

The impact of entrepreneurship on employee behavior and firm performance in logistics

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Abstract

Purpose: This study investigates how employee behavior and logistics firm performance are affected by entrepreneurship in today's complex global business environment. Establishing a theoretical framework for comprehending this relationship and offering logistics organizations helpful advice to aim for high performance and sustainable development in a fiercely competitive market are the key objectives.

Design/methodology/approach: This study develops a theoretical framework in which employee behavior serves as a mediating variable by using a literature review approach, entrepreneurship acts as an independent variable, and the performance of logistics enterprises is the dependent variable.

Findings: The study found a strong correlation between entrepreneurship, employee behavior, and the success of logistics companies. Entrepreneurship which is expressed through specific organizational behavior, directly influences employee conduct, consequently impacting logistics firm performance. Furthermore, entrepreneurship, by shaping organizational culture, exerts an influence on employee behavior, ultimately contributing to significant effects on logistics firm performance.

Research limitations/implications: Notwithstanding the fact that this study offers insightful information about the connection between entrepreneurship, employee behavior, and logistics firm performance, several limitations must be recognized. For example, additional empirical research is required to support the theoretical framework's stated propositions.

Practical implications: The theoretical framework established in this study offers practical guidance and advice to logistics companies seeking to thrive in the highly competitive market. By fostering entrepreneurship within their organizations and understanding its impact on employee behavior, companies can enhance their overall performance and sustainability.

Originality/value: This study contributes to the existing literature by comprehensively exploring the interplay between entrepreneurship, employee behavior, and logistics firm performance.

Keywords: Entrepreneurship, Employee behavior, Logistics firm performance

Introduction

In the current global business environment, enterprises encounter progressively complex and constantly evolving challenges. Achieving success in fiercely competitive markets demands an ongoing commitment to innovation, swift adaptability, and a willingness to embrace risk. In

this context, entrepreneurship has become a crucial capability, not only helping companies create opportunities but also fostering innovation and providing a vital competitive advantage for sustainable development (Duane Ireland & Webb, 2007). In the face of increasingly unpredictable market conditions and the challenges of global competition, the importance of entrepreneurship has become increasingly prominent. Entrepreneurship is defined as the act of generating and developing an idea for validation, encompassing various behavioral activities related to business creation, uncertainty, innovation, value creation, and opportunity identification (Prince et al., 2021). In this era of digital transformation, companies need to constantly adapt to new technologies and changes, and entrepreneurship has become a critical factor in achieving this goal. Entrepreneurship is not just for entrepreneurs; it can be implemented in large corporations to foster organizational change and innovation.

At the same time, logistics as a vital link in the supply chain, has a direct and significant influence on the performance of businesses, because effective logistics operations can lower costs, raise customer satisfaction, and boost competitiveness (Tracey et al., 2005). A lot of businesses have integrated logistics into their corporate strategy as a result of the globalization of the supply chain (Lin & Ho, 2009). Research on improving the performance of logistics companies advances the field of social enterprise development.

All of this, nevertheless, is inextricably linked to the actions of the company's internal employees, who are the main forces behind logistics firm performance. It is important to emphasize that the performance of logistics companies does not only rely on technology and processes but also the behavior of employees plays a key role. Employee innovative behavior fosters organizational innovation performance (Tang et al., 2013). As the executors of logistics operations, employees' decisions, behaviors, and commitment levels directly affect logistics efficiency. Entrepreneurship is recognized as an intrinsic trait that fosters innovation, guiding operations within enterprises and closely influencing their innovative behaviors, it has a positive and constructive impact on both enterprise innovation behavior and performance. Logistics companies face several challenges that require the strengthening of employee innovation behavior to address. The employee-perceived entrepreneurship is an effective construct for measuring entrepreneurial spirit. Furthermore, it was found that employee-perceived entrepreneurship has a positive impact on employee behavior (Zhang, 2015). Therefore, it is particularly important to explore the impact of entrepreneurship on employee behavior and logistics firm performance.

This study aims to establish a comprehensive theoretical framework to gain a deep understanding of how entrepreneurship affects organizational behavior in logistics enterprises, thereby ultimately affecting firm performance. Our research goal is not only theoretical discussion but also to provide practical guidance and suggestions for logistics companies to help them better cope with the rapidly changing market environment and achieve high performance and sustainable development.

