



## The impact of the motivation, team, and use of enterprise resource planning system on the performance of China’s logistics businesses

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### Abstract

The research examines the impact of employee motivation, innovation teams, and enterprise resource planning (ERP) on China's logistics business performance. It hypothesizes that these factors positively influence the industry's overall performance, with the innovation team playing a mediating role. The study uses a mixed research technique, including quantitative and qualitative methods, and focuses on a logistics firm in Yunnan, China. The study employs exploratory factor analysis to provide an objective description of the findings. The research uses open-ended questions, in-depth interviews, and quantitative techniques to gather opinions and attitudes. The open-ended questions and in-depth interviews allow for a comprehensive understanding of the participants' perspectives on the impact of ERP on China's logistics business performance. Additionally, the quantitative techniques provide statistical evidence to support the findings and strengthen the study's validity.

The study explores China's logistics industry performance, focusing on innovation leadership and ERP technologies. It reveals that employees value career advancement, rewards, and salary, while innovation teams value creativity, critical thinking, and collaboration. ERP technologies improve resource utilization, responsiveness, and financial forecasting, leading to increased productivity and profitability. Employee motivation, innovation, and ERP are crucial factors in enhancing China's logistics industry's performance. Factors like pay, benefits, working conditions, and praise affect employee motivation, leading to job satisfaction, personal fulfilment, and business expansion. The presence of an innovation team, ERP systems, and employee motivation significantly impact the success of China's logistics business. Implementing ERP systems can improve financial planning, employee information security, and customer service quality, ultimately boosting overall performance and success. The study suggests that prioritizing



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employee motivation and resource planning effectiveness can lead to higher levels of innovation and improved decision-making processes.

**Keywords:** China's logistics industry performance, Employee motivation, Innovation team, ERP system

## Introductions

China's logistics market is the world's largest, worth 335 trillion yuan in 2021. The Belt and Road Initiative (BRI) has helped China become a logistical infrastructure supplier and global logistics leader. Smart logistics improves productivity, inventory reduction, and safety and security, especially in online commerce. Organisations must adapt to the changing global business climate to stay competitive (Varma (2017)). Leaders, executives, managers, and supervisors desire new, effective, and competitive performance initiatives. Organisations must know, understand, and follow rules to succeed in the global economy. It's "the transformation of an individual's talent into a critical value for stakeholders, consumers, and an organization's capabilities." Globalisation is expected to change personnel distribution and working conditions. Governments have worked hard to boost productivity and profits (Harry Liu, 2021).

Employee performance reviews are popular and can increase service quality and value. Information and communication technology have greatly improved human resources administration and services (Hotaran, 2020). ERP systems improve organisational effectiveness by developing plans and strategies, human resource forecasts, career planning, and progression. In conclusion, knowing how ERP systems improve organisational success requires studying their effects on Jordanian employee performance (Mohammadnour Aljarrah, 2021). Centralised data and information coordination automation are driving on-premises ERP system adoption. These solutions improve productivity, overhead expenses, production, inventory management, and HRM for organisations. ERP systems improve resource management, market penetration, and cost effectiveness, enabling worldwide growth (Mya Mya Lwin, 2021). A company's competitiveness depends on its employees' knowledge and skills. Skills developed in employee development programmes boost productivity and performance. New technology requires personnel training. ERP solutions are utilised in all sizes of organisations, but implementation presents technical and organisational hurdles. Personnel need education, training, and information to benefit from ERP. ERP systems automate, integrate, and support real-time company activities, enabling stakeholder engagement to improve performance. Elizabeth Boye Kuranchie-Mensah (2016) found that intrinsic and extrinsic motivation affect worker productivity and job satisfaction. ERP technologies simplify company procedures in many ways.

Regional firms and organizations need to adapt to survive and compete, adopting emergency response strategies and implementing social support networks. Innovative leaders drive team participation and innovation, fostering a culture of cooperation. China's development strategy



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prioritizes social innovation, while senior care requires social innovation. Compliance, business incentives, community progress, and synergy drive corporate social responsibility, requiring workers to emulate employers' values (Mya Mya Lwin, 2021). Innovation teams are essential for workshops, brainstorming sessions, and day-to-day innovation. They must communicate effectively, share knowledge, and find commercial possibilities while balancing innovation and business. ERP software, which provides integrated data, requires system integration and optimization. Innovation teams identify opportunities and focus on the correct focus. Job satisfaction and motivation mediate the impact of work environment on performance, and a culture of motivation and job happiness can help individuals and organizations succeed (Vakulenko, Arsenovic, Hellström, & Shams, 2022). Employee engagement, social innovation, and ERP systems can boost logistics firm performance. Companies can seize new business possibilities and boost industry competitiveness by embracing change and involving all personnel. ERP systems boost efficiency, productivity, data integration, and decision-making.

