not supported in this study.

Keywords: organizational performance, start-up enterprises, logistics, strategic infrastructure, organizational culture

Peer-review under responsibility of the organizing committee 1st International Conference on ASEAN Sustainable Development (ICASD 2023).

Sustainable Development Proceedings, Volume 1, 2023 doi: 10.5281/zenodo.8300486

1. Introduction

The business environment has become more globalized and uncertain, increasing market competitiveness and dynamics [22]. Due to niche demands from different industry sectors, the logistics industry is getting increasingly complicated and sophisticated [28]. A complete logistics solution and effective end-to-end services are what businesses are seeking in logistics service providers. Several companies have turned their attention to logistics to make their business processes more effective and efficient in such circumstances [22]. The importance of logistics extends beyond the corporate level to the industry's competitiveness. Malaysia's growing trade and economic solid growth rely heavily on the logistics industry [23]. According to the Malaysian Investment Development Authority [28], Malaysia's logistics industry made up 3.8% of the country's GDP in 2019. The market demand for logistics facilities, imports, and export services in Malaysia has been rising since 2013 through industrial parks, free zones, warehouses, and distribution parks. Logistics businesses must develop flexible tactics in the new era of globalization to meet customer demand and a market and business environment that are constantly changing [1]. As digitalization takes root and customer expectations shift, the logistics industry is entering an era of unparalleled transformation [40]. However, the new entrants are also shaking up the sector, whether start-ups, industrial customers, or suppliers.

The expansion of e-commerce businesses and their networks has led to a surge in the demand for logistical services [29]. The Malaysian logistics companies have encountered difficulties, especially as the export and import trade keeps increasing. However, development has still failed to keep it on track with a strong growth of trade [25]. The difficulty for Malaysia logistics companies is the high cost of logistics due to poor logistics infrastructure, incomplete transportation, and slow and costly trade procedures [7]. Along with these issues, logistics service providers also struggle with inadequate human resources delivery and transportation issues. The new logistics service provider has experienced a significant decline due to the extremely high demand that was not anticipated. Managing delivery under conditions of low input is difficult [29]. The failure rate of start-up businesses is exceptionally high; approximately 90% of start-ups fail because they cannot improve their performance and achieve their goals [9]; [21]. The start-up enterprise typically restricted the advertising, staffing, and customer service budgets, dramatically reducing the error margin [36]. Hence, identifying the factors that will affect the organizational performance of start-up enterprises will help develop a proper development strategy and may help reduce the start-up's failure rate.

The organizational culture and human asset specificity may all impact organizational performance. However, little research has been done by Hwang et al. [22] to examine the relationship between strategic infrastructure development and organizational performance and the moderating effect of government support policy for the new start-up logistics enterprises in Malaysia. This research will be investigated by adopting the Resource-Based View (RBV) theory. The research design for this study includes quantitative analysis through a self-administered survey and primary data. Based on the problem statement and research gap, the research objectives of this research are as follows:

RO1: To determine the relationship between strategic infrastructure development and organizational performance.

RO2: To determine the relationship between organizational culture and organizational performance.

RO3: To determine the relationship between human asset specificity and organizational performance.

RO4: To determine the relationship between strategic infrastructure development and organizational culture.

RO5: To determine the relationship between strategic infrastructure development and human asset specificity.

Peer-review under responsibility of the organizing committee 1st International Conference on ASEAN Sustainable Development (ICASD 2023).

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RO6: To determine the relationship between strategic infrastructure development and human asset specificity through government support policy as a moderator.

RO7: To determine the relationship between strategic infrastructure and organizational performance through organizational culture as a mediator.

RO8: To determine the relationship between strategic infrastructure and organizational performance through human asset specificity as a mediator.

2. Materials and Methods

This study will adopt a primary data approach to analyze the factors that influence the organizational performance of start-up enterprises. Primary data refers to information obtained by the researcher and is collated to solve the issue [12]. Primary data used during the study collection is beneficial because it ensures the respondents' privacy and confidentiality; the collected data could be quantified, making findings simple [31].