Literature Review

Overview of entrepreneurship

One of the central ideas of this research is the notion of entrepreneurship. We must learn more about this idea before we can comprehend how entrepreneurship influences employee behavior and logistics firm performance. Entrepreneurship has been widely defined and studied to apply to various types of environments and organizations; it is not just a characteristic of entrepreneurs. The following significant discoveries from the literature can aid in our comprehension of the idea of entrepreneurship.

Entrepreneurship is not just the act of creating a new venture, it encompasses a set of behaviors and ways of thinking that are relevant to organizations and businesses. In organizational behavior research, entrepreneurship can be regarded as a phenomenon closely related to organizational behavior (Mair, 2005). Entrepreneurs often show traits such as risk-taking, uncertainty, business creation, innovation, identifying opportunities, and value creation, which play an important role in the success and development of the organization (Bruyat & Julien, 2001; Gartner, 1988; Hull et al., 1980; Schumpeter, 1934; Shane & Venkataraman, 2000; Stevenson & Jarillo, 1990). In studies about entrepreneurship, the concept goes far beyond the establishment of new enterprises, including activities such as the creation of fresh opportunities, resource integration, and innovation. The definition of entrepreneurship is further explained, stressing the essential entrepreneurial mindset and capabilities demanded for creating and sustaining a business (Prada-Ospina, 2019).

By drawing upon the insights of those who came before us, it becomes evident that entrepreneurship is not a solitary characteristic; rather, it involves a multifaceted array of elements, including but not limited to inventiveness, innovation, embracing risk, recognizing opportunities, and value creation. In further exploring how entrepreneurship affects employee behavior and logistics firm performance, we will consider these different dimensions together to gain a more complete understanding of their role. The multidimensional nature of entrepreneurship will also provide a useful perspective in explaining the relationship between employee behavior and firm performance.

Characteristics of entrepreneurial spirit-oriented organizational behavior

As a core concept characterizing organizational behavior, entrepreneurship has an important impact on organizational success and performance. Someone emphasized the impact of entrepreneurship on organizational behavior in his research (Baron, 2002), he believes that entrepreneurship is not just a trait, it can become an organizational culture and value. This perspective highlights the role of the cultivation and diffusion of entrepreneurship in shaping the cultural and behavioral characteristics of organizations.

The multidimensional nature of entrepreneurship is equally stressed (Prada-Ospina, 2019), encompassing not only innovation and entrepreneurship but also opportunity creation, positivity, and initiative. This broad understanding helps us better understand how entrepreneurship affects organizational behavioral characteristics. Different dimensions of entrepreneurship can influence innovation, collaboration, and motivation within organizations. The organizational behavior characteristics of entrepreneurial orientation are multidimensional and include an organization's management style, internal configuration, and external actions, the expression of these multidimensional attributes may vary, but innovation is a common feature across all levels and can be expressed in various ways, such as the introduction of new products, the management team's style, and innovative ideas in communication (Wales et al., 2020). Through the growth of entrepreneurship and the development of the internal culture of the organization, these factors can impact the behavioral characteristics of the organization and, in turn, the performance of the organization (Soomro & Shah, 2019).

The relationship between firm performance and entrepreneurship

The relationship between firm performance and entrepreneurship has always been the focus of academic and practical fields. Understanding the interaction between the two is critical to effective management and strategic planning.

Some studies have emphasized the close link between entrepreneurship and firm performance, and showed that entrepreneurship helps organizations respond to changing environments, pursue strategy entrepreneurship, promote innovation, and opportunity-seeking and advantage-

seeking behaviors, thereby affecting performance (Ziyae & Sadeghi, 2020). This viewpoint highlights that entrepreneurship is a culture and set of values that can be fostered and nurtured inside a business, rather than merely being a personal attribute.

