

## **THE LOGISPRENEURSHIP PRACTICES AND ENTERPRISE LOGISTICS PERFORMANCE IN MALAYSIA**

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### **Abstract**

*This study investigates the intricate relationship between logispreneurship practices and enterprise logistics performance, within the context of Malaysia. The research delves into how innovative and entrepreneurial approaches, within the logistics industry, impact the efficiency, effectiveness, and overall competitiveness of enterprises operating in Malaysia. Through qualitative insights, this study aims to investigate logispreneurship practices and*

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*their influence on enterprise logistics performance. The investigation will encompass two dimensions, including people skills and ecosystem management. Findings from this study could contribute significantly to the understanding of how entrepreneurial initiatives within the logistics sector contribute to the growth and sustainability of enterprises in Malaysia. Further, the results could offer valuable insights for logistics managers, policymakers, and industry participants, enabling them to make informed decisions and adopt practices that enhance overall logistics performance.*

**Keywords:** Logispreneurship, Enterprise logistics performance, Logistics industry, Malaysia

**JEL Code :** C93 and D24

**Paper Received :** 05.10.2023

**Revised :** 13.10.2023

**Accepted :** 31.10.2023

## 1. Introduction

The logistics industry serves as a critical backbone of modern economies, facilitating the movement of goods, information, and services across various nodes of the supply chain (Akmal et al. 2016; Sivan et al., 2022; Sundram et al., 2020). In recent years, the term “logispreneurship” has emerged, to encapsulate the entrepreneurial practices and innovative approaches within the logistics sector. The convergence of entrepreneurship and logistics underscores the evolving dynamics of the industry, where proactive and inventive strategies are imperative for businesses to navigate through competitive pressures and market disruptions (Sivan et al., 2023).

In the Malaysian context, the logistics sector has witnessed substantial growth, driven by factors such as global trade expansion, technological advancements and changing consumer preferences. According to the World Bank’s Logistics Performance Index, Malaysia has consistently demonstrated improvements in its logistics infrastructure and efficiency (Syakirah, et al., 2020; Zulfakar, et al., 2019). However, the relationship between logispreneurship practices and the logistics

performance of enterprises in Malaysia remains an area ripe for exploration.

Further, the ongoing COVID-19 pandemic has brought to light the significance of resilient and adaptive business models in the logistics sector. The disruptions caused by the pandemic, including supply chain bottlenecks and restrictions on movement, have stressed the need for innovative logispreneurial approaches to ensure the uninterrupted flow of essential goods and services. As such, this study aims to delve into the intricate interplay between entrepreneurial practices, logistical strategies, and performance outcomes, shedding light on the strategies that have the potential to drive the Malaysian logistics industry forward in a rapidly evolving business environment.

## 2. Literature Review

### 2.1. Ecosystem Management

Ecosystem management, often referred to as an ecological approach to organizational management, emphasizes the interconnectedness of various elements within a system. Within the logistics context, this entails recognizing the intricate web of relationships among suppliers, manufacturers, distributors, retailers, and

customers. As stated by Proctor et al. (2019), ecosystem management in logistics goes beyond traditional supply chain thinking by focusing on collaboration, adaptability, and co-creation of value (Mkumbo, et al., 2019; Sundram, et al., 2018c; Akmal, et al., 2016; Atikah & Sundram, 2014).

An ecosystem-based approach encourages the formation of collaborative networks that extend beyond the boundaries of individual organizations. According to Chen and Paulraj (2019), such networks enable enterprises to leverage shared resources, expertise, and capabilities, resulting in improved agility and responsiveness. By collaborating closely with suppliers, partners, and even competitors, companies can achieve streamlined processes, reduced lead times, and enhanced logistics performance.

