

Factors Influencing the Success of Logistics Industry:

Case Study in Johor

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Project Paper Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Business Administration

Universiti Tun Abdul Razak

October 2020

DECLARATION

The author hereby declares that this project paper “*Factors Influencing the Success of Logistics Industry: Case Study in Johor*” is the original study undertaken by her unless stated otherwise. Due acknowledgment has been given to references quoted in the bibliography. The views and analyses in the study are that of authors based on the references made; and this does not constitute an invitation to use this study as a technical tool for management purposes.

Signature:

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Date :

DEDICATION

I begin the Most Beneficial and Merciful in the name of ALLAH SWT.

I would like very grateful thanks of gratitude to my supervisor Prof. Dr Benjamin Chan have taught me the guidance to complete this research. From the bottom of my heart special thanks to all Unirazak Lectures of all the knowledge that had been contributed during my journey to complete this MBA.

This research is expressed in the loving memory of my late parent Daeman Bin Daem and Fatimah Binti Azali as well as my late husband Hassan bin Rejab who left us with KNOWLEDGE, the most valuable asset in life. May ALLAH SWT rest their soul among the righteous, prayers and eternal encouragement which can never be repaid in my life.

Lastly, I devote this study to my lovely son and daughter Izzul Hanif Bin Hassan and Izyan Marsyah Binti Hassan also to all my family member as well to my classmate. Thank you for your continued motivation, unending support, devotion, compassion and sacrifice. I am greatly indebted to all of you.

Thank you.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirement for the Master of Business Administration

**FACTORS INFLUENCING THE SUCCESS OF LOGISTICS INDUSTRY:
CASE STUDY IN JOHOR**

By

Maswati Binti Daeman

Logistics is one of the important functions in the supply chain management operation. Meaning is the process is start from customer order for particular product and the order will through manufacturing process to completeness the product and accuracy. Once complete, customer credit status need to verify to ensure the product must be paid as credit term agreement and finally product will take from the stock, doing the packing for shipment and delivery to customer with complete shipping document. One of the logistics function is to update to customer about their order status. The delivery mode was depending on the customer request either by road, sea, rail and air. This research is to evaluate what is the effectiveness and challenges logistics industry in Johor during the shipment arrangement to customer. A comprehensive literature study reveals the factors that are influencing the success of logistics industry and what is the method to evaluate with the suitable criteria. Logistics provider and manufacturing sector is the aim of this research a case study in Johor. The is 110 sets of questionnaires being distribute by using Google Form and received back 107 of the respondents from both sector and by google form, face to face interview and phone interview. By using SPSS the data collection was interpreted which is focusing on number of trucks and containers as main data to measure it beside others factors like infrastructure and logistics facilities provide by sectors involved. The research suggested on the new logistics provider especially from Singapore as Asia logistics hub to invest in Johor since logistics cost in Singapore was much expensive compare in Johor. In term of certain shipping route especially by Air and Sea still can using schedule from Singapore Port or Airport. So it's make cross border shipment will be more active in Johor.

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Logistics is one of the important factor in the Supply Chain Management which is the process must be implement before the goods can be reach to customer in the goods condition, on time, correct quantity and correct people. This is the main objective for manufacturing company and logistics provider not only in Johor but rest of the world. Logistics is the main activities business in Johor since its have two was main entrance from Singapore. As we know Singapore was services and industrial country, so most of manufacturing company was buy their raw material from Singapore and some of their finished product export using Singapore Port or Airport which is more choice of vessel and flight schedule. This is one of the main reason why logistics industry in Johor was success besides having own seaport and airport with goods road and railway connection. Oil and Gas sector was expending in Johor especially Petronas (RAPID) at Pengerang was started and some oil and gas manufacturing company start the operation to support the RAPID project also made logistics industry in Johor more active.

Many company especially in 3PL logistics provider such Lima Bintang, Xin Hwa, SWIFT, POS Logistics and others supporting company for logistics willing to invest in their equipment and facilities to ensure can support logistics industry in Johor. All factor in logistics either from supply chain management or logistics information technology need to study and made continuously improvement how to implement it effectiveness. Since many type requirements from customer, so new business models based on the requirement and changes in the basic

logistics flow also need to be change. Even though many industries currently were slow but it's will be come back in future. As a manufacturing and logistics provider, this is the best time to upgrade in their current system as well technology for more efficiency.

Planning, management, operations either in manufacturing or services, distribution, integration and until goods arrived to the customer, so all this activity is under supply management system process. It is an operational management system that can extend the operations of businesses from just the best for the large expansion of the logistics activity to all the business functions. To extend the operation of business for the large expansion especially in logistics activity is the good to have operational management system.

Supply chain management is the integrated management of logistics which is the purpose to made the organize of logistics function and supply chain partners was success. This supply chain management system in logistics and manufacturing was involved in all business in this world either form related government as well private sectors. Logistics is the important activities in the current modern life which is everything just using your finger only. Mission to get the right goods, right place, right time while optimizing an output variable and meeting a given set of constraints. So the aim of the logistics is to supply the appropriate products to customers efficiently through the flow of logistics activities from storage, transportation, custom clearance, documentation, infrastructure also if there is and any handling and value adding process. Returned flow of defective and use product also one of the supply chain management process in the logistics activities. In manufacturing process supply chain management was fully implementation started from planning, purchase raw material until the finished product was successfully delivered.

1.1.1 Logistics System Activities

Logistics system was differentiating into two factor, one is under supply chain management which is five main activities and logistics information technology having three main factor to made logistics effectiveness. In logistics operation both factor need fully implemented to make the operation was running smoothly and reducing to using manual. Logistics system a well-functioning to provides reliable, timely, and relevant data to decision-makers across a supply chain. Main objective logistics system is to ensure all customer requirement need to fulfill 100% base on their request either for transporter, equipment, normal shipment, project shipment or any other services.

1.1.2 The effectiveness of Logistics System

The success logistics provider and manufacturing company was follow ISO standard, so all the job related with manufacturing, operation, shipping and forwarding have individual standard operation procedure (SOP). Example for import and export, they have SOP how the goods can be arrived to destination as per customer requirement. Each shipment or job performed was having job number for easy communication with related party, easy for tracking especially on documentation and if there is any issue raise up.

Either manufacturing and logistics provider they have standard price to issue the quotation, delivery order and final billing invoice through their own system such SAP, ERP, AS400 and accounting software to speed up their billing process. They already creating their own flow and system to ensure their billing was in the correct tracking either to who should the billing issue, how much the amount and the billing related with which job that they performed. The timely of accurate information has value for their company.

In new era, they also were depending computerized system to help their operation running smoothly beside reducing some costs through the inventory improvement, documentation as well management in freighting. Networking communication between their staff with their customer, their vendor such transporter, shipping line and haulage also one of key factor to achieve the effectiveness of logistics system. Continuously training personnel to their staff to made them more understanding about their work system will improve on the services efficiency also the health system.

Dr Susan Were (2016) - was focusing on the inventory management and technology which is related cargo storage or warehousing management system. She belief that all goods can be well manage with goods inventory system by supporting new technology in the manufacturing sector and it's will have made customer satisfaction, more productivity – increasing production quantity, reducing cost – prevent production line down and manpower usage also can shorten the raw material preparation. She concluding that technology is the factor of the effective of logistics management in the inventory management system.

Kareko, A.N & Odari, S (2018) - was describe that goods distribution strategy which is involved on the cargo movement and conveying the information during physical distribution will made customer loyal and satisfaction also faster response to customer demand. Storage facilities (warehousing) is important activities to ensure distribution activities was smoothly. Safety and buffer stock, security of goods, utility value, well planning and faster handling all came from appropriate warehouse management system. From this journal showed that transportation and warehousing was connection each other's to ensure the effectiveness in logistics system as well industry.

Banomyong, R. & Supatn, N. (2011) - mentioned that the logistics and transport activities in particular play an important role in support of business growth especially in the export sector. The effectiveness of logistical services was a major problem in determining the company's performance. Due to the growing demand for customers, each company must always evaluate and improve its logistics activities beside to lower the price in logistics cost and ensure customer satisfaction. Transportation, warehousing, distribution center is in the logistics component and to determining customer satisfaction also loyal so quality of logistics services was plays a significant.

Banomyong, R. /Trinh Thi Thu Huong/ Pham Thanh Ha (2016) – Both of them was describe and address that logistics performance need to be done to measure the effectiveness of logistics activities for import and export. The activities were including in supply chain management which is start from planning, purchasing activities, information process, transportation, warehousing, material handling, inventory management, reversed logistics and customer services and support. The role logistics activities are the important factor that have impact in the company profitability as well customer level satisfaction.

Gacuru, W. & Kabare, K. (2015) – was describe from supply chain management of view, Logistics Services Provider (LSP) is required once firms having problem on high operational cost and complexity in their own logistics activities. By appointed Logistics Services Provider (LSP) will ultimate the objective of logistics function is to support firms to goals by deliveries the goods to customer at correct time and place. Activities include arrange shipment loading/unloading containers, warehousing and distribution, brake bulk cargo and courier services arrangement.

Khairul Razmi (2011) was mentioned logistics outsourcing for manufacturing company is the strategy factor to reduce cost on logistics investment and more focus on their core business which is directly close with their market positioning also expanding the market. By sourcing to third party Logistics Company which is more flexibility and many competencies logistics providers that they can choose and given the high level of logistics services. Combination manufacturing company as in-house and logistics provider also made logistics industry more practical.

Sirirat Saiyawut (2015) - was mentioned that logistics management was influence the business activities and effect to the performance of the company. Beside that the performance logistics management will make organization has high competitive advantage. It's showed that the company with business activities must depending on the logistics management for their successfully.

Alberto De Marco, Anna C. Cagliano, Giulio Mangano, Francesca Perfetti (2014) - Increased urbanization and the awareness of freight transportation have stressed the important of City Logistics. Distribution activities more active and was done by logistics services provider which is more productive. Productivity performance is looking through the volume, coverage area, delivery hours, delivery efficiency and services level to ensure customer was satisfaction on the delivery (city logistics) as well product itself.