### Research Objectives

- 1) To identify the employee motivation, innovation team, the usage of enterprise resource planning (ERP) technologies, and the performance of logistic business.
- 2) To explore the impact of employee motivation, innovation team, the usage of enterprise resource planning (ERP) on the performance of China's logistics business.
- 3) To analyze the mediation of the innovation team between employee motivation, the usage of enterprise resource planning (ERP) on the performance of China's logistics business

### Research Hypothesis

- H1: Employee motivation has a direct effect on significant positive influence on the performance of logistic business.
- H2: Innovation team has a significant positive influence on the performance of logistic business
- H3: Enterprise resource planning (ERP) has a significant positive influence on the performance of logistic business
- H4: Innovation team plays a mediating role in the influence of employee motivation, and the performance of logistic business.
- H5: Innovation team plays a mediating role in the influence of the usage of enterprise resource planning (ERP) and the performance of logistic business.



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## Literature review and concepts

### Concept of Enterprise Resource Planning (ERP) System Implementation

ERP software integrates business applications across a firm, enabling accounting, purchasing, project management, risk management, and supply chain management. The 1980s advent of MRP II systems marked a turning point in ERP development. Cloud ERP offers better access to critical company data, benefiting smaller companies without the resources to build and manage it. ERP systems are now large data warehouses that report on productivity of various corporate functions, including sales, marketing, product development, HR, and operations. ERP systems increase coordination, streamline communication, and manage resources, information, and functions via shared data repositories. They also enhance HR planning and staff training (Eker, M., & Eker, S., 2018). ERP systems are used for financial accounting, CRM, and IoT sensors to automate repetitive tasks and improve organizational efficiency. They require data from IoT sensors and can be challenging to deploy due to their impact on employees and operations. Corporate resource planning (ERP) is a centralized system that integrates HR, planning, procurement, sales, CR, finance, and analytics, making it an organization-wide CIES. (Menon, Sreekumar, 2019).

Rohit Kenge, Rohit Kenge (2020), investigated "A Research Study on the ERP System Implementation and Current Trends in ERP" and discovered that the ERP archive was discovered as far back as 1970, with the goal of integrating company operations. The report explores the deployment process and current ERP software trends, revealing that ERP systems integrate various functions like finance, marketing, manufacturing, and human resources with real-time data collection, processing, and communication. Despite over two decades of experience, the effectiveness of ERP systems remains unclear. The top ten challenges identified include top management approach, change management, training, effective communication, system integration, business process reengineering, consultant selection, project management, team empowerment, and data migration. The study also highlights the importance of leadership style, employee motivation, workplace discipline, and overall staff performance in ERP system deployment.

Anastasios D. Diamantidis and Prodromos Chatzoglou (2018) discovered that the purpose of The paper explores the relationship between firm/environment-related factors, job-related factors, and employee-related factors. It highlights the importance of employee involvement in influencing employee happiness, management standards, and training. The study suggests that businesses should prioritize employee satisfaction, maintain high management standards, and provide ongoing training to boost engagement, productivity, and innovation. The software suite includes various management functions, including human resources, financial, accounting, sales, distribution, project, material, SCM, and quality, and encourages creativity and innovation. China prioritizes social innovation in tourism. (Mya Mya Lwin, 2021). This study will also evaluate the influence that employee motivation, social innovation, and the use of an enterprise resource planning (ERP) system have on enhancing organizational performance.



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Functions of an ERP System: 1) supply chain management; 2) manufacturing; 3) sales and marketing (Jandu, 2014); 4) customer relationship management 5) human resource management (Ross, 2015); 6) financial management (Sulaiman, 2013); 7) inventory management; 8) internet of things; 9) purchasing and receiving 10) service management, 11) business intelligence, 12.big data analysis (Miller, 2015) ERP systems automate business processes in the following areas: 1) sales (sales order; sales quote); 2) warehousing ERP systems are essential for various functions such as supply chain management, manufacturing, sales and marketing, customer relationship management, human resource management, financial management, inventory management, the internet of things, purchasing and receiving, service management, business intelligence, and big data analysis (Jandu, 2014; Ross, 2015).