Moreover, the entrepreneurial philosophy closely intertwines with employee attitudes, conduct, and firm performance (Baron, 2002). Entrepreneurial concepts hold a strong relationship with corporate culture and organizational conduct. Research has highlighted the profound impact of organizational culture on firm performance (Cui & Hu, 2012). Corporate culture not only molds employees' beliefs and principles but also molds their conduct, which, in turn, exerts an impact on the overall performance of the organization. Studies show that employees' innovative output is positively impacted by entrepreneurial culture and that this relationship is entirely mediated by work engagement (Ahmetoglu et al., 2018). Employee engagement plays a crucial role in determining firm performance, highlighting the significance of employee involvement and entrepreneurship in creating business value (Gupta & Sharma, 2016). Additionally, a framework has been advanced to reinforce the interrelation between corporate culture and entrepreneurial endeavors, illuminating the external environment's influence on entrepreneurship and performance (Otache & Mahmood, 2015).

It appears that firm performance and entrepreneurship are closely related. Business creation, innovation, taking risks, and recognizing opportunities are all aspects of entrepreneurship that can positively influence employee behavior and, consequently, the performance of businesses.

The relationship between employee behavior and firm performance

The research of employee behavior and its impact on a company's overall performance has long been a central topic of study within the field of organizational management and human resources. A deep understanding of how employee behavior influences a firm's performance stands as a key factor for any organization aiming to succeed. A comparative study demonstrated the close connection between employee attitudes and behaviors and a company's business performance (Fisher et al., 2010). Their research emphasizes the positive relationship between employee motivation, engagement, and loyalty, and the ensuing impact on firm performance. These behavioral attributes of employees are reflections of their commitment and motivation, both of which play a vital role in improving firm performance.

Another study explored the link between employee engagement and firm performance (Gupta & Sharma, 2016). According to their perspective, employee engagement acts as the cornerstone for improving business operations and enhancing service quality, directly affecting business performance. This viewpoint highlights the role of employee conduct in enhancing customer satisfaction and building a competitive edge.

These viewpoints collectively illustrate a strong correlation between employee conduct and firm performance. Elements like employee attitude, engagement, contentment, and motivation have a direct influence on a company's operations and performance. These elements represent the commitment and allegiance of employees, which are of paramount importance in the quest to elevate business performance.

Development of Theoretical Framework

While investigating the impact of entrepreneurship on the performance of logistics companies, we constructed a theoretical framework. Within this framework, as shown in Fig 1, entrepreneurship was considered the independent variable, employee conduct acted as the mediating variable, and logistics firm performance served as the dependent variable. Entrepreneurship is regarded as the core element of research, which directly affects employee behavior in the form of specific organizational behavioral characteristics, including positive attitude, participation, innovation, collaboration, etc., thereby indirectly affecting the

performance of logistics enterprises. In addition, entrepreneurship also affects employee behavior by influencing organizational culture, ultimately having a profound impact on logistics firm performance.

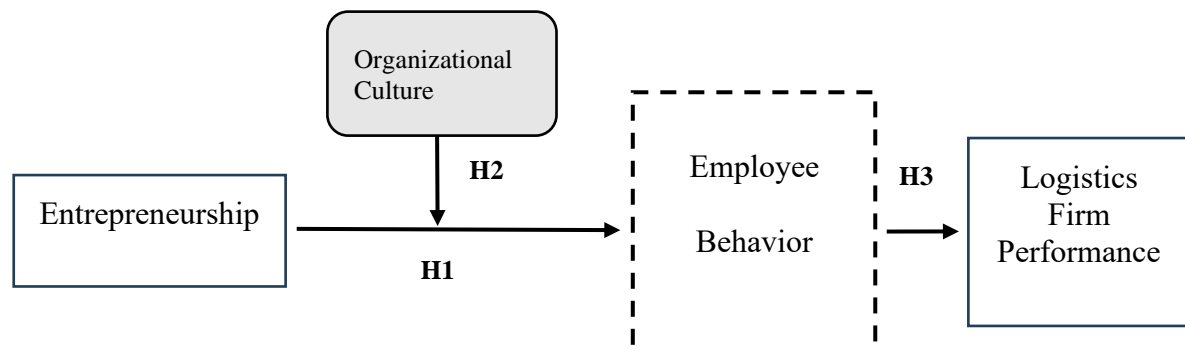


Figure 1: A framework for describing the impact of entrepreneurship on employee behavior and logistics firm performance

Independent variable: Entrepreneurship

In today's business world, entrepreneurship is widely acknowledged as one of the key components of organizational success. Within a company, it stands for innovation, positivity, and a desire to take risks and opportunity identification. In this section, we will explore entrepreneurship as the central independent factor under examination and its impact on the behavioral traits and performance of organizations.