1.2 Problem Statement

Logistics industry already in the market a few years ago or maybe be already last decade and the system was change rapidly. Because of increased competition and development impact in logistics partnerships, distribution in a more efficient and effective manner is a requirement. Issues technical like difficulties to find the goods in time due to inventory problem, data was not reliable, quality of logistics system and customer satisfaction is role of significant to ensure the logistics

system was effective. Improve logistics facilities such as introduce the latest process to ensure quicker logistics operation discussed essential approaches for improving the quality of logistics services. In Johor the logistics system was faces many issue especially from manufacturing company and logistics provider, so the supply chain was difficulties to operate in efficiency.

In this logistics industry many company was involved and many company also was closed due to operation cost issue such transportation maintenance, cash flow and so on. More pressure on the cost and business speed nowadays was made market condition are becoming more volatile. Life cycle of product was made time to market are getting shorter, tougher competition price and more crucial on the responsiveness to changing of demand. All this due to high competition in the globalization market and more demand from customer also factor effected in logistics industry activities.

Already a number of researches were done regarding the logistics system effectiveness and the research was found that supply chain from various industries having different a pattern of shipment operation in term of shipping mode and the performance of logistics system. Initial

stage of operation, both sector having individual problem such manpower to find competence person to run the operation as well communication with customer also having a problem due some of customer or investor came from others country which is not familiar with Malaysia regulation especially on custom procedure. Need to have good and many discussions with them and explain what is the rules and regulation they should follow, then they slowly understand what is can and what is can't. If there they have changes in government regulation also need to explain with them why it's was changes and what is the implication in the current operation if we are not implemented it.

Below are two problem statements on this research:

- The main purpose of this research was look into to the logistics provider and manufacturing company how they given good logistics solution to attract their customer and same time will be understanding what is exactly customer requirement to made their satisfaction.
- Beside that also need to know either all the factors really made logistics industry was successfully and study what is the problem facing by logistics provider as well manufacturing company and given some opinion to improved it

1.3 Research Objective

Objective of this research is to determine what is the factors was influencing the success of the logistics industry for logistics provider and manufacturing company as below specific objective to be study:

- **The main objective of this research is to analyze what is the factors influencing logistics industry in Johor.**

As we know logistics system is the unique especially in supply chain management, because it's was involving many documentation and special requirements. In term of government rules and regulation especially on Custom, Sirim, CIDB, MIDA as well Ministry of Finance (MOT). Special equipment during transfer the product from place to another place in Malaysia also from country to another country such type, size of truck, special container arrangement, special tools during loading and unloading, safety requirement and documented process to ensure the goods was arriving to destination in the good and safety condition

- **To attract and established challenges more logistics provider to provide one stop logistics solution to customer needs and to ensure this industry growing up more efficiencies and same time can attract more investor with multiple industry to Johor.**

Since already determine the factors and to maintain it's the challenging issue, as we know every shipment or logistics project having their own requirement. To follow same standard operation procedure (SOP) was little bit difficulties but need to made same

minor changes to match with the goods or logistics project requirement. Involved party need to fulfill all the customer requirement without failed either from operation and production view, shipping and forwarding view also from safety and HSE view. Must be under on teamwork to ensure the goods or logistics project was successfully arrived and completed.

1.4 Research Question

Research questions that are to be solved and answered to finding of research and data analysis from questionnaires are as follows:

1.4.1 To know how transportation segment was give impact on the success logistics industry.

Moving the product and material from one location to another location or one country to another country using transport mode air, rail, barge, sea and road. Transportation is an expensive cost so to eliminating unnecessary transport is an easiest way to minimize transport costs. The consolidation services by logistics service providers one of the way to reduce transportation cost for customer. Trucking is the main factor in the transportation segment either door to door arrangement for short distance and supporting trucking to connect with intra seaports either in Johor, Singapore or through Port Klang to made logistics industry in Johor more active and success. In Johor cross border arrangement between Singapore and Johor on of the famous logistics activities.

Singapore Airport and Seaport is one of the busiest in the world was give impact on the logistics industry in Johor.

The importance of demand conditions as a factor influencing competitive advantage stems from the fact that in a market direction of services in logistics industries, that is, the kinds of services was provided, is determined by the customer needs. Transport and logistics systems have interdependent relationships which logistics management requires to carry out their business activities, while a successful logistics system may help to improve the transportation environment.

1.4.2 To know how logistics information system will have made the shipment process faster and give impact on the success logistics industry.

Logistics information system was important in logistics industry and without it's would not be able run smoothly. Warehouse management system was important for storage the goods to create the inventory level and consumption also creating custom report especially for bonded warehouse. Customer also depending on the inventory report to know history of goods which is include quantity, amount, number of package till outbound, first in first out report. From our inventory system will help customer to creating their commercial invoice and packing list during export the goods.

The system also will have staff to creating the quotation via system and same time to issue the delivery order to account department and account department will issue the billing invoice to customer. All the billing process was creation one time on data entry during prepared the quotation and this is to avoid double handling and miss billing.

1.4.3 To know how warehouse for cargo storage give impact on the success logistics industry.

Storage facilities and logistics requirements for the pharmaceutical, retail, oil and gas, automotive, electronic etc. There is a few type of warehouse like general warehouse, bonded warehouse, open storage warehouse which is have their own function. Activities in warehouse include collection of articles, put away & storage, value addition, (repackaging, MRP tagging, inventory management etc.), order processing, pickup and sending it to the market.

Many parties involved in warehouse operation beside customer, transportation company, clearing and forwarding agent, shipping line and user of warehouse came from manufacturing company, importers and exporters, wholesalers, retailers as well transporter itself.

1.4.4 To know how infrastructure in Johor one of the factor on the success logistics industry.

Two main entrance from Singapore is main factor how logistics industry in Johor was active. As we know Singapore is hub logistics for Asian with industrial and service country status. Beside that two seaports for containerize under Free Trade Zone is Tanjung Pelepas and Pasir Gudang Port with is strategies location near by industrial area and bunkering port at Tanjung Langsat as private jetty. Good connection highway and train to all the ports user. Senai International Airport is one of the Airport at southern region with have connection with KLIA by co loader or direct flight.

Infrastructure resource features was including type, quality and cost of using existing infrastructure. This is important factors for Johor to be highest performing logistics hub in the south region. Due to Johor was much closed with Singapore so it's can build up their goods connection with hundreds of destination/country cross the world. Innovative technology at Tanjung Pelepas, Johor Port or Senai International airport also thinks ahead and takes many steps in every aspect of the logistics chain for the future. The importance is Johor government was encouraging Private Sector including logistics provider to participate in policy decisions making through the logistics associate.

Good supporting and activities from Johor government under “Unit Perancang Economy Negeri Johor (UPEN)” to attract more investor to Johor. Beside that oil and gas industry under RAPID also effect the logistics activity more wider specially to invest in special equipment as we know their goods was special made.

1.4.5 To know how documentation and legal compliance was influence on the success logistics industry.

Good update from Shipping and Forwarding Associate on regulation will made complete shipping document and it will have made faster in custom clearance. In Johor there is two Shipping and Forwarding Associate which is closed relation with government agencies especially from Custom Department to get know latest revised on the certain import and export regulation beside received update from Federal Malaysia Manufacturing (FMM).

24 hours custom clearance at two main entrance from Singapore also import and export at two seaport containers as Johor Port at Pasir Gudang and Tanjung Pelepas Port at Gelang Patah. It's made advantage to Transportation Company, forwarding company as well manufacturing company to prepared their operation and production planning. This is their additional advantage to achieve their company objective.

1.4.6 To know how facilities and equipment that logistics player was related on the success logistics industry.

Reasonable equipment rate, good services, skillful manpower given on the equipment handling with efficiency, multiple equipment given such a few size of forklift, crane, sky lift and any supporting for heavy machinery base on the suitable logistics project or shipment. Beside equipment others facilities such loading bay, loading/unloading team, lifting equipment, lashing/unlashing team, escort team given by logistics provider also give impact on the success of logistics industry.

1.5 Significance of the Study

The value logistics system in this research is to promote logistics industry in Johor as a Logistics Hub especially at South Region in term of servicing and facilities given and to compete with Singapore. As we understand high cost for operation in Singapore (under SGD) as advantage compare operation cost in Johor which is much cheaper. This logistics industry will make Johor as one stop center logistics solution in Southern Region with support partner like from shipping line, airliner to made customer or investor have better understanding. This study also will make decision makers at logistics provider, manufacturing company or may be others company related

with logistics system and mainly understand the factors influencing an effective logistics system in logistics industry and same time how to improve it.

1.6 Organization of Study – Logistics Provider and Manufacturing Company

Many logistics services provider in Johor either from came from international company or local company. International company normal involve in international freighting such shipping line, shipping agent, air agent, trucking company and project logistics. Local company more involved in trucking cross border, local trucking also logistics project which is involved in multi-axel trucking and others special heavy equipment. Warehouse under third party logistics also one of service given by logistics provider and support by logistics information system to made the operation more efficiency and smoothly either during inbound and outbound activities and how to present inventory report on time. By developing RAPID under PETRONAS at Pengerang was made oil and gas industry in Johor more active and its required logistics services provider to invest some amount to ensure they able to fulfill the main oil and gas player such Petrons, Shell, Sapura Energy, Technip requirement. In term of the HSE and safety requirement logistics provider was very dedicated to follow strictly especially in transportation is one of the advantage.

Manufacturing company also having their own logistics team. As we know the manufacturing company having their own warehouse or store for their raw material or their finished goods. Normally their shipment arranges by their logistics team with supporting from others logistics provider such shipping line, air agent and transportation company. Basically manufacturing company will do the full outsourcing logistics from loading or unloading from or to the truck.