**Table 1** Summary of research results related to conceptual framework

<b>Authors</b>	<b>Details</b>
<b>Rohit Kenge's (2020)</b>	Rohit Kenge's ERP System Implementation Research <ul style="list-style-type: none"> <li>• Highlights 31 issues: top management, change management, communication, system integration, business process reengineering, consultant selection, project management, team empowerment, and data migration.</li> </ul>
<b>Mohammadnour Aljarrah's (2021)</b>	"Jordan's HR System Impact on Performance Appraisal" <ul style="list-style-type: none"> <li>• Examines relationship between system, information, service, user satisfaction, and performance appraisal.</li> </ul>
<b>Shadrack Katuu (2020)</b>	"Enterprise Resource Planning: Past, Present, and Future" <ul style="list-style-type: none"> <li>• Explores ERP history and development.</li> <li>• Highlights recent changes with cloud computing and AI.</li> <li>• Reviews academic and industry literature.</li> </ul>
<b>Michelle Bennett, 2021</b>	Promoting Team Synergy: <ul style="list-style-type: none"> <li>• Recognize individual strengths.</li> <li>• Create team culture.</li> <li>• Align on team vision and goal.</li> <li>• Maximize personal capabilities with tasks.</li> <li>• Celebrate team successes for confidence improvement.</li> </ul>
<b>Anastasios D. Diamantidis and Prodromos Chatzoglou (2018)</b>	Employing Diverse Employees <ul style="list-style-type: none"> <li>• Forms basis for establishing work alternatives.</li> <li>• Provides benefits in case of changing requirements.</li> </ul>
<b>Islami, Mulolli, and Mustafa (2018)</b>	Performance Management Process <ul style="list-style-type: none"> <li>• Components: agreement, measurement, support, feedback, positive reinforcement.</li> <li>• Molds expected performance results.</li> </ul>



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<b>Authors</b>	<b>Details</b>
<b>Pawirosumarto, Sarjana, and Gunawan (2017)</b>	Correlation Between Employee Performance and Work Environment <ul style="list-style-type: none"> <li>• Physical and nonphysical variables enhance performance.</li> <li>• Positive impact substantial.</li> </ul>
<b>Smith and Bititc (2017)</b>	Enhancing Performance Measurement Systems <ul style="list-style-type: none"> <li>• Boosts employee engagement.</li> <li>• Requires holistic approach.</li> <li>• Enhances work environment.</li> </ul>
<b>Rebecca Mazin, 2017</b>	Leadership and Employee Performance <ul style="list-style-type: none"> <li>• Positive relationship between leadership and employee performance.</li> <li>• Employees work towards organizational goals.</li> <li>• Effective leadership boosts productivity.</li> <li>• Successful organizations require motivated employees..</li> </ul>
<b>Al Mehrzi and Singh, 2016</b>	Performance Overview <ul style="list-style-type: none"> <li>• Outcome or level of success in duties.</li> <li>• Compares to work standards, goals, targets, or agreed-upon criteria.</li> </ul>
<b>Yang et al. (2016)</b>	"Performance Overview" <ul style="list-style-type: none"> <li>• Defines employee actions.</li> <li>• Influences performance.</li> </ul>
<b>Alsolami et al., 2016; Samad, 2012; Samad et al., 2015; Vlok, 2012.</b>	Innovative Leader Attributes: Creative, Collabo-curious, Courageous, Committed
<b>Arham, 2014.</b>	"SME Performance: A Focus of Interest" <ul style="list-style-type: none"> <li>• Intense interest among academics, practitioners, policymakers.</li> </ul>

The study emphasizes the importance of extrinsic and intrinsic motivation, communication strategies, and an entrepreneurial culture in fostering innovation, growth, and competitiveness in the rapidly evolving logistics industry. This chapter analyzes data on employee motivation, innovation teams, and enterprise resource planning (ERP) technologies' impact on China's logistics business performance. The study uses mixed methods and interviews to analyze the mediation of these factors, with the innovation team playing a mediating role.

The research aims to examine the current state of China's logistics business, its employee motivation, innovation team, and enterprise resource planning system. It also explores the impact of these factors on the performance of the business. The research

hypothesizes that ERP directly influences employee motivation and has a significant positive impact on the business's performance. The innovation team also plays a mediating role in this relationship. The study aims to provide insights into the impact of these factors on the logistics industry.