## 2.2. People Skill Management

The effective management of people skills in the logistics industry is a multifaceted endeavor, that encompasses areas such as human capital development, communication, leadership and employee well-being (Sundram, et al., 2018c; Rajagopal, et al., 2016). A robust understanding of these factors can enable logistics organizations to enhance their operational efficiency, strengthen collaborative networks and create a conducive work environment. By recognizing the critical role of people skills in the context of logistics, businesses can position themselves for sustained success in the ever-evolving global supply chain landscape (Selvaraju, et al., 2017; Vatumalae et al., 2022; Vatumalae et al., 2023)

Logistics operations inherently involve multiple stakeholders, both internal and external. Effective communication and collaboration are essential to streamline processes and ensure

seamless coordination. Rasi et al., (2021) emphasized the importance of collaborative relationships within supply chain networks, stressing the need for strong interpersonal skills among logistics professionals. Studies by Ellinger et al. (2011) and Christopher et al., (2017) have explored the role of communication skills in reducing information gaps and facilitating better decision-making across supply chain partners.

## 3. Statement of Problem

The Malaysian logistics sector has witnessed significant growth in recent years, driven by globalization, technological advancements and changing consumer preferences (Vatumalae, et al., 2022). However, within this dynamic landscape, there remains a gap in understanding how logispreneurship practices, encompassing innovative strategies and entrepreneurial approaches within the logistics industry, influence the logistics performance of enterprises operating in Malaysia (Akmal et al., 2016; Selvaraju, et al., 2017). While several studies have explored entrepreneurship's impact on various industries, a comprehensive investigation into the relationship between logispreneurship practices and enterprise logistics performance in the Malaysian context is lacking.

Despite Malaysia's improvements in logistics infrastructure and performance metrics, challenges persist in aligning traditional logistics practices with the demands of a rapidly evolving business environment. The emergence of logispreneurship, as a concept, necessitates an exploration of whether and how these innovative practices contribute to enhanced supply chain efficiency, cost-effectiveness, and overall logistics performance. Understanding the role of logispreneurship practices in shaping the competitive landscape of the Malaysian logistics

sector is crucial for both academic research and practical implications.

#### 4. Need of the Study

Embarking on a pioneering research journey, this study delves into the unexplored domain of logispreneurship's influence on enterprise logistics performance in Malaysia. By dissecting the integration of innovative logispreneurial practices into logistics operations, the study illuminates their transformative potential. Through meticulous analysis, the intricate links between these practices and crucial performance indicators are unveiled, showcasing their role in shaping the logistics landscape. This study aims to provide insights that can guide logistics managers, policymakers, and industry stakeholders in optimizing their strategies and practices.

#### 5. Objective of the Study

The objective of this study is to investigate logispreneurship practices and their influence on enterprise logistics performance in Malaysia. Further, this research endeavors to contribute to the broader understanding of logispreneurship's role in fostering innovation and competitiveness within the logistics sector, ultimately aiding the sustainable growth of businesses in Malaysia.

#### 6. Hypotheses of the Study

Ecosystem management often involves fostering collaborative relationships within the supply chain. Research suggests that collaborative efforts among supply chain partners can lead to improved logistics performance, by enhancing information sharing, reducing lead times, and optimizing inventory levels (Vatumalae, et al., 2020; Selvaraju, et al., 2017; Sundram, et al., 2018c; Rajagopal, et al., 2016; Li et al., 2017).

Ecosystem management may facilitate access to innovative technologies and practices through partnerships and collaborations. Such technological advancements can result in enhanced logistics performance, including streamlined processes, real-time tracking, and improved decision-making (Chen et al., 2019; Li et al., 2015; Ivanov et al., 2020).

The existing literature provides compelling support for the hypothesis that a significant relationship exists between ecosystem management of a logispreneur and enterprise logistics performance. The strategic cultivation of relationships, collaborative efforts, innovation, regulatory compliance, and sustainability within the ecosystem, can collectively influence logistics operations and contribute to enhanced logistics performance (Ali et al., 2020).