Logistics outsourcing for manufacturing company is the strategy factor to reduce cost on logistics investment and more focus on their core business on manufacturing the product. With more manufacturing company especially from big name like Panasonic, Epson, Dyson, Flextronics and support by medium and small manufacturing from many industrial areas in Johor also factor logistics industry was success. In Johor manufacturing is the major requirement in logistics servicing especially in transportation segment especially from trucking and freighting either by sea or by air.

Multiple manufacturing companies from food product, animal feed, electrical, plastics parts, metal product from many industrial areas in Johor were collaborate with logistics provider to ensure their product was arrived to their customer safely.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature review is the chapter presents literature reviews related to the subject matters presented by various researcher, scholars, authors and analysts. It provides literature on logistics system and supply chain management, logistics information technology and gap in summary of research.

2.2 Theoretical Foundation

2.2.1 Logistics Management (Activities)/Supply Chain Management

The definition of logistics management is the process of movement of cargo from collect the raw material, producing and distribute the finished product into the correct quantity, correct place, on time delivery. In Supply Chain Management (SCM) logistics is the one part of it. The process in logistics like storage of goods, controlling, reversed shipment, planning, implements, any logistics services, also logistics information from the origin country or place until receiving point base on customer requirement with effective cost.

Several successfully company in the world looking logistics as opportunity especially in transportation also customer services as supporting level in the speed up new product launching to enter new market either domestic or others countries. In Johore logistics is one of the important industries which is required many infrastructures such mode of transportation, equipment, connection, information technology was contribute in the physical movement of goods which is produce from manufacturing, agricultural, mining as well oil and gas industries.

Activities include in the logistics system is include inbound and outbound activities, warehouse activities, cargo handling, documentation preparation, supply and demand planning and third party logistics provider.

2.2.2 Logistics Information Technology

In new era which is required easy and faster, logistics information technology was important in the logistics operation. Looking in the warehouse operation especially in the inventory control, traditional pattern was using stock card as the inventory was not using anymore. Currently warehouse operation was using warehouse management system (WMS) which is many job can be done from the system especially inventory control as well others logistics operation such inbound, outbound, history goods report, daily inventory report, custom report, monthly inventory report and etc. In term of shipping how logistics information helping logistics system? It can look during transmitting document from others country to others country such bill of lading via telex release, checking containers status through port system which is all activities will have made it faster and cost saving. In others words the logistics information technology was collecting process and report supply chain with accurate, timely and appropriate data and its can have made more productivity in their works as well production activities.

2.3 Empirical Research

2.3.1 Factor Influencing the Success of Logistics Industry in Johor.

The success of logistics system starts from effectiveness of factor which is contribute the achieving company goals and same time on the company performance. There is two major factor was influencing the success of logistics system is from supply chain management and logistics information technology factors.

a) Supply Chain Management Factor

Frankel et al. (2008) was define supply chain management as a framework that integrates logistics and distribution network, production operation and sourcing activities within and across companies. Beside that supply chain management(SCM) is the process which is include planning, process, control and distribute which is from raw material until the finished product received by consumer or customer. In SCM was involving many function which is include production or demand planning, sourcing, purchasing, production, warehouse and inventory management also logistics which is include transportation. Effective SCM was involved wide activities such management change, collaboration and involved in the risk management especially on communication factor. The effectiveness of SCM process also can improve on customer service and to ensure the customer satisfaction on the product and services.

When level of customer satisfaction was increase, it's made improvement on customer loyalty beside to improved quality of life such fostering on job creation, creating the foundation for economic growth as well improve on standard of living. SCM process was effectiveness its can

effect on the logistics system also which is all the process related with deliver the goods also will improve. In new technology era communication networking between each party involved in the cargo movement also important to monitor the cargo movement and ensure all the information required by customer was in place all was documented to avoid any lack important information.

b) Logistics Information Technology Factor

The efficiency of logistics information technology can be measure base on quality of information, quality of services, the usage of system, user satisfaction and others benefits related. In logistics sector, the quality of information technology was success once system it's self can give the employee prompt services to customer with accurate quantity, time, place and person for the goods that they required. The information technology also will make employee to shorten the job by using their finger can be generating a lot of report such shipping schedule, inventory report, with separate goods and not goods of the cargo. Transaction of document from one country to another country also much easier and cost effective.

Generally, the logistics information technology was important in the era science and technology to made logistics system more effectiveness and success not only in the organization itself either local or globally market. Every logistics company should invest some of logistics information technology to made logistics operation in the smooth and proper way.

2.3.2 Challenges to Implementation of Logistics System.

A few challenge that logistics services provider need to facing up especially required huge cash flow referring in freighting cost either by sea or air. Some shipping line required cash or at least 7 days from ship on board but their customer required payment term. Logistics provider came from local company are difficulties to get co-operation from shipping line as well transportation company which is already having name in the industries by giving them credit term. Once they agreed to be partner with logistics services provider they can control their reputation as a good pay master within term of payment period.

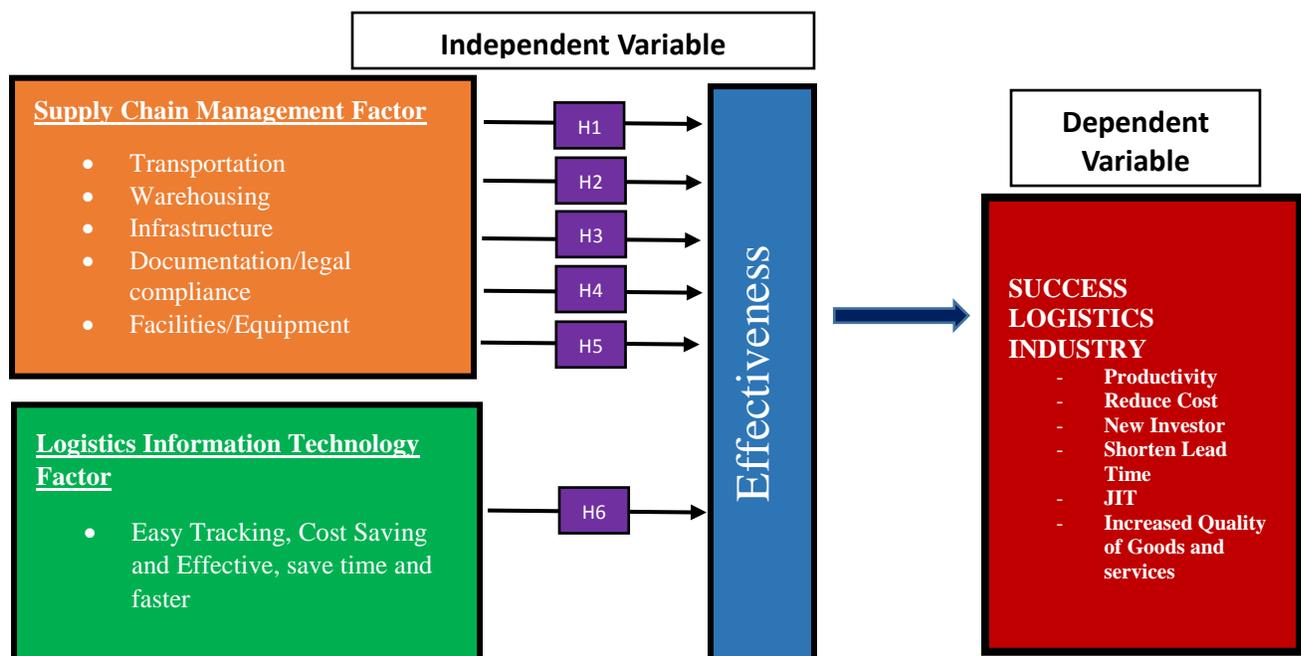
Charges rate also one of the challenges. Example trucking charges rate between Singapore to Johor, don't have fix standard rate base on the truck size. Some of the transportation company reduce the unreasonable price to tackle the final user. For safety purpose, all equipment operator and riggers need sending for training to get certificate to comply with HSE and safety requirement as competent person to handle the equipment.

Logistics services provider was competing in warehouse services especially in storage rate. Some warehouse charge base on SQM, SQF, M3 by weekly, monthly and to standardize the rate was difficulties and sometime they offer the rate bas how much limit that they using and rate will be different. Basically all the charges are to follow current logistics environment and to made them sustain in the logistics industry.

Special equipment such special containers like flat rack, special crane, barging, special lifting equipment and so on to carry oversize cargo currently shortage in Johor area. Imported and arrangement either from Singapore or Port Klang or KL area is necessary and all this required additional cost. So supporting from services provider are necessary and they will manipulate with the high pricing with many reason like mob and de mob charges, special license and so on. Without any choice involve party should be accepting sometime unreasonable price.

2.4 Propose Conceptual Framework

Figure 1: Conceptual Framework



The illustrates of conceptual framework showed how two independent variables information system factors and logistics/supply chain management was interrelating to influence the effectiveness the dependent variable success logistics system. The success of logistics industry

was showed on customer satisfaction like the quality of goods and services, productivity, reduce cost, shorten lead time, just in time implementation and attract new investor beside increasing individual company revenue and as well Johore Economic.

To be a logistics hub in southern region, most important is to factor conditions either from manufacturing company, logistics provider or others. In logistics industry a few factors resources were very important such human - manpower, physical – place/water/hydroelectric power, capital – support from Johor government, knowledge – market/technical/technology which is all are easy find it and in place.

2.5 Hypothesis Development

Logistics/Supply Chain Management

H1: There is relationship between transportation and the success of logistics industry.

Mentzer (2001) – “Transportation can be considered as a mechanism for handling three-dimensional movements in time and in space as part not merely of the supply chain logistics function. This latter perspective examines the times and places when goods are placed on the right place at the right time, while taking into account competitive factors and the need for profits”. Fuel surcharge was give impact in transportation and benefit to each logistics services provider as well manufacturing company and by monitoring Shipping and Forwarding Associate should study how to standardize the trucking rate as well freighting cost either by air or sea.