2.1 Data Collection Method

As shown in Figure 1, the study used the survey approach to evaluate the hypothesis, with a standardized questionnaire as the primary data-gathering tool [12]. Self-administered questionnaires have traditionally been distributed by mail or in person to reach large groups of respondents, but now it is used extensively for Web surveys [31]. Therefore, the data for this study was collected via self-administered questionnaires from logistics operators and workers who work in logistics businesses in Malaysia to respond to the survey. The survey was conducted via Google Forms, and the questionnaire was shared by email and social media platforms for the respondents.

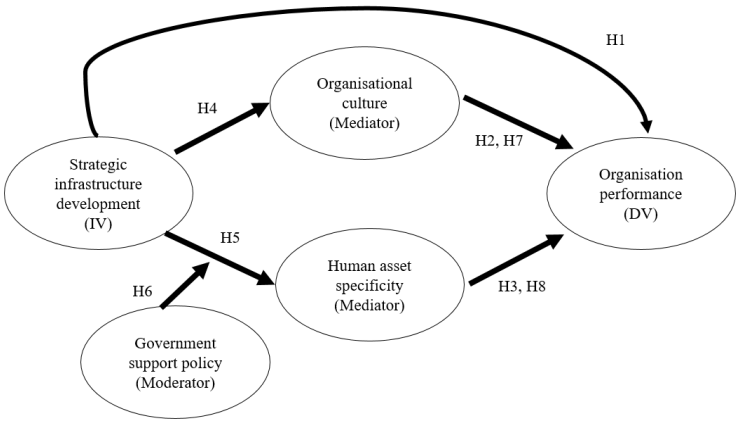

Figure 1. Conceptual Framework

2.2 Questionnaire Design

2.2.1 Questionnaire Structure

The questionnaire is used in research studies to gather and record important data. The entirety of the questionnaire's question must be checked to see if it relates to the research's objective [25]. The questionnaire design of this research is divided into two sections: Section A and Section B. Section A of the questionnaire is related to demographics, including

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gender, age, position, years of organization established, number of full-time employees engaged, and organization types. Section B will measure the five constructs; each was adopted from different authors using the level of agreement. Section B consists of 32 questions, including the five measured constructs: strategic infrastructure development, government support policy, organizational culture, human asset specificity, and organizational performance.

2.2.2 Measurement Scales and Type of Scales

This research study's questionnaire consists of scale-response and closed-ended questions. Thirty-two items are included in the 2 sections of the questionnaire and use ordinal, nominal, and Likert-scale questions as measurement scales. Section B consists of 32 questions, including the five constructs to be measured, which are strategic infrastructure development, government support policy, organizational culture, human asset specificity, and organizational performance was adopted by the authors [44]; [10]; [43]; [21] are using 7-point Likert-Scale in which 1=strongly disagree to 7= strongly agree.

2.2.3 Operational Definition of Construct

Five constructs were developed in this research; a summary of the items measured for each construct is shown in Table 1 below.

Table 1. Constructs and items measured

Constructs	No. of items	Source adopted
Strategic Infrastructure Development (SID)	10	[44]
Government Support Policy (GSP)	4	[21]
Organizational Culture (OC)	6	[10]
Human Asset Specificity (HAS)	8	[43]
Organizational Performance (OP)	4	[10]