According to the literature review, entrepreneurship includes various behavioral activities related to business creation, taking risks, innovation, value creation, and opportunity identification. Entrepreneurship is regarded as a dynamic skill that helps people and businesses adjust to shifting market conditions. This skill encompasses innovation, which is the capacity to identify and implement new, original ideas to boost productivity and competitiveness (Schumpeter, 1934). Motivation, or the propensity of workers to actively participate in their work and seek out development opportunities rather than merely doing duties step-by-step, is another important aspect of entrepreneurship (Shane et al., 2003). Risk-taking is closely associated with entrepreneurship, demonstrating an organization's willingness to accept certain risks to explore prospects (Lumpkin & Dess, 1996). This readiness to take chances can occasionally be seen in an organization's attempt to explore new markets, new technology, or new business models in the name of innovation and growth. The ability of businesses and employees to see opportunities and seize opportunities is another aspect of entrepreneurship (Shane & Venkataraman, 2000). In our study, entrepreneurship will be viewed as a multidimensional independent variable, including innovation, motivation, risk-taking, and opportunity recognition.

The Social Cognitive Theory states that self-efficacy is a person's belief in their capacity to do a certain activity, which has a major impact on their behavior (Bandura, 1977). When employees in an entrepreneurial environment have strong self-efficacy, they have faith in their ability to face and overcome obstacles associated with entrepreneurship. They are inspired to act proactively and relentlessly to pursue success by this belief. Strong entrepreneurship has the potential to enhance employees' self-efficacy in the context of entrepreneurial endeavors, thereby inspiring them to actively engage and take constructive actions in the process (Gielnik et al., 2020). From the perspective of dynamic capability theory, dynamic capabilities play a crucial role in shaping entrepreneurship. These capabilities, including recognizing

opportunities, accessing resources, and skill development, greatly influence an organization's ability to innovate and adapt to changing environments (Teece, 2007). Drawing from the previous analysis and existing literature, we suggest the following hypotheses:

H1: Entrepreneurship has a positive influence on employee behavior, with the characteristics of innovation, motivation, risk-taking ability, and opportunity recognition within entrepreneurship playing a dominant role in influencing employee behavior.

Moderating variable: Organizational Culture

Research indicates a positive impact of entrepreneurship on organizational culture, grounded in the resource-based view theory. It posits that the culture of family businesses represents a crucial strategic asset. By fostering and sustaining entrepreneurial activities, this culture provides these enterprises with a unique advantage over competitors. There exists a clear association between the culture of family businesses and entrepreneurship, with specific dimensions within the family business culture facilitating entrepreneurial endeavors (Zahra et al., 2004). Organizational culture is positioned as a crucial internal environmental factor influencing employees' change responses, exerting significant effects on employee behavior (Ahmad et al., 2023). Based on the aforementioned analysis and prior research, we propose the following hypotheses:

H2: Organizational culture has a positive moderating effect on the relationship between entrepreneurship and employee behavior, such that at a high level of organizational culture, the positive relationship is amplified.

Mediating variable: employee behavior

Employee behavior plays a key mediating role in the theoretical framework of the study. Entrepreneurship as an independent variable has direct and indirect effects on employee behavior, and these effects will further shape the performance of logistics enterprises.