H2: There is relationship between warehousing and the success of logistics industry

The storage system is a key component of logistics management and the way companies manage their inventories. In order to make manufacturing company and logistics provider work most efficient, warehousing and logistics must be aligned within a company. Collaboration between these two functions must be effectively utilized while maintaining high levels of synchronization so that the company and the supply chain as a whole gain the highest efficiency and effectiveness.

H3: There is relationship between infrastructure and the success of logistics industry.

Two main entrance from Singapore, three seaports, one inland port, one international airport with good connection through highway and rail is the logistics infrastructure that Johor have now. This is important factors for Johor to be highest performing logistics hub as Singapore. The importance is Johor government under Iskandar Regional Development Authority (IRDA) was active to develop new industrial and attractive new investor to Johor beside they need to study what is the current infrastructure either suitable or enough to carter the new business which is include area, quality and quantity, existing cost or need to upgrade and so on.

H4: There is relationship between documentation/legal compliance and the success of logistics industry.

Import and export custom clearance is important for cargo movement between one country to another country. 24 hours custom operation at main point of import and export is advantage for

logistics provider and manufacturing company for their operation activities. Before clearance done complete document must be in place and fast update on from shipping associate related with any changes regulation from authority department.

H5: There is relationship between facilities/equipment and the success of logistics industry.

In oil and gas activities, cargo movement was involving in over size of cargo either length, width, height also weight and this arrangement call logistics project. This required special equipment to handle it and need collaborate with equipment specialist to ensure the project was success. Others equipment like type of forklift, reach truck, type of crane, escort services, loading bay, sky lift will be providing by logistics provider of manufacturing company itself. Without support from all the equipment/facilities the logistics unable to performed.

Logistics Information Technology

H1: There is relationship between logistics system for easy tracking, cost effective-saving, save time and faster and the success of logistics industry.

To have a goods logistics system result supply chain management and logistics information technology must be operating together to ensure the logistics provider and manufacturing company was in a good track. Logistics information technology as backbone of efficiency on the success of logistics system in both business type. Easy tracking, cost effective and cost saving to made logistics operation was faster and same time will have made shorter operation.

2.5.1 Transportation

From the above hypothesis we looking more on transportation segment which is give more impact in the logistics industry in Johor. Transportation was involving in mode by sea, by air, by road and by rail. There are many shipping lines or shipping agent in Johor to handle either sea or air shipment from Johor. They are giving very good service and good rate follow customer requirement to final destination. There are two main entrances in Johor, so crossing border trucking between Johor and Singapore is the most active logistics activities.

Looking on the trucking mode is a term that is used in the transport industry to transport goods by truck. Since the wide variety of products that can be transported (e.g., dangerous goods, fresh goods and inflammable goods) will be necessary to meet the needs of customers, a variety of vehicles will be available. Trucking is not usually the only mode of transport used for the transport of goods since it often is used in conjunction together with other modes like air and sea of shipping mode.

Trucking service able to bring the goods from door to door services which is more convenient to the business without additional cost to storage the goods in others warehouse. We can look current business online some courier company was expending like J & T, Ninja Van, DHL with this door to door concept. Beside that trucking is more speed and flexibility because it's can travel everywhere as long the road permits. Trucking it's more suitable and efficiency with small goods but for big size cargo which is suitable with Malaysia highway or road size also can be arrange with condition having some additional cost such escort, lashing equipment cost, road survey and so on.

For more distances, the costs of truck may increase because the distance covered by land can be more or less direct compared to a ship cutting across the ocean or a freight aircraft flying directly to the intended location. Trucking services cannot accommodate bulk or oversize cargo orders for certain products especially oil and gas product because of the absence of capacity of the vehicle. So the transport by air / sea freight is more affordable than the employment of an entire fleet of trucks for the same purpose. Logistics industry in Johor situation, trucking cross border is the main factor why logistics industry was active in Johor.

There are many local transportation company in Johor beside that also from international company such Nippon Express, KWE, Hanshin and so on. International company normally will come with freight package either by sea or by Air and using Singapore as port or airport of loading and discharge. Many haulage company in Johor to support containerize movement to local seaport either through Port of Tanjung Pelepas, Johor Port or Port Klang and sometime through Singapore Port also. Even though not many direct flight from Senai Airport but they have co-loader truck to connect flight at KLIA which is daily movement truck. Singapore is one of the busiest Airport in the world with many connection destinations also factor transportation segment especially in trucking was the active logistics activity in Johor.

2.6 Literature Summary

This section focuses on the development of the theoretical framework based on the statement of problems and the research objective. The research shows that logistics system effectiveness came from two different categories which is different way of result also. From Logistics/supply chain management resulted from logistics operation such inbound/outbound handling and

shipping activities such custom declaration, prepared export/import document and the main factor is the transportation segment which is involve trucking and freighting either by sea and air shipment. From Logistics Information System resulted to the paperwork made the logistics also production operation was easy and faster and more productivity in term of staff work performance and more output in manufacturing activities. So in this chapter researcher was go stage by stage which is start by problem statement, objective of research, prepared question for respondent, develop the hypothesis, significant of study, organizational of study, empirical study and proposed conceptual frameworks with independent variable related with dependent variable.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

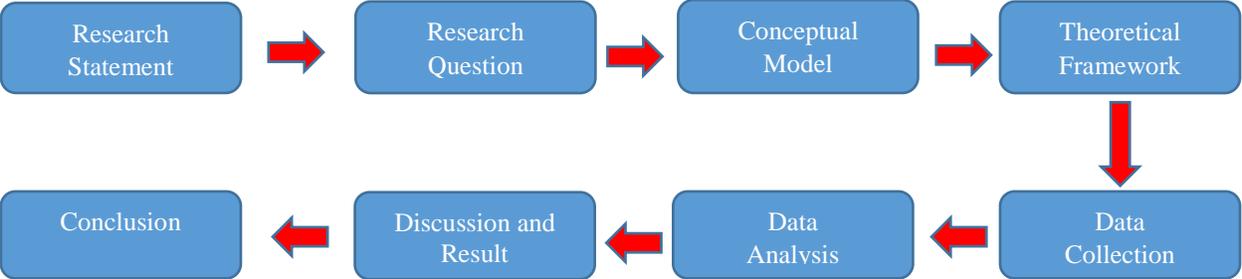
This chapter is to show how this research was design, what is the method done to collect the data from survey data collected from a few logistics provider staff or manufacturing staff from top till low management level and desktop research. Many various stage was carried out to bring out the result of this research by showing the research design, data collection method, analysis and lastly is summary and conclusion of this research. From the conclusion of the research can describe either the objective of this research able to achieve or not.

3.2 Research Design

Research design it's to describe what is the step was taken to bring out the study of the logistics system in the logistics industry. The step was including research design, target of respondents, data collection and the method how to collect the data. Research design is to assist how to do the analysis in depth about the logistics system can be effectiveness in logistics industry. Qualitative and quantitative data need to be collected is the easiest to use, convenient and also the time limitation.

Base from the previous chapter was provide theory related effectiveness of logistics industry and how to proposed conceptual framework. This research utilizes data from logistics provider and manufacturing company to further strengthen the effectiveness of the logistics industry and below is short illustration on research design.

Figure 2: Research Design



3.3 Study Population and Sampling Procedure

Sampling taken from 110 staff and it's came from two sectors was involved in this research project which is came from logistics provider company and manufacturing company. In the logistics provider the questionnaire was distribute to customer services, warehouse department, operation department also import and export department. From manufacturing sector, the questionnaire was distributing to shipping and logistics staff and staff from store department. Initial stage researcher was conducted the questionnaire through google form but was difficulties to get the feedback and get fast feedback researcher take action to conduct the questionnaire through the phone and meet personally with respondent in this research as a main data base. The wording of the question in this research was develop with easy to understanding by respondent and they can respond the question base on their work experience.

Beside that the researcher found the information from the website, journals, government website information or publications and the past thesis which is involved in logistics industry as a secondary data. Researcher was looking in details from the past thesis by study their finding and also problem beside the solution and recommendation. In other words, all the information from secondary data sources from existing data. Meaning all the information gives in the questionnaire will made respondent to answer the question in the most honest and transparent with their actual data without any confidential question that they should be answer and will help researcher to finding the accurate answer to meet the objective of the research. The questionnaire method in this research is the main and most useful method of data collection in research methodology.

3.4 Data Collection Method

Contribute questionnaire survey was using google form, by phone and face to face interview base on the structured questionnaire as attached in appendix 1 of this research. There are two data obtained in this research one is from primary data sources from questionnaires survey and secondary data sources from desktop searching, journal, textbook, data information both business type either online or offline.

There are four section in the questionnaires. Section A question focused on the demographic profile of respondent. Section B question focused on the effectiveness logistics industry in supply chain management (SCM) of view. Section C question focused on the effectiveness logistics industry in logistics information technology and Section D what is the impact from the

effectiveness to made logistics industry successfully in Johor. The information later will be converted into data table and percentage to do the analysis.

As a guidance the questionnaire in this research was develop and refer from past journal **Benjamin Maina Mutugi (2014)**. Researchers have changed the question based on the industrial logistics situation in Johor, but the basic question is still the same as the journal.

3.5 Operationalization and Measurement

Researcher was developed very clear conceptual framework and what is direction of variable need to be projection and showed clearly the impact of variable of this research study. It's also showed the development of hypothesis for two main variable factors which is came from supply chain management factors and information technology factor. Since it was clear on conceptual frameworks it will avoiding researcher to go out scope from area of investigation in this research. Factor analysis collects important data generated by a few factors and defines the structures or dimensions that underlie the observed variables. It isolates and eliminates variables that do not appear to belong to the rest of the variables, as well as the dimensions the measure captures.