2.3 Pilot Test for the Questionnaire

Pilot studies were designed to evaluate the procedures stated in a previously prepared research plan on a small scale. Then, the program would subsequently be revised based on the pilot's findings [17]. A pilot study's main objective is not to answer specific research questions but rather to prevent researchers from beginning a large-scale survey before they are familiar with the proposed method. A pilot study helps researchers to identify the design problems and refine data collection and analysis plans [14]. According to Fraser et al. [17], a feasibility study designed to inform the preparation of large-scale research is frequently equated with a pilot. Pilots essentially act as a risk mitigation tool to lessen the likelihood of failure in a more significant project. The results from pilot studies can assist researchers in discovering current and potential issues so they can address them before starting the anticipated future study [34]. It has long been understood that when done in this manner, pilot work serves to steer the development of a research strategy rather than being a test of the already formed plan. Fraser et al. [17] assert that an appropriate minimum requirement for a preliminary survey is a pilot test with a sample size of 30 responses from the target group and propose that a sample size of 25-100 is acceptable for a pilot test. Therefore, the sample size for this study's pilot test is 50.

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2.4 Sampling Design

2.4.1 Target Population

Kabir [24] explained that the target population is the entire group about which information is obtained and a conclusion is formed. The people selected for this research study are logistics operators and workers who operate logistics businesses in Malaysia.

2.4.2 Sampling Techniques

Non-probability sampling will be utilized to collect the data in this study because it is a non-random and subjective technique of sampling [38]. It requires choosing components based on presumptions about the population of interest, which serves as the selection criteria [24]. Non-probability sampling prevents the estimate of sampling errors since the selection of elements is not random. Convenience sampling is a sort of non-probability sampling in which a sample is taken from a part of the population that is close to hand, and many of the difficulties involved with research can be overcome [38]. A population is chosen as a sample because it is readily available and convenient [24]. The pilot testing benefits the most from this type of sampling.

2.4.3 Sample Size

According to Keok [25], a large sample size should be used with a large population to assist researchers in obtaining more reliable, accurate, and relevant results. A sample size of 30 to 500 people is adequate for research [20]. The sample size calculation formula suggested by Glenn [19] uses a 95% confidence level (Z Score 1.96) and a 5% margin of error. In the absence of population data, the size of the representative respondents is calculated by increasing the sum of all the indicators in the variable by a factor of 5 to 10 [19]. Hence, the sample size for this study is 320 since there are 32 indicators in this survey (32 x 10 = 320).

2.5 Data Analysis Method

The data in this study is analyzed using Statistical Packages for Social Scientists (SPSS) and Partial Least Square-Structural Equation Modelling (PLS-SEM). The management of data and the documentation of data are two important keys of SPSS functions [35]. SPSS is a powerful and easy-to-use software tool for all types of statistical data analysis. A big data set with numerous linked variables can be handled with SPSS. It also provides a graphical representation and all the flexibility of various data analyses. Zailani et al. [43] stated that to conduct descriptive analysis and investigate non-response bias, a Statistical Package for Social Sciences (SPSS) was utilized to evaluate the data gathered. The data analysis began with examining the measurement model and investigating the structural links among the latent constructs. The preliminary analysis of non-response bias, standard method variance, multicollinearity analysis, and normality test will be performed using the SPSS software. Next, the demographic and measured variables data will be summarised using the descriptive analysis comprising mean, standard deviation, skewness, and kurtosis. PLS-SEM will be used to analyze the assessment of the measurement model, which comprises reliability and validity tests review of structural mode, as testing the proposed hypotheses in this study.

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3. Results and Discussion

This study uses an online survey to generate 320 sample sizes from Malaysian logistics operators and employees. Before the analysis assessment, a data cleaning procedure that involves identifying missing data is used to ensure the data collected is carried out appropriately. Next, a pilot test with 50 respondents is conducted to determine whether the questionnaire is administered correctly and if there are any potential errors in the study. After that, the preliminary test analysis is undertaken, which contains analyses of non-response bias, common variance method, and normality test.