#### **H1: Ecosystem management positively affects enterprise logistics performance.**

The dynamic and rapidly evolving landscape of the logistics industry underscores the significance of human capital management in achieving enhanced enterprise logistics performance. People Skill Management practices, including employee training and skill development programs, contribute to a more competent and adaptable workforce in the logistics industry (Berglund et al., 2016). People Skill Management that emphasizes employee well-being and involvement, can result in a workforce that is more dedicated to optimizing logistics operations and achieving higher levels of performance (Alwi et al., 2020; Lambert & Cooper, 2020).

Effective communication and collaboration among logistics team members are essential for seamless coordination and decision-making. People Skill Management practices, that foster

open communication channels and teamwork contribute to improved logistics performance by reducing delays, errors, and misunderstandings (Li et al., 2018; Wallenburg & Weber (2005). Further, it plays a crucial role in guiding logistics teams and aligning their efforts with organizational objectives. Logispreneur's ability to effectively manage and lead their team, impacts the overall logistics performance, creating an environment conducive to innovation, problem-solving, and efficient resource allocation (Kelleher et al., 2019; Vickery et al., 2003). In short, the existing literature strongly supports the hypothesis that there is a positive influence of People Skill Management of a logispreneur on Enterprise Logistics Performance. A well-managed and skilled workforce translates into improved operational efficiency, teamwork, adaptability, customer satisfaction, and ultimately, enhanced logistics performance.

## **H2: People skill management positively affects enterprise logistics performance.**

### **7. Research Methodology**

Utilizing a quantitative research approach, this study employed both structured observation and survey methods, through the administration of questionnaires. By harnessing statistical analysis, the study examined the convergence of information technology and logistics. This methodological approach rests upon the foundation of observed or measured data, enabling an exploration of the dynamics within Malaysian logistics enterprises. Through a quantitative lens, the study meticulously examined numerical data, providing a robust avenue to unearth comprehensive insights into the nuanced interrelationship between logispreneurship practices and logistics performance (Figure 1).

#### **7.1. Sampling Selection**

The research targeted firms within the logistics industry in Malaysia as its population. The sampling frame was sourced from the Department of Statistics, Malaysia, indicating an estimated 1,000 companies within this industry. Employing a stratified random sampling approach, a sample size of 200 respondents was chosen from the population, as indicated in Table -2. Out of the 200-sample population, only 100 responded through e-survey. This method involved segmenting the population into distinct and non-overlapping strata, subsequently selecting a simple random sample from each stratum. The chosen respondents primarily consisted of seasoned senior managers, with extensive expertise in logistics and supply chain management.

#### **7.2. Sources of Data**

The sources of data were mainly primary data, obtained from the questionnaire regarding the logispreneurship practices and enterprise logistics performance in Malaysia. For this study, the primary data were obtained from responses to the questionnaire, which was administered to the industry players and organizations.

#### **7.3. Period of the Study**

This study was conducted from Jan 2023 to July 2023. The data collection took about seven months. After data collection, the next step was data analysis, to capture the result.

#### **7.4. Tools used in the study**

This research adopted a quantitative research methodology, utilizing self-administered questionnaires consisting of nine items to gauge Ecosystem Management (ESM), People Skill Management (PSM), and Enterprise Logistics Performance (ELP). The questionnaires were



structured on a seven-point Likert scale, where respondents could indicate their level of agreement, ranging from 1 (strongly disagree) to 5 (strongly agree). Subsequently, regression analysis was used to analyse the relationship between logispreneurship practices and logistics performance, in order to extract meaningful insights from the collected responses.

## **8. Data Analysis of Logispreneurship Practices and Enterprise Logistics Performance in Malaysia**

In this study, the collected survey data were analyzed by using SPSS. Descriptive statistics was used to create a frequency distribution, which helps to visualize how often different values of a variable occur. This distribution is usually presented in terms of percentages to show the relative occurrences of each value. Regression analysis was used to model the relationship between two independent variables and a dependent variable. The p-value is a crucial aspect of hypothesis testing in regression analysis. The p-value indicates the probability of obtaining results as extreme as the ones observed in the data, assuming that the null hypothesis is true (i.e., there is no significant relationship). If the p-value is less than a predetermined significance level (often 0.05), it suggests that the observed relationship is statistically significant, and may reject the null hypothesis in favor of the alternative hypothesis, indicating that there was meaningful relationship between the variables.