3.5.1 Independent Variable

Taking six variable data to identified as independent variables and researcher was trying to show the relationship each of them with a mediating variable. There are two factors in independent variable which is came from supply chain management having five independent variable and

logistics information technology having one independent variable. Base from hypothesis statement was label as independent variable which is (H1) Transportation (H2) Warehousing (H3) Infrastructure (H4) Documentation/Legal compliance (H5) Facilities/Equipment and last is (H6) Easy Tracking, Cost Saving and Effective, save time and faster. This six independent variable was play the important role in the logistics industry at Johor and finally give good impact for two involving company either from manufacturing company and logistics provider. From this can show how is the most important these independent variable influence the dependent variable to get know either it's was under positive or negative result. Base from analysis made, also can know what is the most effective hypothesis contribute the effectiveness in Johor logistics industry.

3.5.2 Mediating Variable

Mediating variable in this researcher is the effectiveness of the independent variable operation in the logistics industry which is came from manufacturing and logistics company in Johor and how its influence the dependent variable and finally given benefit in all industry in Johor as well Johor government also Malaysia economic. It's can be guidance for both company involved either logistics provider or manufacturing company from others state in Malaysia also from Singapore company.

3.5.3 Dependent Variable

The result from the mediating variable is the outcome for the dependent variable to manufacturing company and logistics provider. This is the main objective in this research and to understand and explain the variability start from the independent variable and what is the impact to the industry player either from logistics provider or from manufacturing company

3.6 Data Analysis Techniques

With some alteration to suite with the logistics industry in Johor the questionnaire was developed from the past research. Data collected to analyze more details by using SPSS and addressing on the two objective in this research namely: **to analyze what is the factors influencing logistics industry in Johor and to attract and established challenges more logistics provider to provide one stop logistics solution to customer needs and to ensure this industry growing up more efficiencies and same time can attract more investor with multiple industry to Johor.** There are two methods in the analysis which is a descriptive analysis techniques were using such mean, percentage, significant, standard deviation, frequency and inferential analysis techniques were using correlations, regression, reliability. Result from the questionnaire will be presented according from the data analysis and for easy understanding it's will have presented in the coding and table type.

3.6.1 Descriptive Analysis Techniques

Descriptive statistics provide with the most understandable and adequate methods for defining the data and its can be a quantitative data. An example for easy understanding, descriptive analysis in this research was explaining the demographic segment which is logistics staff either from logistics provider or manufacturing company. This questionnaire was under Section A and it's was using together with a statistical analysis of the population sample. There is three ways to collect the quantitative data in this research which is collected through online using goggle form, face to face interview and by phone interview to find the answer. Descriptive analysis techniques will help researcher to define the respondent characteristics by using closed ended question and its can showed the respondent behavior, their attitude, and traits toward the question that they should be answering. Central tendency measures like mode, median also mean will help researcher to describe what the important data is.

For easy understanding, data can be summarized and presented in charts, graphs and for this research was presented in the tables way is more suitable to showed the clearly result. The descriptive investigations in this paper are also used in Johor on logistics industry for validating existing conditions and permit an evaluation of a number of variable for verification purposes.

3.6.2 Inferential Analysis Techniques

It concerns the use of sample data and then information on the larger population from which the sample is taken. The inferential statistics are aimed at drawing conclusions from a sample and generalizing it to the population. It uses the probability theory to determine the probability of

sample characteristics. Hypothesis tests, variance analysis are used as the most frequent methodologies. In this research, the analysis was carried through the descriptive, qualitative method based on the data from a questionnaire and information collected from primary and secondary data. Secondary data information given to support logistics system/activities in Johor was success even need to compete with Singapore through their seaport and others their infrastructure.

3.7 Summary

From these research showed the evidence that the effectiveness of supply chain management and logistics information technology is resulted the success of logistics industry in Johor. Overall result on this study to show the effectiveness of logistics system in logistics provider and manufacturing company. All the activities were including outbound and inbound logistics, performance management, information quality, usability, reliability, logistics cost, inventory control, effective customer services and for sure on the logistics information technology.

Beside that to maintain the logistics system is one of big challenge, as we know in Johor many type of industry was involved so many type of requirement from customer base on their shipment and logistics project involved. Basic requirement is taking as guideline in both company operation team and also this can be guideline for decision making. However, this study is focused on the present situation, which may change a lot in the future and the same time the process may reveal some other alternative system which might be interesting for the company in the present as well as in future situation.

The research was important to logistics provider especially for sustainable in the market since they need compete each other's in market. As understand manufacturing company will be outsourcing the logistics activities such trucking, storage for their finished goods or raw material freighting for their saving cost and concentrate to their main business activities which is to produce the goods. This is goods opportunities to logistics provider to getting what is the manufacturing company offer. Beside that they should study their weakness compare with others company to modified and improve it to make it suitable with their operation and market requirement.

CHAPTER 4

RESULT AND DISCUSSION

4.0 Introduction

This chapter discusses the findings from the survey as well as the initial analysis of the pilot test prior to the full distribution of the questionnaires. The pilot test was done to ensure the respondents understand the statement used in the questionnaire so that the goodness of data is satisfied to measure the variables when questionnaires are fully distributed. In addition, this chapter also presents the profile of the respondents and the descriptive as well as inferential analyses of the data. The main purpose of this research was to examine on how transportation segment can give impact on success logistic industry. This chapter consists of finding from frequency distribution, reliability test, correlation analysis and multiple regression analysis. These analyses were important to find out any existence of relationship between independent relationship and dependant relationship.

4.1 Finding from SPSS Analysis

4.1.1 Frequency Distribution Analysis

Frequency distribution was conducted to know in depth about the findings of the demographic data among respondents that have been collected. It is used to analyse data form section A form the questionnaire which contained the demographic profile of the respondents. This study manages to collect 107 valid views of the respondents that is around 97.2% return rate from the initial distributed questionnaire which is 110 with 3 questionnaires was incomplete. The analysis begins with a description of the demographic profile of the respondents as indicated in Table 4.1

below. For frequencies analysis, all 107 respondents are included in the said analysis to know in-depth about the respondents participate in the survey.

Table 4.1 Frequency and Percentage of Respondents' Profile

No.	Description	Frequency	Percentage (%)
1	Company Business Type		
	Manufacturing	26	24.3
	Logistic	81	75.5
2	Education Level		
	Master	1	0.9
	Degree	14	13.1
	Diploma	85	79.4
	STPM	7	6.5
3	Years of Working Experience		
	1 to 5 Years	98	91.6
	6 to 10 Years	6	5.6
	11 to 15 Years	2	1.9
	16 Years and Above	1	0.9
4	Gender		
	Male	35	32.7
	Female	72	67.3
5	Management Level		
	Top	1	0.9
	Middle	9	8.4
	Low	97	90.7

Table 4.1 shows the frequency and percentage of the demographic profiles of the respondents. A total of 26 respondents or 24.3% are from manufacturing company and 81 respondents or 75.5% are from the logistic provider. It showcased that logistic company are higher than manufacturing company based on their business type. This is result due to questionnaire given more to logistics provider due to background researcher which is more contacted with logistics provider.

The second demographic characteristic is the education level. The highest group who answered the questionnaire are diploma holder with 85 respondents indicating 79.4% from the total respondents followed by respondents with degree holder with 14 respondents or 13.1% and the least are from the education group of master holder with the percentage of 0.9% or 1 respondents only. High different in diploma holder due to respondent was came from low management level and logistics operation worker such import and export coordinator, forwarding agent, junior customer services, warehouse coordinator and most of them with working experience less than five years.

The next demographic characteristics are gender. Based on the table in 4.1, 35 respondents indicating 32.7% are male respondents, meanwhile, 72 respondents indicating 67.3% are female respondents. It showcased that female workers in logistic industry are higher due to involving a lot of documentation and also figure and it's was suitable with female compare than male. Male respondent or workers which is more involve in operational activities such storekeeper, operation planner, custom clearance agent, equipment operator, tally in charge and so on.

On the management level of the respondents, 90.7% or 97 employees are being working as a low management position which is came from shipping assistant, custom clearance agent, operation assistant, import and export coordinator, documentation control and equipment operator. Followed by 8.4% or 9 employee's works as in the middle management level which is under executive and officer level and 0.9% or 1 employees have been working on top management level is owner of logistics company provider.

Lastly, on the working experience of the respondents, 91.6% or 98 employees are being working with logistic industry for 1 to 5 years. The reason is there are many logistics company in Johor with their own strengthens so the employee wants gain new knowledge so they willing to change to another logistics company which is can gain more salary and new task. In logistics industry if employee have multiple logistics knowledge they can demand the salary. The lowest services year is 16 years and above with 0.9% or 1 employees already been working in logistic industry that is between 16 years and above. Followed by 5.6% or 6 employees works for 6 to 10 years and 1.9% or 2 employees have been working for 11 to 15 years.

4.1.2 Reliability Analysis

For this study, the researchers also conducted a pilot test in order to investigate the internal consistency of the items used to measure the variables in the survey instrument. A total of 20 respondents were chosen to participate in answering the questionnaire. This is to ensure that respondents understand the statements used to measure the variables and reliability of the questionnaire is assured. Beside that to know the questionnaire given was easy for respondent to answer with correct and honest due to some questionnaire required resulted monthly data from

their company. Cronbach's Alpha values were used to gauge the consistency of the items as per below in table 4.3

Table 4.2 Cronbach's Alpha Range

Reliability Coefficient	Strength of Association
< 0.6	Poor
0.6 - 0.7	Acceptable
> 0.8	Good

(Source: (Salkind, 2012))

Table 4.3 Reliability Assessment during Pilot Test

Variables	Cronbach's Alpha	No. of Question
Transportation	0.841	4
Infrastructure	0.957	6
Documentation and Legal	0.789	2
Warehouse Storage and Facilities	0.911	1
Logistic Information system	0.838	4
Effectiveness Logistic Industry	0.913	6

Table 4.3 shows the Cronbach's Alpha value of the pilot test. The researcher observed that all statements using the Likert scale of 1 to 5 on all independent variables (transportation, infrastructure, documentation and legal, warehouse storage and facilities, and logistic information system) and dependent variable (effectiveness of logistic industry) are consistent. The Cronbach's Alpha values accepted are those above 0.6. From the table 4.3 above, Cronbach's Alpha for dependant variable which is effectiveness logistic industry is 0.913.