The innovation dimension in entrepreneurship will encourage employees to seek new methods and solutions to improve work efficiency and service quality. Sustainable innovation in businesses is primarily driven by institutional change, and its success is significantly attributed to the employees (Delmas & Pekovic, 2018). The innovative behavior of employees is reflected in their active suggestions for improvement, participation in new projects, and trying new technologies. These behaviors will have a positive impact on the performance of logistics enterprises. Motivation is another key dimension of entrepreneurship that inspires employees to engage in work with enthusiasm and motivation. Motivated employees are more likely to be engaged in their work and improve their work efficiency, thus increasing the performance level of enterprises (Shahzadi et al., 2014). Additionally, risk-taking behavior is another key characteristic of entrepreneurial organizations (Antoncic, 2003). The risk-taking spirit of entrepreneurship will encourage employees to be willing to take risks and challenges. This spirit makes employees more likely to try new approaches, confront uncertainty, and adapt to a rapidly changing logistics environment. Their risk-taking spirit will have a positive impact at critical moments, improving corporate resilience and performance. Finally, the core of the entrepreneurial process is in recognizing opportunities. Without recognizing an opportunity as worth pursuing, entrepreneurial activities are unlikely to occur (Goktan & Gupta, 2021). Opportunity recognition and creative thinking in entrepreneurship will make it easier for employees to discover and exploit new business opportunities. Employees will proactively find innovative ways to solve problems, improve logistics process efficiency, and provide better customer service, thus having a profound impact on the performance of logistics companies.

As a mediating variable, employee behavior plays a key role in entrepreneurship and logistics firm performance. Each dimension of entrepreneurship will directly stimulate employees'

active participation, innovative behavior, risk-taking spirit, and opportunity recognition, and these behaviors will ultimately shape the performance of logistics enterprises. By studying the mediating role of employee behavior, we will better understand how entrepreneurship indirectly affects logistics firm performance through employee behavior and provide more specific suggestions for management and strategic decision-making.

H3: The employee behavior will mediate the relationship between entrepreneurship and logistics firm performance. Higher entrepreneurship will frequently engage in employee behavior and these in turn will be related to higher logistics firm performance.

Dependent variable: Logistics firm performance

Logistics firm performance is the ultimate goal and focus of this study. In today's highly competitive business environment, the importance of logistics firm performance has become increasingly prominent. The evaluation of logistics firm performance usually involves a series of key indicators, which directly affect the success and survival of the enterprise. Below, we explore multiple aspects of logistics business performance and how entrepreneurship can be a key factor in achieving sustainable competitive advantage.

Logistics firm performance can be measured through cost-effectiveness (Mentzer et al., 2001). Reducing costs is a goal pursued by all companies, especially in the logistics industry. Entrepreneurship encourages employees to actively seek innovative ways to improve efficiency, optimize operational processes, and thereby reduce costs. This not only helps to improve the competitiveness of enterprises but also provides more attractive price strategies. Customer satisfaction and delivery speed also are key logistics firm performance indicators (Chia et al., 2009). By encouraging employees to deliver greater customer service and better experience, entrepreneurship can have a direct impact on consumer satisfaction. Customers who are satisfied with a company are more likely to remain around, recommend others to it, and keep lasting business relationships—all of which are essential to the steady growth of the company. In modern business, responding quickly to customer needs is crucial. Entrepreneurship also inspires employees to be more proactive in finding innovative solutions and increasing delivery speed. This can be achieved through more efficient logistics processes, rapid supply chain management, and timely logistics services.

Logistics firm performance also involves the maintenance of quality standards. Quality management is positively associated with corporate financial performance (Gotzamani et al., 2010). By encouraging innovation and collaboration, entrepreneurship can help companies better meet quality standards and ensure consistency and reliability of products and services. This helps reduce defects, returns, and customer complaints, thereby improving the reputation and profitability of the business. Finally, market share is also a key measure of logistics firm performance. A study indicates that employee satisfaction can boost employee loyalty, subsequently influencing market share (Stank et al., 2003). Entrepreneurship can help companies expand market share by motivating employees to actively participate in market competition and provide unique solutions. This helps businesses achieve sustainable growth and remain competitive.

As a core independent variable, entrepreneurship affects logistics firm performance directly and indirectly through its impact on employee behavior. By encouraging innovation, initiative, and collaboration, entrepreneurship can improve cost-effectiveness, customer satisfaction, delivery speed, quality standards, and market share, helping companies achieve sustainable competitive advantage.