In addition, this study uses descriptive analysis to classify the demographic profile of 320 Malaysian logistics operators and employees and assess the construct using SPSS. Besides that, the measurement model was also used to evaluate the convergent validity, discriminant validity, and internal consistency using PLS-SEM statistical tools. The measurement model results show that every construct is significantly supported, and every indicator is appropriate for each construct except the common method variance analysis, which is higher than the threshold value of 50%. However, according to Chang et al. [11], the common method variance issue occurs when the same person provides the data for the predictor and criterion variables in the same measurement context while using the same item context and similar item attributes. Additionally, the model developed in this study achieves the required RMS theta values and is well-fitting. In addition, the significance of the model's developed hypotheses, effect sizes, predictive relevance, and predictive power are all examined in the structural model assessment. According to the results of the examination of the hypotheses, seven hypotheses are statistically and significantly supported, and only one is not supported in this study.

3.1 Hypotheses and Research Questions

3.1.1 Research Question 1

Research question 1 is developed in this study: “How does strategic infrastructure development affect organizational performance?” The results of hypothesis 1 are supported and discussed in the following paragraphs. Hypothesis 1 is developed to investigate the direct relationship between strategic infrastructure development and organizational performance. According to the result, hypothesis 1 is supported with the path coefficient value $\beta = 0.323$, t-value = 4.926, and p-value of 0 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that strategic infrastructure development is positively related to organizational performance. To support the finding of hypothesis 1, Hwang et al. [22] stated that a country's domestic and international logistics system must be developed to improve its logistics performance. Cost competitiveness, time-based services, value generation, and delivery to vast segments of logistics users are all the goals of strategic infrastructure development. The author also mentioned that the greater the level of strategic infrastructure development, the more likely it is to achieve desired logistics performance results. Therefore, a positive relationship exists between strategic infrastructure development and organizational performance, and hypothesis 1 is supported.

3.1.2 Research Question 2

Research question 2 is developed in this study: “How does organizational culture affect organizational performance?” The results of hypothesis 2 are supported and discussed in the following paragraphs. Hypothesis 2 is developed to investigate the direct relationship between organizational culture and organizational performance. According to the result,

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hypothesis 2 is supported with the path coefficient value $\beta = 0.265$, t-value = 2.697, and p-value of 0.0004 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that organizational culture is positively related to organizational performance. To support the finding of hypothesis 2, Ahmad et al. [2] recognized that organizational culture is one of the key factors and more effective in improving organizational performance and as a component of organizations striving for tremendous success. Weibo et al. [41] and Oparanma [32] reviewed the resource-based concept. They said that one of the main organizational resources studied for organizational performance is organizational culture, which drives various actions that lead to organizational success and achieve organizational competitive advantage. Therefore, a positive relationship exists between organizational culture and organizational performance, and hypothesis 2 is supported.

3.1.3 Research Question 3

Research question 3 is developed in this study: "How does human asset specificity affect organizational performance?" The results of hypothesis 3 are supported and discussed in the following paragraphs. Hypothesis 3 is developed to investigate the direct relationship between human asset specificity and organizational performance. According to the result, hypothesis 3 is supported with the path coefficient value $\beta = 0.324$, t-value = 3.691, and p-value of 0 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that the human asset specificity positively relates to organizational performance. To support hypothesis 3, Nasip et al. [30] proved that the different types of human capital research represent the stages of new start-up enterprises' founders' decision-making styles related to organization performance. Thus, the human capital attribute of education substantially impacted organizational survival and growth. Therefore, a positive relationship exists between human asset specificity and organizational performance, and hypothesis 3 is supported.

3.1.4 Research Question 4

Research question 4 is developed in this study: "How does strategic infrastructure development affect organizational culture?" The results of hypothesis 4 are supported and discussed in the following paragraphs. Hypothesis 4 is developed to investigate the direct relationship between strategic infrastructure development and organizational culture. According to the result, hypothesis 4 is supported with the path coefficient value $\beta = 0.792$, t-value = 26.521, and p-value of 0 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that strategic infrastructure development is positively related to organizational culture. To support the finding of hypothesis 4, Ahmadi et al. [3] discussed that a flexible organizational culture will perform better in creating and implementing strategies. Organizations must adapt their culture and align employee attitudes with organizational strategy to successfully implement the administrative processes. Flamholtz et al. [16] stated that when an organization's infrastructure corresponds to its size or stage of growth, it will achieve the organizational development equilibrium. Therefore, a positive relationship exists between strategic infrastructure development and organizational culture, and hypothesis 4 is supported.