### **8.1 Demographic Profile of Logistics Firms in Malaysia**

In short, data provide insights into the distribution of respondents across different logistics areas, company sizes in terms of

employees, and the years of establishment of the surveyed logistics organizations. The complete usable questionnaires for this study were received from 100 respondents from the logistics industry in Malaysia.

**Table-1** depicted that the respondents were categorized, based on their involvement in various logistics areas. Among the participants, 17% were associated with “Freight Forwarder,” 15% with “Warehousing and Distribution”, 9% with “Shipping and Maritime,” 23% with “Land Transportation,” and the highest percentage of 36%, came under “Courier and Express Delivery.” This distribution revealed that the majority of respondents were engaged in courier and express delivery services.

### **8.2 Reliability Test of Logispreneurship Practices and Enterprise Logistics Performance**

Reliability analysis serves to examine the consistency and stability of measurement scales and their constituent items. As displayed in **Table-3**, the reliability analysis procedure computes several well-established indicators of scale reliability while also shedding light on the interrelationships among individual scale items. In particular, a satisfactory level of internal consistency is achieved when Cronbach’s Alpha ( $\alpha$ ) coefficient surpasses 0.7. As per widely accepted guidelines,  $\alpha$  value in the range of 0.6 to 0.7 is deemed acceptable, while a value of 0.8 or higher represents a notably robust level of reliability. According to, **Table 3** Ecosystem Management, People Skill Management, and Enterprise Logistics Performance exhibit measurement items, that demonstrate reliable attributes, indicating that the respective scales possess dependable internal consistency.

### 8.3 Correlation Analysis of Logispreneurship Practices and Enterprise Logistics Performance

Pearson correlation analysis was employed to examine the correlation between logistics integration and the independent variable of information technology. According to **Table 4**, ecosystem management and people skill management reported strong correlation with logistics integration ( $r = 0.690, p < 0.01$ ;  $r = 0.640, p < 0.01$ ). In other words, Logispreneurship Practices was positively correlated with Enterprise Logistics Performance.

### 8.4 Multiple Regression Analysis of Logispreneurship Practices and Enterprise Logistics Performance

The results, presented in **Table 5**, illustrate the outcomes of a multiple-regression analysis, conducted to assess the relationship between information technology and logistics integration. The analysis demonstrates the significance of the model, as indicated by an F-value of 17.438, and its capability to account for 41.1 percent ( $R^2 = 0.411$ ) of the variability observed in logistics integration. Further exploration of the outcomes revealed positive and statistically significant correlation between information technology and logistics integration ( $\hat{\alpha} = 0.411, p < 0.000$ ). The Table also signifies that as Logispreneurship Practices are enhanced through ESM (Ecosystem Management) and PSM (People Skill Management), Enterprise Logistics Performance also improves. Therefore, the study's findings support and confirm the acceptance of hypothesis :  $H_1$  (Ecosystem management positively affects enterprise logistics performance) and hypothesis:  $H_2$  (People skill management positively affects enterprise logistics performance), suggesting that both information technology and logispreneurship

practices indeed play a crucial role in enhancing enterprise logistics performance.

## 9. Findings and Discussion

Logispreneurship, characterized by its innovative and entrepreneurial approach within logistics operations, wields a multifaceted influence that redefines logistics performance. Logispreneurs approach logistics with a fresh lens, unearthing inventive solutions that might have otherwise remained unnoticed. This innovation permeates every facet of operations, from optimizing warehouse layouts for quicker order picking to devising novel route optimization algorithms for transportation efficiency. By consistently pushing the boundaries of conventional thinking, logispreneurs drive logistics operations to break free from stagnation, fostering an environment where adaptability thrives.

The adaptability and agility, intrinsic to logispreneurial practices, empower logistics operations to navigate the dynamic landscape with finesse. The ability to swiftly pivot strategies in response to market shifts, unexpected disruptions, or evolving customer preferences becomes a strategic advantage. Logispreneurs, armed with a proactive mindset, preempt potential bottlenecks and hiccups, enabling preemptive actions that prevent operational derailments. This agility extends to supply chain management, where quick adjustments ensure on-time deliveries and minimized delays. The resulting operational fluidity not only safeguards against inefficiencies but also bolsters customer trust by consistently meeting commitments.

## 10. Suggestion

Investigating the factors affecting enterprise logistics performance is crucial for researchers as it contributes to the existing body

of knowledge in the field of logistics and supply chain management. By identifying and understanding these factors, researchers can provide valuable insights into the mechanisms, that drive effective logistics performance. Practitioners, such as logistics professionals and decision-makers, can directly apply the findings of this study to enhance logistics performance. By effectively managing these relationships, practitioners can create a more cooperative and efficient logistics ecosystem, leading to smoother operations and improved performance.

## 11. Conclusion

In conclusion, this research delved into the intricate relationship between logispreneurship practices and enterprise logistics performance within the context of Malaysia. Through a comprehensive examination of innovative and entrepreneurial approaches within the logistics sector, this study sheds light on their impact on supply chain efficiency, cost-effectiveness, and overall competitiveness.

The findings of this research underscore the significance of logispreneurship practices in shaping the logistics landscape of Malaysia. From the analysis of survey data, it becomes evident that logispreneurial initiatives are integral to the continuous improvement of logistics performance metrics. The adoption of advanced technologies, collaborative partnerships, and adaptive strategies, empowers enterprises to navigate the complexities of the modern business environment and deliver superior customer experiences.

This research contributes to the evolving literature on both entrepreneurship and logistics performance by providing insights, specific to the Malaysian context. The study's outcomes offer actionable guidance for logistics managers and industry practitioners seeking to optimize

their operations and achieve sustainable growth. Further, the identified challenges and opportunities associated with logispreneurship practices, would pave the way for future research and policy considerations in the realm of logistics innovation.

As Malaysia's logistics sector continues to evolve in response to global trends, this research serves as a stepping stone towards a more comprehensive understanding of how logispreneurship can drive transformative changes. Ultimately, the amalgamation of entrepreneurship and logistics emerges as a powerful force, poised to redefine the way businesses operate and thrive within the Malaysian logistics ecosystem.

## 12. Limitation of Study

Certain constraints were encountered during the research. One notable limitation was the tight time frame allocated for data collection, which restricted the depth and breadth of the information gathered. Additionally, the challenge of eliciting responses through the questionnaire, presented another limitation. Many potential respondents declined participation, citing concerns about divulging sensitive internal information. These limitations potentially impacted the comprehensiveness and validity of the study's findings.

## 13. Scope for Further Research

In the realm of logispreneurship practices and enterprise logistics performance in Malaysia, potential future research directions emerge. These encompass longitudinal studies to gauge sustained impacts, sector-specific analyses to unveil industry nuances, and quantitative modeling for precision in correlational insights. These future studies could also delve into the interface between logispreneurship and



environmental sustainability, evaluate the impact of government policies, scrutinize risk management strategies and uncover the influence of customer-centric approaches.

#### 14. Acknowledgement

This research was made possible by the project “Modelling Integrated closed-loop supply chains towards a circular economy: An Isomorphism’s Perspective”, which was funded by the Ministry of Higher Education, Malaysia under the Fundamental Research Grant Scheme: FRGS/1/2021/SS01/UITM/02/15.