Methods

The main aspect of this study lies in the literature review, which forms the basic foundation for building the theoretical framework. In this background, we will explore the detailed interplay between entrepreneurship and firm performance, examining how entrepreneurship encourages innovation, enhances decision-making speed, drives change and embraces risk-taking. This section's primary objective is to solidify the theoretical underpinning of entrepreneurship within the domain of firm performance. Furthermore, our investigation extends to the examination of employee behavior's impact on firm performance, encompassing aspects such as employee dedication, contentment, motivation, and other related variables, and their impacts on the performance of logistics firms. Through a comprehensive review of relevant literature, we aim to illuminate the complex connection between employee behavior and performance in the logistics sector. Additionally, we will analyze the role of corporate culture in shaping firm performance. It is important to recognize that corporate culture holds sway over employee behavior, thereby influencing overall performance outcomes. Our analysis of corporate culture will illuminate how an organization's internal ethos shapes the behavior and performance of its employees. In conjunction with the above-mentioned key factors, our focus will extend to literature concerning digital transformation, technological innovation, and associated concepts and frameworks. This endeavor will enable us to establish meaningful connections between our research and the latest trends and issues in the contemporary business landscape.

Discussion and Conclusion

The study draws upon insights from entrepreneurship, employee behavior, and logistic firm performance to underscore the significance of entrepreneurship in logistic firm performance through the mediating role of employee behavior. Our findings demonstrate that employee behavior will fully mediate the positive relationship between entrepreneurship and the logistic firm performance. Furthermore, we uncover that the relationship between entrepreneurship and employee behavior is moderated by organizational culture. The results point us to the direction of the empirical research in the relationship between the variables above.

Theoretical Implications

The study attempts to explore the complex relationships between entrepreneurship, employee behavior, and logistics firm performance. The multidimensional nature of entrepreneurship emerges as a central theme in the research, highlighting its role as a driver in shaping organizational behavior, organizational culture, and performance. The examination of entrepreneurship as a multidimensional construct reinforces the idea that it encompasses innovation, motivation, risk-taking, and opportunity recognition. Simultaneously, it is indicated that entrepreneurship, on the other hand, influences employee behavior through the construction of a positive organizational culture. A more extensive comprehension of entrepreneurship enables us to delve into the influence of each dimension on the conduct of employees and, consequently, the performance of logistics companies. By acknowledging the interconnection among these aspects, we make a valuable contribution to a more intricate theoretical framework for grasping the inner workings of organizations.

Practical and Social Implications

Our research holds significant practical and societal implications for both businesses and the wider community. Initially, within the realm of logistics companies, our discoveries underscore the significance of fostering an entrepreneurial mindset. By promoting employee innovation,

motivation, risk-taking, and opportunity recognition, logistics firms can enhance operational efficiency, reduce costs, elevate customer satisfaction, and ultimately secure competitive advantages in the marketplace. Our research offers actionable guidance to organizations, enabling them to harness entrepreneurship as a catalyst for achieving success. Secondly, our study underscores the pivotal role played by employee conduct in shaping the performance of logistics companies. Entities that invest in enhancing employee motivation, engagement, and innovative thinking will harvest the rewards of improved operational outcomes and heightened customer contentment. This broader perspective extends to human resource management practices, emphasizing the necessity for organizations to prioritize employee development and well-being. From a social perspective, our findings support the current movement that promotes entrepreneurship to stimulate innovation and advance economic progress. Our goal is to foster an environment that is more dynamic and flexible for businesses by promoting entrepreneurship in both newly founded and established companies. Social advancement, economic stability, and job creation may all benefit from this.

Limitations and Suggestions for Future Research

While our study provides valuable insights, it is not without limitations. First, our study relies heavily on a conceptual framework and existing literature. Future research could benefit from empirical studies validating the relationships proposed in our framework. Surveys, interviews, and case studies within the logistics industry can provide both quantitative and qualitative data to support our theoretical model. Our research focuses on the positive aspects of entrepreneurship. Future research is worth exploring the potential negative consequences of an overly entrepreneurial culture, such as increased risk-taking leading to financial instability. Furthermore, our study does not delve into the cultural and contextual factors that may influence entrepreneurial effectiveness within different organizations and industries. Further research could explore the role of cultural diversity, leadership styles, and industry-specific challenges in shaping entrepreneurial impact.

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