3.1.5 Research Question 5

Research question 5 is developed in this study: "How does strategic infrastructure development affect human asset specificity?" The results of hypothesis 5 are supported and discussed in the following paragraphs. Hypothesis 5 is developed to investigate the direct relationship between strategic infrastructure development and human asset specificity. According to

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the result, hypothesis 5 is supported with the path coefficient value $\beta = 0.628$, t-value = 7.142, and p-value of 0 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that strategic infrastructure development positively relates to human asset specificity. To support the finding of hypothesis 5, Suarez [37] noted that human resource functions should efficiently organize and manage their competencies, attitudes, and behavior to align them with strategic objectives when implementing a strategy. Associating strategic infrastructure planning, internal controls, and human resource development may thus have a more significant and favorable impact on the organization's performance [8]. Therefore, a positive relationship exists between strategic infrastructure development and human asset specificity, and hypothesis 5 is supported.

3.1.6 Research Question 6

Research question 6 is developed in this study: "To what extent does government support policy moderate the relationship between strategic infrastructure development and human asset specificity?" The results of hypothesis 6 are not supported and are discussed in the following paragraphs. Hypothesis 6 is developed to investigate the relationship between government support policy and moderate the relationship between strategic infrastructure development and human asset specificity. According to the result, hypothesis 6 is not supported with the path coefficient value $\beta = -0.038$, t-value = 0.659, and p-value of 0.255 ($p>0.05$). The result indicates that the government support policy moderates the relationship between strategic infrastructure development and human asset specificity, which is negatively related. Hence, this contradicts the findings provided by Hwang et al. [22], which mentioned that strong industrial policy priorities heavily influence how the logistics industry formulates strategies for infrastructure development. This insignificant relationship may be due to the low take-up rate that many companies are unaware that government agencies offer business assistance services [42]. Therefore, there is a negative relationship between government support policy and a moderate relationship between strategic infrastructure development and human asset specificity, and hypothesis 6 is not supported.

3.1.7 Research Question 7

Research question 7 is developed in this study: "How does strategic infrastructure development affect organizational performance through organizational culture?" The results of hypothesis 7 are supported and discussed in the following paragraphs. Hypothesis 7 is developed to investigate the relationship between strategic infrastructure development and mediating organizational performance through organizational culture. According to the result, hypothesis 7 is supported with the path coefficient value $\beta = 0.678$, t-value = 17.706, and p-value of 0 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that strategic infrastructure development positively mediates organizational performance through organizational culture. To support the finding of hypothesis 7, Genç [18] stated that organizations can gain a competitive advantage through their cultures, or they can fail to do so if they do not have one. The authors also asserted that valuable, rare, inimitable, and imperfectly substitutable resources can give an organization a competitive advantage. According to Arayesh et al. [4], since culture and norms are the foundation of any community software, they believe that a community's ability to carry out its strategy depends on the hardware and software infrastructure. The authors also identified organizational culture influences organizational decisions, which should be considered while evaluating internal

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elements in applying strategic management. Therefore, there is a positive relationship between strategic infrastructure development and mediating organizational performance through organizational culture, and hypothesis 7 is supported.