Cronbach's Alpha for independent variables which are transportation, infrastructure, documentation and legal, warehouse storage and facilities, and logistic information system are 0.841, 0.957, 0.789, 0.911 and 0.838 respectively. Hence, with good alpha values for all the variables, the researchers decided to proceed with the questionnaire distribution with no further amendments of the statement for each variable.

Table 4.4 Reliability Assessment of Final Instrument

Variables	Cronbach's Alpha	No. of Question
Transportation	0.929	4
Infrastructure	0.920	6
Documentation and Legal	0.863	2
Warehouse Storage and Facilities	0.911	1
Logistic Information system	0.834	4
Effectiveness Logistic Industry	0.865	6

After the questionnaires been distributed, the final data collected once again subjected to reliability analysis to ensure items consistency. Although no more changes are possible, this final reliability analysis was to provide an overall consistency assessment of the instrument. Table 4.4 provides the Cronbach's Alpha values for the final data. For dependant variable which is effectiveness of logistic industry is 0.865. Cronbach's Alpha for independent variables which are transportation, infrastructure, documentation and legal, warehouse storage and facilities, and logistic information system are 0.929, 0.920, 0.863, 0.911, 0.834 and 0.865 respectively. Therefore, it can be concluded based on table 4.3 of Cronbach's Alpha range, alpha value more than 0.8 indicated the questions are good and reliable for further analysis. Reliability analysis was run for all 107 data collected from the respondents.

4.1.3 Descriptive Analysis

Descriptive analysis allow researcher to summarize analysis of data in more meaningful way. Descriptive analysis for this study was run on 107 respondents who employees of the logistic company and manufacturing company.

Table 4.5 Mean Score Range

Range	Level
1.00 – 2.33	Low
2.34 – 3.67	Medium
3.68 – 5.00	High

(Source: (Salkind, 2012))

Table 4.6 Response for Transportation

No.	Descriptions	Mean	Std. Dev.
TS1A	How Many Trucks That Your Company Arrange in 2019 - Incoming	3.69	0.851
TS1B	How Many Trucks That Your Company Arrange in 2019 - Outgoing	3.49	0.862
TS2A	How Many Trucks That Your Company Arrange Within 7 Month (Jan to July 2020) - Incoming	3.59	0.824
TS2B	How Many Trucks That Your Company Arrange Within 7 Month (Jan to July 2020) - Outgoing	3.29	0.813
TS3A	How Many Containers That Your Company Arrange in 2019 - Import	3.69	0.851
TS3B	How Many Containers That Your Company Arrange in 2019 - Export	3.49	0.862
TS4A	How Many Containers That Your Company Arrange Within 7 Month (Jan to July 2020) – Import	3.59	0.824
TS4B	How Many Containers That Your Company Arrange Within 7 Month (Jan to July 2020) – Export	3.29	0.813
	Total Mean	3.52	

From the table above, it shows that the mean for TS1A and TS3A is 3.69 which are the highest that indicate most respondent saying that 501 to 800 trucks and containers that their company arrange in 2019 for incoming and this is referring import from Singapore and from domestic. The table also shows the lowest mean is TS2B and TS4B that is 3.29 which indicate that respondents did say it was 201 to 400 trucks and containers that the company has arrange within 7 months from January 2019 to July 2019 for outgoing and export purpose. The lowest result is due to lockdown in Malaysia start 18 March 2019 until Malaysia Government giving some approval for certain industry especially to manufacturing company.

Table 4.7 Response for Insfrutstructure

No.	Descriptions	Mean	Std. Dev.
I1	Having Two Land Entrance from Singapore Is the Main Factor Since Singapore is the Logistics Hub for ASEAN.	3.69	0.851
I2	How Many Import Trucks That Your Company Arrange from Singapore Using First and Second Link in Year 2019	3.49	0.862
I3A	How Many Containers for Import and Export That Your Company Using Via Seaport in Johor for Year 2019. – Tanjung Lepas Port	3.59	0.824
I3B	How Many Containers for Import and Export That Your Company Using Via Seaport in Johor for Year 2019. – Johor Port	3.29	0.813
I4	How Many Kilograms for Import and Export That Your Company Using for Shipment Via Senai International Airport In Year 2019	3.69	0.851
I5	Easy To Access To Ports and Airport, Develop Many Logistics Facilities And Iskandar Regional Development Also Effluence The Success Of Logistics Industry	3.49	0.862
	Total Mean	3.54	

From the table above, it shows that the mean for I1 AND I4 are 3.69 which are the highest that indicate most respondent saying that having two land entrance from Singapore is the main factor since Singapore is the logistics hub for Asian and the respondent claim at least 1000 to 2000 Kilograms for Import and export that their company using for shipment via Senai International Airport in year 2019. The table also shows the lowest mean is I3B that is 3.29 which indicate that respondents did say that 201 to 300 containers for Import and export that their company using via seaport in Johor for year 2019 at Johor Port due to not much vessel and destination calling from there. Finally, mean of 3.49 for I2 and I5 shows respondent saying that there are total of 201 to 300 import trucks that their company arrange from Singapore using first and second link in year 2019 and they also claim that it is easy to access to ports and airport, develop many logistics facilities and Iskandar Regional Development also effluence the success of logistics industry.

Table 4.8 Response for Documentation And Legal Compliance

No.	Descriptions	Mean	Std. Dev.
DL1	24 Hours Custom Clearance at Two Main Entrance Between Singapore Johor and 2 Containers Port.	3.69	0.851
DL2	Good Update from Shipping and Forwarding Associate On Regulation Will Made Complete Shipping Document and Faster in Custom Clearance	3.49	0.862
	Total Mean	3.59	

From the table above, it shows that the mean for DL1 is 3.69 which is the highest that indicate most respondent saying that 24 hours' custom clearance at two main entrance between Singapore Johor and 2 Containers Port make it effective. Finally, the lowest mean is 3.49 for DL2 indicate that good update from shipping and forwarding associate on regulation will made complete shipping document and faster in custom clearance.

Table 4.9 Response for Storage Warehouse with Equipment and Facilities

No.	Descriptions	Mean	Std. Dev.
SW1	Reasonable Warehouse Handling Rate, Good Services and Manpower Given with Efficiency Multiple Equipment and Facilities Also Give Impact On the Success.	3.69	0.813
	Total Mean	3.69	

From the table above, it shows that the mean for SW1 is 3.69 that indicate most respondents saying that reasonable warehouse handling rate, good services and manpower given with efficiency multiple equipment and facilities also give impact on the success.

Table 4.10 Response for Logistics Information Technology

No.	Descriptions	Mean	Std. Dev.
LIS1	Easy and Friendly User to Speed the Process Inbound and Outbound	3.59	0.824
LIS2	The Information and Report Given was accurate with Satisfaction, clear, sufficient and on Time	3.29	0.813
LIS3	Cost Saving for Logistics Provider as Well Their Customer	3.69	0.851
LIS4	Will Be Improve Staff Performance, Productivity and Easier in Their Job	3.49	0.862
	Total Mean	3.52	

From the table above, it shows that the mean for LIS1 and LIS3 are 3.69 and 3.59 which are the highest that indicate most respondent saying that it is easy and friendly user to speed the process inbound and outbound and it is cost saving for logistics provider as well their customer. The table also shows the lowest mean is LIS2 that is 3.29 which indicate that the information and report given was accurate with satisfaction, clear, sufficient and on time. Finally, mean of 3.49 for LIS4 shows respondent saying that the system will improve staff performance, productivity and easier in their job.

Table 4.11 Response for Effectiveness Of Logistics Industry Success

No.	Descriptions	Mean	Std. Dev.
E1	Increase Productivity	3.69	0.851
E2	Reducing Operation Cost	3.49	0.862
E3	Attractive New Investor by Developing Many Industrial Area	3.59	0.824
E4	Shorten Lead Time in The Delivery of Goods	3.29	0.813
E5	Just In Time (JIT) Able to Implemented	3.35	0.802
E6	Increasing Quality of Goods and Services	3.36	0.745
	Total Mean	3.54	

From the table above, it shows that the mean for E1 AND E3 are 3.69 and 3.59 which are the highest that indicate most respondent saying that the effectiveness of logistic industry success can, because it reduces time and it will attractive new investor by developing many industrial areas. The table also shows the lowest mean is E5 and E6 that are 3.36 and 3.35 which indicate that respondents did say that just in time (JIT) able to implement and it will increase the quality of goods and services. Finally, mean of 3.49 and 3.29 for E2 and E4 shows respondent saying that the effectiveness of logistic industry success may reduce the operation cost and it will shorten the lead time in the goods delivery.

4.1.4 Correlation Analysis

To achieve research objectives, correlation analysis was used to examine the strength of the relationship between independent variables which were transportation, infrastructure, document and legal, warehouse storage and facilities, and logistic information system towards the effectiveness of logistic industry. Our data analysis was based on 107 respondents which are logistic provider. The correlations of a certain value were associated with a certain nominal degree of relationship as listed in table 4.12 below.

Table 4.12 Rule of Thumb for Correlation Coefficient Size

Correlations	Relationship
0.80 - 1.00	Very strong
0.61 - 0.80	Strong
0.41 - 0.60	Moderate
0.21 - 0.40	Weak
0.00 - 0.20	Very weak

(Source: (Salkind, 2012))

Table 4.13 The Relationship between Transportation and Effective of Logistic Industry

Variable	Pearson Correlation	Sig. (2-tailed)
Transportation & Effective of Logistic Industry	0.962**	0.000

Based on the significant value $p=0.000$ and Pearson correlation= 0.962^{**} ($r=0.962$, $p<0.05$), there is a significant moderate relationship between Transportation and Effective of Logistic Industry. The relationship is a positive relationship between Transportation and Effective of Logistic Industry, therefore, this variable is acceptable in this study.