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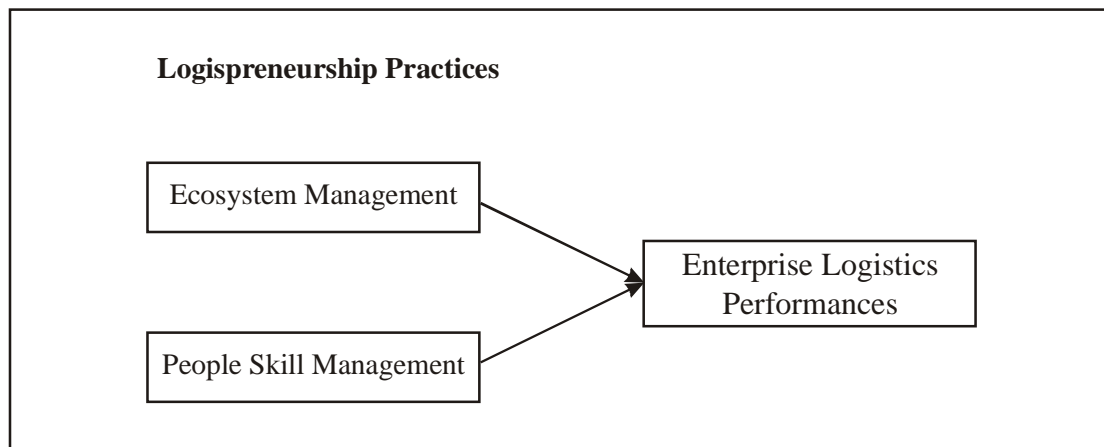
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**Figure-1: Conceptual Framework of the Logispreneurship Practices and Enterprise Logistics Performance in Malaysia**



Source: Framed by Authors

**Table-1: Analysis of Profile of Respondents from Logistics Firms in Malaysia**

	Categories	Frequency	Percentage (%)
Area of logistics	Freight Forwarder	17	17%
	Warehousing and Distribution	15	15%
	Shipping and Maritime	9	9%
	Land Transportation	23	23%
	Courier and Express Delivery	36	36%
Number of employees	Less than 50	42	42%
	50- 99	22	22%
	100 - 500	20	20%
	More than 500	16	16%
Years of establishment	Less than or equal to 10	37	37%
	10 - 20	28	28%
	21 - 30	20	20%
	More than 30	15	15%

**Source:** Primary data and computed using SPSS

**Table-2: Strata for the Population, Sample Frame and Survey Responses**

Strata	Population	Sample	Responses (response rate)
Less than 50	300	60	35 (17.5%)
50- 99	270	54	29 (14.5%)
100 - 500	200	40	18 (9.00%)
More than 500	230	46	18 (9.00%)
	<b>1000</b>	<b>200</b>	<b>50%</b>

**Source:** Generated by Authors

**Table-3: Results of Reliability Test of Ecosystem Management, People Skill Management and Enterprise Logistics Performance**

Variables	Cronbach Alpha
Ecosystem Management	0.737
People Skill Management	0.786
Enterprise Logistics Performance	0.733

**Source:** Primary data and computed using SPSS

**Table-4: Results of Correlation analysis between Logispreneurship Practices and Enterprise Logistics Performance**

Variable	ESM	PSM	ELP
ESM	1.000		
PSM	0.610**	1.000	
ELP	0.690**	0.640**	1.000

\*\* Significant at 0.01 level (2-tailed)

**Source:** Primary data and computed using SPSS

**Table-5: Results of Multiple Regression Analysis between Logispreneurship Practices and Enterprise Logistics Performance**

Independent Variable	Enterprise Logistics Performance			Hypothesis	Result
	Beta (S)	t-value	Sig.		
Ecosystem Management	0.269	2.635	0.000	H1	Accepted
People Skill Management	0.488	4.552	0.000	H2	Accepted
F-value	17.438				
R-square	0.411				

\*\*\*Significant at the 0.001 level

**Source:** Primary data and computed using SPSS



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