3.1.8 Research Question 8

Research question 8 is developed in this study: "How does strategic infrastructure development affect organizational performance through human asset specificity?" The results of hypothesis 8 are supported and discussed in the following paragraphs. Hypothesis 8 is developed to investigate the relationship between strategic infrastructure development and mediating organizational performance through human asset specificity. According to the result, hypothesis 8 is supported with the path coefficient value $\beta = 0.265$, t-value = 7.212, and p-value of 0 ($p<0.05$) with a significance level of 0.05 in the on-tailed test. The result indicates that strategic infrastructure development positively mediates organizational performance through human asset specificity. To support the finding of hypothesis 8, Kuse et al. [26] acknowledged that information infrastructure, industrial resources, and human resources are all connected through technology infrastructure. Information infrastructure comprises software and hardware, including database facilities and equipment for information and communications, and usage guidelines like information sharing and standardization. Organizations that achieve high productivity through human resources have an organizational culture that supports and values the employee's worth. A supportive culture is essential for businesses to boost production through human resources. Therefore, there is a positive relationship between strategic infrastructure development and mediating organizational performance through human asset specificity, and hypothesis 8 is supported.

4. Conclusions

To conclude, this study has contributed to some understanding of the impact of strategic infrastructure development, government support policy, organizational culture, human asset specificity, and organizational performance towards the business performance of the new start-up logistics enterprises in Malaysia. This research has integrated with the resource-based view (RBV) theory for understanding how resources support an organization's performance and competitive advantages. Over the past, much research mainly focused on determining whether the organization's performance is affected by the organizational culture, training development, organizational innovation, and human resource development. There are limited empirical studies analyzing how strategic infrastructure development affects the organizational performance of new start-up logistics enterprises in Malaysia. Therefore, this study provides an understanding of how strategic infrastructure development affects organizational performance using the resource-based view (RBV) theory. Meanwhile, this study filled the knowledge gap in prior studies by analyzing the gap between strategic infrastructure development and organizational performance. Strategic infrastructure development aims to improve a viable multimodal transportation network comprising sea, land, and air integration for economic growth and societal development [6]. The research findings revealed that strategic infrastructure development positively and significantly affects organizational performance. The logistics sector would be able to meet customer demands by organizing, controlling, and storing the flow of goods, services, and associated information from the point of origin to the site of consumption. Strategic infrastructure development covers a wide range of developments that would significantly contribute to achieving any business performance, have a major impact on the areas of more than one planning authority, and considerably contribute to achieving any regional spatial and economic strategy

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for a region. Therefore, the integration of logistics infrastructure of sea, air, and land transport modes would play a crucial role in the functioning of logistics networks and strengthen the relationship between organizational culture, human asset specificity, and organizational performance.

In addition, this study also examines the impact of organizational culture and human asset specificity on organizational performance. Based on the resource-based view (RBV) theory, organizational culture, and human asset specificity positively and significantly affect organizational performance. The adaptability of organizational culture can be translated into action, taking risks, learning from errors, and having the capacity and experience to effect change in response to the demands of the organizational environment [5]; [33]. Moreover, the organizational culture's strength is its ability to regulate, direct, and shape the attitudes and conduct of those who engage in its activities to demonstrate organizational performance. Besides that, human asset specificity includes the skills necessary to do a given task, the associated costs of training, and the creation of an organizational culture that supports communication within a transactional relationship [13]. The employee's skills, including high performance, adaptability, originality, and the capacity to provide direct consumer services, are crucial in giving the organization a competitive advantage. Thus, the characteristics of culture with staffing, training, salary, assessment, shared values, attitudes, presumptions, and employees' beliefs can influence organizational performance favorably by encouraging employees, directing them, and influencing how they behave toward predetermined goals. This research fills the knowledge gap through the relationship between strategic infrastructure development, organizational culture, human asset specificity, and organizational performance in Malaysia's logistics industry.

5. Acknowledgements

We want to express our sincere gratitude to everyone who contributed to this research paper. Their invaluable support, guidance, and feedback have been instrumental in shaping this work. We are also grateful to the participants and organizations who generously participated in this study, without whom this research would not have been possible. Lastly, we would like to thank our friends and family for their unwavering support and understanding during the completion of this paper. Once again, we express our profound appreciation to all who contributed to this research.

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Peer-review under responsibility of the organizing committee 1st International Conference on ASEAN Sustainable Development (ICASD 2023).