Table 4.14 The Relationship between Infrustructure and Effective of Logistic Industry

Variable	Pearson Correlation	Sig. (2-tailed)
Infrastructure & Effective of Logistic Industry	0.937**	0.000

Based on the significant value $p=0.000$ and Pearson correlation= 0.937^{**} ($r=0.937$, $p<0.05$), there is a significant moderate relationship between Infrastructure and Effective of Logistic Industry. The relationship is a positive relationship between Infrastructure and Effective of Logistic Industry, therefore, this variable is acceptable in this study.

Table 4.15 The Relationship between Document and Legal and Effective of Logistic Industry

Variable	Pearson Correlation	Sig. (2-tailed)
Document and Legal & Effective of Logistic Industry	0.858**	0.000

Based on the significant value $p=0.000$ and Pearson correlation= 0.858^{**} ($r=0.858$, $p<0.05$), there is a significant moderate relationship between Document and Legal, and Effective of Logistic Industry. The relationship is a positive relationship between Document and Legal, and Effective of Logistic Industry, therefore, this variable is acceptable in this study.

Table 4.16 The Relationship between Warehouse Storage And Facilities and Effective of Logistic Industry

Variable	Pearson Correlation	Sig. (2-tailed)
Warehouse Storage And Facilities & Effective of Logistic Industry	0.672**	0.000

Based on the significant value $p=0.000$ and Pearson correlation= 0.672^{**} ($r=0.672$, $p<0.05$), there is a significant moderate relationship between Warehouse Storage and Facilities, and Effective of Logistic Industry. The relationship is a positive relationship between Warehouse Storage and Facilities, and Effective of Logistic Industry, therefore, this variable is acceptable in this study.

Table 4.17 The Relationship between Information System and Effective of Logistic Industry

Variable	Pearson Correlation	Sig. (2-tailed)
Information System & Effective of Logistic Industry	0.962**	0.000

Based on the significant value $p=0.000$ and Pearson correlation= 0.962^{**} ($r=0.962$, $p<0.05$), there is a significant moderate relationship between Information System and Effective of Logistic Industry. The relationship is a positive relationship between Information System and Effective of Logistic Industry, therefore, this variable is acceptable in this study.

4.1.5 Regression Analysis

For regression analysis, Table 4.18 displays the relevant statistics in measuring the most influential variable on the effective logistic industry. The model postulated where effectiveness of the logistic industry is contributed to changes in transportation, infrastructure, document and legal, warehouse storage and facilities, and logistic information system. The data analysis was based on 107 respondents which are the staff of the logistic and manufacturing company in Johor.

Table 4.18 The Main Factors that Contribute On the Effectiveness of Logistic Industry

Model	Adjusted R Square	ANOVA Sig.
Mean Transportation, Mean Infrastructure, Mean Document and Legal, Mean Warehouse Storage and Facilities, Mean Logistic Information System	0.945	0.000 ^b

Note:

a. Dependant Variable: Mean Evaluation of Satisfaction

b. All requested variables entered

Table 4.18 shows the Adjusted R-square value of 0.945 meaning that 94.5% of the changes in the dependent variable (effective of logistic industry) is contributed to changes in the independent variables (transportation, infrastructure, document and legal, warehouse storage and facilities, and logistic information system). The balance of 5.5% is contributed by other independent variables which are not explained by this study it' like customer services for communicate with customer, report either from inventory or import and export progress, communication networking also factors the success logistics industry not only in Johor but in rest of the world. From manufacturing of view production activities such planning, material control, manpower, quality inspection to produce the finished goods also factor to made effectiveness in logistics industry. The ANOVA Sig. value shows the overall regression model. Based on that value of 0.000^b it indicates that overall models of the study were significant. Therefore, this study shows that transportation, infrastructure, document and legal, warehouse storage and facilities, and logistic information system towards effectiveness of the logistic Industry.

Table 4.19 The Main Factors that Influence The Success of Logistics Industry

Model	Beta	Sig.
Mean Transportation	2.015	0.000
Mean Infrastructure	-1.061	0.000
Mean Document and Legal	0.044	0.765
Mean Warehouse Storage and Facilities	0.204	0.001
Mean Logistic Information System	0.806	0.000

The result in table 4.19 also showed the coefficients between independent variables and dependant variables which is transportation has the strongest influence on effective logistic industry with a beta value of 2.015 followed by logistic information system with beta value of 0.806. Then it followed by infrastructure with beta value of -1.061. The P value for those factors are below 0.05. In terms of the significant level, transportation, infrastructure and logistic information system are significant at 99% confidence level with a beta value of 2.015, 0.806 and -1.061 respectively. Meaning, if the logistic industry bodies do activities or plan new strategies related to both factors, it can increase the effectiveness of the logistic industry. On the other hand, document and legal, and warehouse storage and facilities towards logistic industry are not significant with relatively lower beta values of 0.044 and 0.204 which is relatively low with P value for both are greater than 0.05 which indicate if logistic industry do something on the document and legal, and warehouse storage and facilities will not give much an influence on the effectiveness of the logistic industry in Johor. The regression result is consistent and indicating strong positive relationship between transport, infrastructure and logistic information system through the effectiveness of the logistic industry in Johor.

4.2 Summary

All in all, Chapter Four discussed the finding from SPSS namely reliability, frequency, descriptive, correlation and regression analysis. Therefore, the survey conduct with very clear question which is respondent able to answer in term of logistics industry. Through google form, some questionnaire respondent still has difficulties in defining in different aspect but they were directly contacted researcher for explanation. Based on all the findings from SPSS analysis, it was found that all the independent variables were having a significant relationship with dependent variables but only three independent variables which is transportation, infrastructure and logistic information system have a significant affect that influence the effectiveness of the logistic industry. By taking 20 respondents as a pilot test to ensure that respondents understand the statements used to measure. Hypothesis was accepted and all it is significant role in logistics industry. All of these findings help researcher to answer the research questions and met all the research objectives and many things can be improved

CHAPTER 5

CONCLUSION

In this chapter, researcher will discuss further from the results and findings in Chapter Four. From there, researchers will arrive at the conclusion and later will provide the recommendation based on the finding of the SPSS results analysis. Furthermore, study implications assist to highlight the contribution of the finding in providing solutions to the problem that has been identify and the significance of the study to several parties. Limitations of the study were also stated and discuss. Finally, the feasible recommendations were provided by developing strategic decisions for the improvement on the effectiveness of successful logistic industry in Johor.

5.1 Recap of Major Finding

In this study, there are two objectives that need to be achieved. The first objective is to analyse what is the factors influencing logistics industry in Johor. The second objective is to attract and established challenges more logistics provider to provide one stop logistics solution to customer needs and to ensure this industry growing up more efficiencies and same time can attract more investor with multiple industry to Johor.

From the whole research that have been done, it can be concluded that the research has achieved its objectives. The researchers have identified five independent variables which are, transportation, infrastructure, documentation and legal, warehouse storage and facilities, and logistic information system.

After the questionnaires have been collected and data was analysed, the finding shows that all the independent variables are reliable. Based on the Cronbach's alpha, all the results show more than 0.7. This explains that there is a consistency coefficient between the variables and it is closely related to each other's and all the data are very good as it is making valid of this research. For dependant variable which is effectiveness of logistic industry is 0.865. Cronbach's Alpha for independent variables which are transportation, infrastructure, documentation and legal, warehouse storage and facilities, and logistic information system are 0.929, 0.920, 0.863, 0.911, 0.834 and 0.865 respectively. Therefore, it can be concluded based on table 4.3 of Cronbach's Alpha range, alpha value more than 0.8 indicated the questions are good and reliable for further analysis. Reliability analysis was run for all 107 data collected from the respondents.

Based on the descriptive analysis, it also shows the rank of mean based on the independent variables group. From the table 4.7, it shows that the mean for I1 AND I4 are 3.69 which are the highest that indicate most respondent saying that having two land entrance from Singapore is the main factor since Singapore is the logistics hub for Asian and the respondent claim at least 1000 to 2000 Kilograms for Import and export that their company using for shipment via Senai International Airport in year 2019. The table also shows the lowest mean is I3B that is 3.29 which indicate that respondents did say that 201 to 300 containers for Import and export that their company using via seaport in Johor for year 2019 at Johor Port. Finally, mean of 3.49 for I2 and I5 shows respondent saying that there are total of 201 to 300 import trucks that their company arrange from Singapore using first and second link in year 2019 and they also claim that it is Easy To access to ports and airport, develop many logistics facilities and Iskandar Regional Development also effluence the success of logistics industry.

The next independent variable is documentation and legal. From the table 4.8, it shows that the mean for DL1 is 3.69 which is the highest that indicate most respondent saying that 24 hours custom clearance at two main entrance between Singapore Johor and 2 Containers Port make it effective and easy to courier the parcel. Finally, the lowest mean is 3.49 for DL2 indicate that good update from shipping and forwarding associate on regulation will made complete shipping document and faster in custom clearance.

From the table 4.9, it shows the descriptive analysis for warehouse storage and equipment facilities. The mean for SW1 is 3.69 that indicate most respondents saying that reasonable warehouse handling rate, good services and manpower given with efficiency multiple equipment and facilities also give impact on the success.

For the last independent variable which is logistic information technology, from the table 4.10, it shows that the mean for LIS1 and LIS3 are 3.69 and 3.59 which are the highest that indicate most respondent saying that it is easy and friendly user to speed the process inbound and outbound and it is cost saving for logistics provider as well their customer. The table also shows the lowest mean is LIS2 that is 3.29 which indicate that the information and report given was accurate with satisfaction, clear, sufficient and on time. Finally, mean of 3.49 for LIS4 shows respondent saying that the system will improve staff performance, productivity and easier in their job.