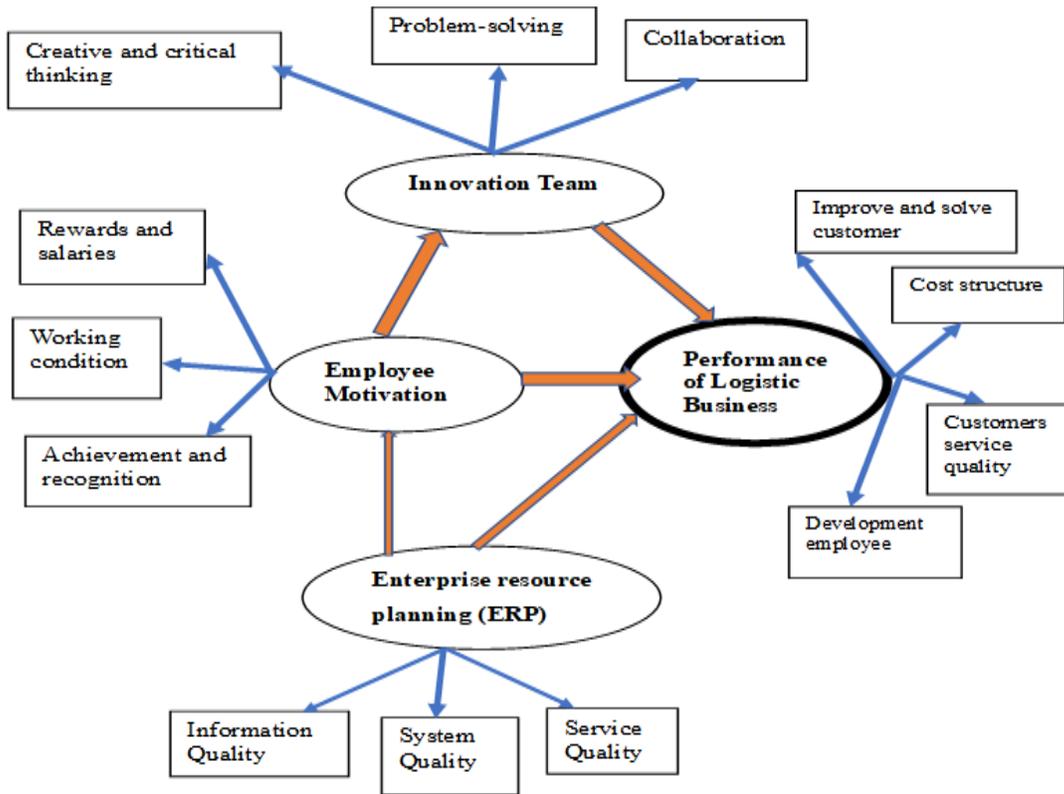


Figure 1 Conceptual framework

## Research Methodology

The impact of the Employee Motivation, Innovation Team and Use of Enterprise Resource Planning System to Performance of China's Logistics Business.

This research examines the impact of employee motivation, innovation teams, and enterprise resource planning (ERP) on China's logistics business performance. The hypothesis is that these factors positively influence logistics business performance, with the innovation team playing a mediating role. The study uses a mixed research technique, including structural equation modeling and content analysis, to gather data. The research questionnaire was preliminarily designed, revised, and conducted with logistics businesses to ensure reliability and validity. The survey, developed using a Likert scale, will be delivered via the internet.



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### Population and Sample

The term population in as far as research study is concerned can best be defined as the large collection of individuals that have similar characteristics or features (Greener, 2008). The focus of the study is logistic firm of Freight & Logistics Services in Yunnan .

**Table 2** Logistic Firm

Yunnan Logistics	Yunnan Green Wild F	Total
1500	131	1,631
215	97	312

Sample Size for  $\pm 5$ , Precision Levels where Confidence level is 95%

### Sample sampling

Following topics provide the details of the population and the selection of sample group. Logistic firm of 4 Freight & Logistics Services in Yunnan, China is the unit of study. In the study, subjects were selected at random. The researcher selects the elements using probability theory and basic random sampling from a lottery technique.

The ever-increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. To address the existing gap, Krejcie & Morgan (1970) came up with a table for determining sample size for a given population for easy reference

The Table is constructed using the following formula for determining sample size.

The study analyzes China's logistics industry performance, focusing on innovation leadership and ERP, and interviews with corporate management, HR teams, and consultants.

**Table 3** Size of Sample

	Yunnan Logistics	Yunnan Green Wild F	Total
Staffs	150	65	215
Department Heads	65	31	97
	215	97	312

This study investigates employee motivation, innovation teams, ERP, and logistics businesses in China using a quantitative research questionnaire. Data was collected from various samples in Shanghai, using a permission letter and in-depth interviews. The research used



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descriptive analysis, exploratory factor analysis, and Structural Equation Modeling (SEM) to analyze the data. The findings are presented using previous studies and peer-reviewed for credibility. The study aims to provide insights into the interplay between corporate culture, innovation, team synergy, and innovation leadership.

## Research Results

### Quantitative Research

The study analyzes China's logistics industry performance, focusing on innovation leadership and ERP. It examines areas like administrative, human resources, sales, marketing, customer relationships, production, warehousing, procurement, finance, and information technology. The research found males outnumbering females, with a majority aged between 25-35 and a high percentage of employees having an undergraduate or master's degree.

Research Objective 1) To identify the employee motivation, innovation team, the usage of enterprise resource planning (ERP) technologies, and the performance of logistic business.

The employee motivation scale demonstrates high values for achievement, recognition, job security, creativity, and collaboration. Employees take pride in their job, believe it's secure, and value rewards and salaries for career advancement. They appreciate the opportunity to learn new skills and the support of their team members. The innovation team scale has high mean values for creative and critical thinking dimensions, as well as function, job allocation, and collaboration. The team values diversity, encourages continuous learning, and prioritizes continuous learning.

The ERP scale has high mean values for information quality, including confidence in using system information, reliability, and accessibility. The system meets demands successfully, encourages collaborative work, and provides reliable, objective, and believable information. It streamlines business processes, improves resource utilization, and facilitates better decision-making through real-time data analysis and reporting.

The performance-logistics business scale shows high mean values for employee training, improving cost structure, maintaining excellent customer service quality, and fostering cooperation among departments. The company is implementing an ERP system to enhance technology use and provides employee training to improve their knowledge.

2) To explore the impact of employee motivation, innovation team, the usage of enterprise resource planning (ERP) on the performance of China's logistics business.

The study analyzed factors extracted from a formal survey sample, focusing on employee motivation, creative and critical thinking, problem-solving, and collaboration. The factors had a variance explanation rate of over 50% and a factor load of over 0.5. The factors were consistent with previous divisions of perceived value dimensions, with factor loading above 0.5. Employee motivation is based on rewards and salaries, pleasant working environments, personal satisfaction, secure jobs, opportunities for professional development, and a positive company culture that values work-life balance. The research model is well-fitted with a chi-squared to degrees of freedom ratio of 1.769, indicating high adaptation. The Goodness of Fit Index (GFI) and Adjust Goodness of Fit Index (AGFI) are close to one, aligning with the general standard. The study



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explores the use of confirmatory factor analysis to measure fitness indicators, including absolute fitness indicators (RMR, RMSEA, AGFI, GFI) and value-added fitness indicators (NFI, RFI, IFI, TLI, and CFI). The clamping freedom ratio (CMIN/df) is ideal when less than 3. Employee motivation is a significant factor, with factor loadings greater than 0.5. The model's running fitting index is less than 3, and the combination of these indicators supports the model's validity. Further validation through additional statistical tests or replication studies may be necessary for a more comprehensive assessment. These values provide initial evidence that the model fits well with the data, but it is important to consider potential limitations and conduct additional analyses to ensure the robustness of the findings.

3) To analyze the mediation of the innovation team between employee motivation, the usage of enterprise resource planning (ERP) on the performance of China's logistics business

The research utilized Structural Equation Modeling to analyze the path of the structural equation model, obtaining path coefficient and critical ratio values. The CR value, typically greater than or equal to 1.96, indicates a significant difference at the 0.05 level.

The study found a significant positive effect of EM on IT, ERP on IT, and PLB on IT, with IT playing a crucial role in influencing PLB. The relationship between IT and PLB was stronger than between IT and EM or ERP, emphasizing the importance of considering both technological and individual factors in understanding IT's impact on organizational outcomes.

**Table 4** Mediation test results

Parameter	Estimate	Lower	Upper	P
EM→ IT→ PLB	0.091	0.067	0.237	***
IT→ERP→PLB	0.094	0.092	0.197	***

Note: \*\*\*p<0.001

Source: Data and information from this research

The study confirms the hypothesis that employee motivation, innovation team, ERP technology usage, and logistic business performance are positively correlated. The innovation team plays a mediating role in the relationship between employee motivation and the performance of the business. ERP technology facilitates creativity, professional growth, and streamlines processes, while the innovation team mediates the relationship between employee motivation and the business's performance. The study concludes that these factors significantly impact the performance of a logistics business.

### Qualitative Research

The study examines employee motivation, innovation, and ERP systems in China's Freight & Logistics Services. Factors like pay, benefits, working conditions, and praise influence motivation, leading to job satisfaction and business expansion. The presence of an innovation team, ERP systems, and employee motivation significantly impact the success of China's logistics



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business. Implementing ERP systems can improve financial planning, employee information security, and customer service quality, ultimately boosting overall performance and success. The research used a mixed-methods approach, combining qualitative and quantitative methods, and conducted in-depth interviews with supervisors and employees to understand the relationship between supervisors and employees. The findings underscore the importance of these factors in a logistics business's success.

## Research Discussion

The findings of both quantitative and qualitative research indicate that the relationship between employee motivation, creativity, teamwork, resource planning, and business effectiveness is consistent. These studies have consistently shown that when employees are motivated, they are more likely to be creative and work well in teams. Additionally, effective resource planning plays a crucial role in enhancing business effectiveness. Motivating factors in the workplace include remuneration, job satisfaction, and company support. Employees value recognition, their occupation, and colleagues, taking pride in their efforts. A secure job, secure work, and a positive company culture that values work-life balance contribute to employee satisfaction. Opportunities for training, mentorship, and new responsibilities further enhance motivation. Prioritising these factors can unlock employees' full potential and drive success. Employers should address these interconnected factors holistically to foster a highly motivated workforce. By understanding the importance of remuneration, job satisfaction, and company support, employers can create a workplace environment that promotes employee engagement and loyalty. Additionally, fostering a sense of belonging and camaraderie among colleagues can lead to increased productivity and collaboration within the team. Additionally, regular feedback and communication channels can further enhance motivation by ensuring that employees feel heard and valued in the workplace. Varma (2017) highlights the global business climate's constant shift, necessitating adaptation and competitive performance strategies.

Leaders, executives, and managers seek innovative strategies, while global teams develop new ideas. Competence in rules and regulations is crucial for success.

Employee motivation and the innovation team have a substantial effect on the efficacy of a logistics company. Enterprise resource planning (ERP) streamlines processes, fosters innovation, and assists in the development of personnel. ERP implementation improves efficiency and communication, thereby contributing further to the enterprise's overall performance. According to the findings of other scholars, rewards, remuneration, a pleasant working environment, and opportunities for professional development all impact employee motivation. Employee motivation and contentment are enhanced by a positive company culture that prioritises work-life balance and a secure employment situation. Motivation is further enhanced by opportunities for training, mentorship, and the assumption of new responsibilities. In addition, a supportive and inclusive leadership style plays a crucial role in boosting employee motivation and satisfaction. When employees feel valued and empowered, they are more likely to be motivated to go above and beyond in their roles. Furthermore, clear communication channels and regular feedback help



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employees understand their performance expectations and provide them with the necessary guidance to succeed. Rita Damasceno, Isabel Dórdio Dimas, Paulo Renato Lourenço, Teresa Rebelo, and Marta Pereira Alves (2021) investigated "Building Innovative Teams: Exploring the Positive Contribution of Emotional Expression and Affective Commitment." The goal of this study is to investigate the relationship between emotional carrying capacity and group innovation, with affective commitment serving as a moderating variable. A study on 138 Portuguese work teams found positive relationships between emotional carrying capacity, affective commitment, and group innovation. Affective commitment was found to be a moderator in this relationship. The study emphasises the significance of fostering emotional expression and healthy team bonds, as employee performance directly correlates with organisational success and personal commitment.

The study reveals that employee motivation directly impacts a logistics company's effectiveness, and the innovation team positively impacts the company. Enterprise resource planning (ERP) significantly benefits the business. Effective problem-solving requires a comprehensive strategy, diverse viewpoints, and a collaborative atmosphere. Understanding, respect, diversity, and ongoing education are crucial. Fostering open communication and active listening fosters continuous improvement and innovation, leading to breakthrough solutions. Furthermore, a supportive and inclusive work environment encourages employees to share their ideas and take ownership of their work. This not only boosts motivation but also enhances teamwork and overall productivity. Additionally, investing in training programmes and professional development opportunities can further empower employees to contribute their best to the company's success.

Employee motivation is influenced by factors such as remuneration, job satisfaction, company support, recognition, occupation, and strong relationships with colleagues. A secure job, secure work, and a positive company culture that values work-life balance contribute to motivation. A supportive and inclusive leadership style, clear communication channels, and regular feedback further enhance motivation. Enterprise resource planning (ERP) and a supportive work environment also contribute to the effectiveness of a logistics company. Investing in training programs and professional development opportunities further empowers employees. In addition, providing opportunities for career advancement and growth within the company can also significantly contribute to employee motivation. Furthermore, offering competitive benefits packages, such as health insurance and retirement plans, can further enhance job satisfaction and overall motivation within the organisation.

## Research Suggestions

This document offers some suggestions can lead employee motivation has a direct effect on the efficacy of a logistic company.

1. According to research findings, employee motivation and the innovation team have a substantial effect on the efficacy of a logistics company. The findings suggest that organisations should prioritise creating a supportive and inclusive work environment that encourages emotional



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expression and fosters strong team bonds. By promoting affective commitment among employees, organisations can enhance group innovation and ultimately drive organisational success.

2. The research reveals that employee motivation, innovation, and effective resource planning significantly impact the performance of a logistics business. Research shows employee motivation, innovation teams, and enterprise resource planning significantly impact logistic business performance. Implementing effective planning systems optimises these effects, enhancing productivity, efficiency, and competitive advantage. By utilising employee motivation, companies can foster a positive work environment that encourages creativity and problem-solving skills among team members. Additionally, innovation teams can drive continuous improvement and help businesses stay ahead of their competitors by introducing new ideas and technologies. Furthermore, implementing enterprise resource planning systems streamlines logistics operations, allowing for better coordination and resource allocation, ultimately leading to improved business performance.

3. Research results found that employee motivation, innovation team, and enterprise resource planning significantly impact logistic business performance, with the innovation team mediating the relationship between motivation and performance. These findings suggest that fostering a motivated workforce and promoting innovation within the team can lead to improved logistical business performance. Furthermore, implementing effective enterprise resource planning systems can further enhance these positive effects, creating a synergistic relationship between motivation, innovation, and performance in the logistics industry.

4. The study highlights the importance of employee motivation, resource planning effectiveness, and innovation in logistics company performance, highlighting how ERP systems improve productivity, customer service quality, and supply chain optimisation. These findings suggest that organisations that prioritise employee motivation and resource planning effectiveness are more likely to achieve higher levels of innovation. Additionally, the study emphasises that implementing ERP systems can lead to improved decision-making processes and better overall performance in logistics companies.

### **Further research**

1) In the future, researchers should explore that fostering a culture of open communication and collaboration among employees can also contribute to improved performance. Additionally, investing in training and development programmes for employees can enhance their skills and knowledge, leading to increased motivation and innovation within the company.

2) In the future, researchers should focus on cross-team planning to promote collaboration and employee engagement, providing valuable insights for multinational companies in diverse markets. By studying cross-team planning, researchers can uncover effective strategies that promote collaboration and employee engagement within multinational companies. This research can offer valuable insights into how diverse markets can be successfully navigated and capitalized on by these companies. Additionally, understanding the impact of cross-team planning on employee satisfaction and productivity can help organisations create a more inclusive and cohesive work environment.



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3) Future research should focus on fostering open communication, investing in employee training, promoting cross-team planning for multinational companies, and using action research to enhance market penetration, foster partnerships, and foster sustainable growth. These strategies can lead to improved performance, employee satisfaction, and long-term partnerships.

4) Furthermore, in addition to quantitative and qualitative research, action research can enhance market penetration, foster a positive image among communities, foster long-term partnerships, and foster sustainable growth. Action research is a dynamic approach that allows organisations to actively engage with their target audience and gain valuable insights for improving their products or services. This research method also encourages collaboration and knowledge sharing, leading to innovative solutions and increased customer satisfaction.

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