Next is the correlation between the independent variables and the dependent variable. It was shown that the Pearson's Correlation Coefficient between transportation and effectiveness of successful logistic is 0.962 significant at 0.000 levels. Since the P-value is less than 0.01, the

relationships of the two variables are significant. The R-value recorded for the correlation analysis above is 0.962.

For the correlation between infrastructure and effectiveness of successful logistic, it was shown that the Pearson's Correlation Coefficient between the two variables is 0.937 significant at 0.000 levels. Since the P-value is less than 0.01, the relationships of the two variables are significant. The R-value recorded for the correlation analysis above is 0.937.

From the Pearson's Correlation Coefficient between documentation and legal and effectiveness of successful logistic is 0.858 significant at 0.000 levels. Since the P-value is less than 0.01, the relationships of the two variables are significant. The R-value recorded for the correlation analysis is 0.858.

Next, the Pearson's Correlation Coefficient between warehouse storage and facilities and effectiveness of successful logistic is 0.672 significant at 0.000 levels. Since the P-value is less than 0.01, the relationships of the two variables are significant. The R-value recorded for the correlation analysis is 0.672.

Lastly, the Pearson's Correlation Coefficient between logistic information system and effectiveness of successful logistic is 0.962 significant at 0.000 levels. Since the P-value is less

than 0.01, the relationships of the two variables are significant. The R-value recorded for the correlation analysis 0.962.

5.2 Implication of the Study

The achievement of a successful logistic is very closely related to the quality of member performance in it. To maintain and maximize the effectiveness on successful logistic, there are many things that influence it such as transportation factors, infrastructure factors, documentation and legal factors, warehouse storage and facilities factors and logistic information system factors.

The logistic provider should fully utilize the geographical factor in Johor as most of the respondent agree that having two land entrance from Singapore is the main factor since Singapore is the logistics hub for ASEAN. On top of that, it is easy to access to ports and airport, develop many logistics facilities and Iskandar regional development also effluence the success of logistics industry. The researcher recommend that the logistic company may increase their infrastructure in Johor as it is easy to access to the port along the Johor region.

On top of that, the logistic provider need to improve their staff performance by conduction more training for them since there are many divisions in logistics industry for their multi-tasking in logistics industry. This may lead to increase their productivity, so that it would be easier for them to perform their daily task to meet company objective as for their customer satisfaction. It is also recommending that the logistic company need to upgrade their logistic information system such warehouse management system, truck tracking also import and export monitoring.

As when they update the system, this may lead to a good report given and accurate with satisfaction, clear, sufficient and on time.

5.3 Limitation of the Study

Base from the questionnaire that already create, this survey must be given to the logistics provider having their warehouse either their own or rental. But not all logistics provider having the warehouse facilities so that is the difficulties parts to getting feedback through the google form. To getting faster feedback from respondent, researcher was take action to getting the feedback through the face to face interview and phone call from both sector either logistics provider or manufacturing company so the finding was in mixed method of investigation will resulted more reliability. Some of the company was not giving co-operation to participate in this survey due to they feel the questionnaire can't be answer because it's was confidential data.

Since the research was focus on the six hypothesis which is take guidance from past research and literature review which is involved and related logistics activities from logistics provider and manufacturing company. Current situation and expansion of business development in logistics industry especially in special equipment was required researcher to look into the variable and indicator that need to be study.

Other limitations are the honesty of the respondent in answering the questionnaire. Some respondents might not answer the questions with regard of honesty, integrity, cooperation and

sense of willingness. It would be more interesting if other variables are considered to identify more factors that influence the effectiveness of successful of the logistic industry in Johor

5.4 Recommendation for Future Researches

For future researches, the study should examine the sample of the respondents which in the proper list name. This will show a better result to identify the effectiveness of successful logistic industry in Johor. Besides that, the future research must be prepared with sources from previous researchers which show all variables relationship with the dependent variable. Since the sources are low, the future researcher should find an alternative way to implement the study and strongly recommend many more research involved in logistics industry either in Johor or Malaysia been participate.

To summary it all, has discussed further on the quantitative findings, arrive at the conclusion that discussed on the research objective that researchers managed to meet in order to answer all the research questions. By integrating all the findings and the analysis, recommendation has been provided for logistic industry in Johor to implement in the future so that they can increase the effectiveness of successful on logistic industry in Johor. Logistics is a product of economic and industrial development and is also an element of economic growth that plays a key role in attracting foreign investment in Johor and Southern Region. Base from the current condition how Johor able to success as logistics hub, was identified from factor condition, demands condition, supporting industries and what is strategy, structure and rivalry to ensure the logistics industry's growth and success and compete with Singapore.

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APPENDIX A: QUESTIONNAIRE



FACTORS INFLUENCING THE SUCCESS OF LOGISTICS INDUSTRY: CASE STUDY IN JOHOR

Prepared By Maswati Daeman

SECTION A

Demographic Profile

(Please Circle on your answer)

No	Description	Answer
1.	Company Business Type	a. Manufacturing b. Logistics Provider
2.	Education Level	a. PHD b. Master Degree c. Bachelor Degree d. Diploma e. STPM Below
3.	How many years are you working in the company	a. 1 - 5 Years b. 6 - 10 Years c. 11 - 15 Years d. 16 Years Above
4.	Gender	a. Male b. Female
5.	Management Level	a. Top b. Middle c. Low

SECTION B

Supply Chain Management (SCM) Factors Was Affected On the Success of Logistics Industry.

(Please Tick on your answer)

No	Statement Research Variable	Answer				
How Transportation Segment Was Give Impact On The Success Logistics Industry in Johor						
1.	How Many Trucks That Your Company Arrange in 2019.	1 To 200 Truck	201 To 500 Trucks	501 to 800 Trucks	Above 800 Trucks	
	▪ Incoming					
	▪ Outgoing					
1.	How Many Trucks That Your Company Arrange Within 7 Month (Jan to July 2020)	1 To 100 Truck	101 To 200 Trucks	201 to 400 Trucks	Above 400 Trucks	
	▪ Incoming					
	▪ Outgoing					
3.	How Many Containers That Your Company Arrange in 2019	1 To 200 Ctnrs	201 To 500 Ctnrs	501 to 800 Ctnrs	Above 800 Ctnrs	
	▪ Import					
	▪ Export					
4.	How Many Containers That Your Company Arrange Within 7 Month (Jan to July 2020)	1 To 100 Ctnrs	101 To 200 Ctnrs	201 to 400 Ctnrs	Above 400 Ctnrs	
	▪ Import					
	▪ Export					
How Infrastructure in Johor One of the Factor On the Success of Logistics Industry in Johor.						
		Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
1.	Having Two Land Entrance from Singapore Is the Main Factor Since					

	Singapore is the Logistics Hub for ASEAN.					
		1 To 100 Trucks	101 To 200 Trucks	201 to 300 Trucks	301 to 500 Trucks	Above 500 Trucks
2.	How Many Import Trucks That Your Company Arrange from Singapore Using First and Second Link in Year 2019					
3.	How Many Export Trucks That Your Company Arrange from Singapore Using First and Second Link in Year 2019.					
		1 To 100 Ctnrs	101 To 200 Ctnrs	201 to 300 Ctnrs	301 to 500 Ctnrs	Above 500 Ctnrs
4.	How Many Containers for Import and Export That Your Company Using Via Seaport in Johor for Year 2019.					
	▪ Port of Tanjung Pelepas					
	▪ Johor Port					
		1 To 300 Kgs	301 To 600 kgs	601 to 1000 kgs	1001 to 2000 kgs	Above 2000 kgs
5.	How Many Kilograms for Import and Export That Your Company Using for Shipment Via Senai International Airport In Year 2019					
		Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
6.	Easy To Access To Ports and Airport, Develop Many Logistics Facilities And Iskandar Regional Development Also Effluence The Success Of Logistics Industry					
How Documentation And Legal Compliance Was Influence On The Success Logistics Industry In Johor.						
		Strongly	Disagreed	Neutral	Agreed	Strongly

		Disagreed				Agreed
1.	24 Hours Custom Clearance at Two Main Entrance Between Singapore Johor and 2 Containers Port.					
2.	Good Update from Shipping and Forwarding Associate On Regulation Will Made Complete Shipping Document and Faster in Custom Clearance					
How Storage Warehouse with Equipment and Facilities Give Impact On the Success of Logistics Industry						
		Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
1.	Reasonable Warehouse Handling Rate, Good Services and Manpower Given with Efficiency Multiple Equipment and Facilities Also Give Impact On the Success.					

SECTION C

Logistics Information Technology Factors Was Affected On the Success of Logistics Industry.

(Please Tick on your answer)

No	Statement Research Variable	Answer				
How Logistics Information System Will Made the Shipment Process Faster and Give Impact On the Success Logistics Industry						
	How Goods Logistics Information In The Logistics Industry.	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
1.	Easy and Friendly User to Speed the Process Inbound and Outbound					
2.	The Information and Report Given was accurate with Satisfaction, clear, sufficient and on Time					
3.	Cost Saving for Logistics Provider as Well Their Customer Also					
4.	Will Be Improve Staff Performance, Productivity and Easier in Their Job					

SECTION D

IMPACT THE EFFECTIVENESS OF LOGISTICS INDUSTRY SUCCESS

(Please Tick on your answer)

No	Statement Research Variable	Answer				
	What is the Success of Logistics Industry Give Impact to Logistics Provider and Manufacturing Company?	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
1.	Increase Productivity					
2.	Reducing Operation Cost					
3.	Attractive New Investor by Developing Many Industrial Area					
4.	Shorten Lead Time in The Delivery of Goods					
5.	Just In Time (JIT) Able to Implemented					
6.	Increasing Quality of Goods and Services					

APPROVAL PAGE

**TITLE OF PROJECT PAPER: FACTORS INFLUENCING THE SUCCESS OF
LOGISTICS INDUSTRY: CASE STUDY IN JOHOR**

NAME OF AUTHOR: MASWATI BINTI DAEMAN

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

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Graduate School of Business

Date: