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Explaining the Impact of Enterprise Resource Planning on Company Performance with the Mediating Role of Supply Chain Management (Case Study: Saipa Yadak Company)

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Citation:

Abstract

The primary objective of this study is to investigate the impact of Enterprise Resource Planning (ERP) on company performance, with the mediating role of Supply Chain Management (SCM) at Saipa Yadak Company. From a population of 380 individuals, a sample size of 310 was determined based on the Structural Equation Modeling (SEM) formula. To collect data from the sample and test the formulated hypotheses, the ERP construct was adapted from Spathis and Constantinides [1], SCM from Mianabadi (1389/2010), and organizational performance from Maletic's model [2]. The Cronbach's alpha coefficients for the questionnaires were calculated as 0.789, 0.793, and 0.884, respectively. The research hypotheses were tested using a SEM approach with SPSS and SmartPLS software. The results indicate that ERP significantly affects both company performance and SCM at Saipa Yadak. Furthermore, the findings reveal that SCM, as a mediating variable, enhances the positive effect of ERP on company performance.

Keywords: Enterprise resource planning, Company performance, Supply chain management, Saipa yadak.

1|Introduction

The contemporary economic paradigm has shifted the basis of competitive advantage from tangible to intangible assets, with human resources emerging as a cornerstone of organizational success. The strategic

alignment of human resources with an organization's overarching objectives has garnered significant attention, as it is pivotal for leveraging these intangible assets to achieve competitive superiority [3], [4]. Despite their critical importance, only a limited number of managers effectively utilize human resources as a strategic tool for competitive advantage [5]. Organizational performance, defined as the execution of tasks and the outcomes achieved, is central to achieving strategic goals and requires continuous improvement to thrive in today's competitive landscape [6]. The effective alignment of human resource systems with business strategies and other organizational systems is essential for enhancing performance [7].

In this competitive environment, organizations face complex and rapidly changing conditions, where neglecting internal and external factors can lead to significant setbacks [8]. Strategic planning is crucial for navigating these challenges, enabling organizations to analyze their environments and develop approaches that enhance performance [9]. Key factors influencing organizational performance include Enterprise Resource Planning (ERP) and Supply Chain Management (SCM). ERP systems, as advanced managerial tools, integrate organizational data across various domains, providing critical information to support decision-making at all levels [10]. SCM, particularly green SCM, optimizes resource flows and reduces environmental impacts, contributing to cost efficiencies, sustainability, and enhanced organizational reputation [11], [12]. Given the interplay between these factors, this study investigates the following research question: does ERP have a positive and significant impact on organizational performance, with SCM as a mediating factor, at Saipa Yadak Company?

2 | Literature Review

The integration of ERP systems with SCM has become a focal point in recent research, particularly for its impact on organizational performance. ERP systems streamline organizational processes, enhancing efficiency and decision-making, while SCM optimizes the flow of goods, information, and finances across supply chain partners. Recent studies (2018 and later) consistently highlight SCM's mediating role in amplifying ERP's effects on financial, operational, and environmental performance outcomes.

Ata et al. [13] investigated ERP's impact on organizational performance in Jordanian manufacturing firms, finding that ERP adoption enhances operational efficiency and financial outcomes. The study emphasized that robust SCM practices, enabling better coordination with suppliers and customers, are critical for realizing ERP's full potential, suggesting SCM as a mediator for performance metrics like cost reduction. Similarly, Yang and Su [14] used Structural Equation Modeling (SEM) to demonstrate that ERP systems improve supply chain integration in South Korean firms, with SCM mediating the positive impact on organizational performance through enhanced inventory management and delivery times.

Setyadi [15] explored the interplay of ERP, Total Quality Management (TQM), and SCM in Indonesian manufacturing firms, revealing that ERP, when combined with TQM, strengthens SCM practices, leading to improved business performance. SCM's mediating role was evident in reducing supply chain disruptions and enhancing process efficiency. The environmental aspect of SCM, particularly Green Supply Chain Management (GSCM), was examined by Sheng et al. [16], who found that ERP systems integrated with GSCM practices in Chinese firms reduce environmental risks and enhance sustainability performance, positively impacting financial and reputational outcomes.

More recent studies further validate these findings. Linda et al. [17] employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to confirm a significant positive relationship between ERP and SCM in Indonesian firms, with SCM mediating the impact on profitability and customer satisfaction. Santoso et al. [18] proposed a model integrating ERP and SCM, emphasizing SCM's role in enabling real-time data sharing and collaborative decision-making, which enhances operational efficiency and market competitiveness. Feng et al. [19] focused on green SCM, finding that sustainable SCM practices significantly amplify ERP's positive effects on organizational performance, particularly in cost savings and ecological efficiency.

These studies collectively underscore SCM's critical mediating role in translating ERP's technological capabilities into tangible performance benefits. However, gaps persist in understanding how contextual

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factors, such as industry type or organizational size, influence this mediation. Additionally, the integration of GSCM with ERP in specific sectors, such as automotive spare parts (e.g., Saipa Yadak Company), remains underexplored. This study builds on this literature by examining the ERP-SCM-performance relationship in the context of Saipa Yadak Company, contributing to both theoretical and practical insights.

2.1 | Research Hypotheses

I.   ERP has a significant impact on the organizational performance of Saipa Yadak Company's dealerships.

II. ERP has a significant impact on the SCM of Saipa Yadak Company's dealerships.

III. SCM has a significant impact on the organizational performance of Saipa Yadak Company's dealerships.

IV. SCM, as a mediating variable, enhances the positive impact of ERP on the organizational performance of Saipa Yadak Company.
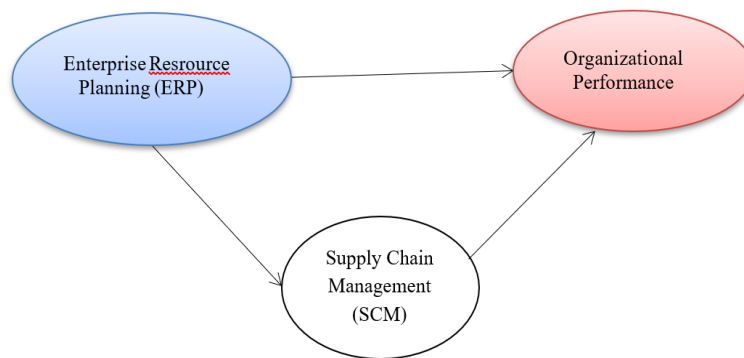
2.2 | Conceptual Model

Fig. 1. Enterprise resource planning based on the model by Spathis and Constantinides [1], Organizational Performance based on Maletic [2], and SCM based on the study by Turulja [20].

3 | Research Methodology

The present study falls within the category of applied research. In terms of its objective, it is classified as applied research, aimed at utilizing the findings to address issues within Saipa Yadak Company. Regarding the data collection method (Research design), the study is descriptive (Describing the subject, phenomenon, or variable without manipulating or intervening in the situation, status, or role of variables) and correlational (Seeking to identify the existence of relationships between variables, though not necessarily establishing cause-and-effect relationships).

3.1 | Statistical Population

The statistical population of the study consists of employees of Saipa Yadak Company, totaling approximately 760 individuals, as confirmed by the organization's human resources department. The sampling method used is convenience sampling.

3.1.1 | Sample size

Based on the sample size formula for structural equation modeling and considering that the research questionnaire comprises 61 items, the minimum sample size is 305, and the maximum is 610. In this study, 340 questionnaires were distributed. After collection, 315 questionnaires were returned, and due to some being incomplete, 310 questionnaires were analyzed.

3.1.2|Data collection methods

To gather information for the theoretical framework, literature review, and identification of components, both library and field research methods were employed. Accordingly, two types of data collection tools were used: document and record analysis, and questionnaires, as described below:

Document and Record Analysis: To compile information for the theoretical framework and literature review, relevant resources, articles, and books were utilized.

3.2|Questionnaires

ERP questionnaire: designed and validated by Spathis and Constantinides [1], this questionnaire consists of 22 closed-ended items based on a five-point Likert scale. It covers dimensions such as process integration, inventory management, production planning, process control, and workflow management.

Organizational performance questionnaire: based on Maletic's [2] standard model, this questionnaire assesses organizational performance through the following components: financial and market performance (5 items), quality performance (4 items), innovation performance (3 items), environmental performance (4 items), and social performance (3 items).

SCM questionnaire: this questionnaire comprises 20 items and four subscales: organizational infrastructure (4 items), information technology (7 items), decision support systems (4 items), and inter-organizational relationships (5 items). It is designed to evaluate SCM with respect to organizational infrastructure.

Table 1. Types of research variables.

Study Variables	Variable Dimensions	Variable Types	Number of Items
ERP	Process integration	Independent	4
	Inventory management		5
	Production planning		4
	Process control		5
	Workflow management		4
Organizational performance	Financial and market performance	Dependent	5
	Quality performance		4
	Innovation performance		3
	Environmental performance		4
	Social performance		3
SCM	Organizational infrastructure	Mediating	4
	Information technology		7
	Decision support systems		4
	Inter-organizational relationships		5

4|Data Analysis Method

After data collection, descriptive statistical techniques are initially employed to describe the data. Descriptive statistics, including minimum, maximum, mean, variance, skewness, and kurtosis, will be presented for the research variables. Subsequently, the research hypotheses will be tested using SPSS and SmartPLS software.

Findings: In this section, the hypotheses are examined using the SmartPLS software.
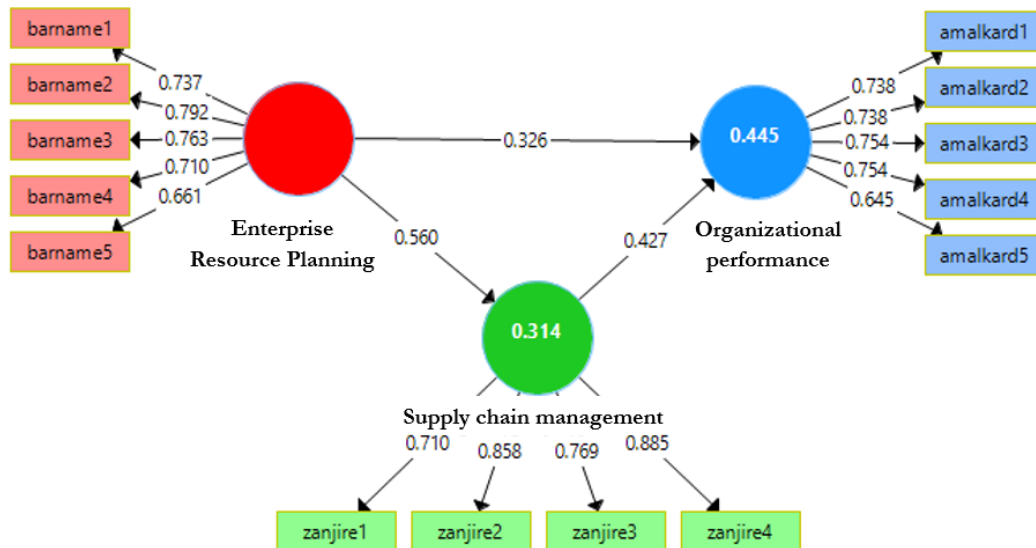
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Fig. 2. Structural model of the study with factor loading coefficients.
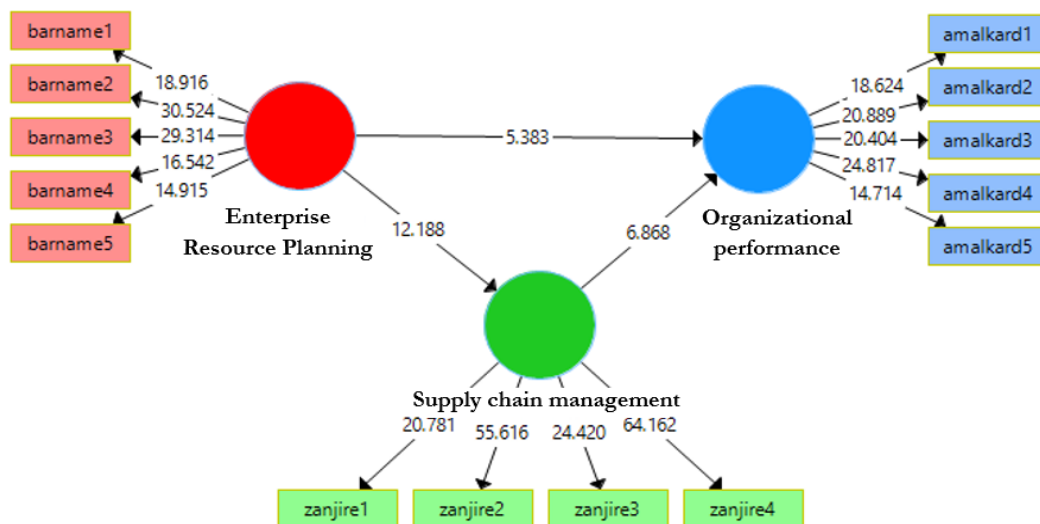
Fig. 3. Structural model of the study with T_value.

4.1 | Model Fit

To evaluate the model fit, the measurement model fit, structural model fit, and overall model fit are assessed.

4.1.1 | Cronbach's Alpha and composite reliability

In accordance with the data analysis algorithm in PLS, after evaluating the factor loadings of the items, Cronbach's alpha and composite reliability coefficients are calculated and reported. The results are presented in the table below.

Table 2. Results of Cronbach's Alpha and composite reliability for the study's latent variables.

Latent Variables	Cronbach's Alpha (Alpha>0.7)	Composite Reliability Coefficient (CR>0.7)
ERP	0.787	0.853
Organizational Performance	0.776	0.848
SCM	0.820	0.882

Given that the acceptable threshold for Cronbach's alpha and composite reliability is 0.7, and based on the findings presented in the above table, these criteria have been adequately met for the latent variables. Therefore, the reliability of the study can be confirmed as satisfactory.

4.1.2 | Convergent validity

The second criterion for assessing the fit of measurement models is convergent validity, which examines the degree of correlation between each construct and its respective questions (Indicators).

Table 3. Results of convergent validity for the study's latent variables.

Latent Variables	Average Variance Extracted (AVE>0.5)
ERP	0.539
Organizational Performance	0.528
SCM	0.653

Given that the acceptable threshold for Average Variance Extracted (AVE) is 0.5, and according to the findings presented in the above table, this criterion has been adequately met for the latent variables. Consequently, the convergent validity of the study is confirmed as satisfactory.

4.1.3 | R-Square (R²) criterion

The second criterion for evaluating the fit of a structural model in a study is the R^2 coefficients associated with the endogenous (Dependent) latent variables of the model. R^2 is a measure that indicates the effect of an exogenous variable on an endogenous variable, with threshold values of 0.19, 0.33, and 0.67 considered as benchmarks for weak, moderate, and strong R^2 values, respectively. As shown in *Fig. 3*, the R^2 values for the endogenous constructs of the study have been calculated. Based on these threshold values, the adequacy of the structural model's fit can be confirmed.

Table 4. Results of the R² criterion for endogenous constructs.

Latent Variables	R²
Organizational Performance	0.445
SCM	0.314

4.1.4 | Overall model fit

Goodness Of Fit (GOF) criterion: To evaluate the overall model fit, the GOF criterion is used. Threshold values of 0.01, 0.25, and 0.36 are designated as indicators of weak, moderate, and strong GOF, respectively.

This criterion is calculated using the following formula:

$$GOF = \sqrt{\overline{communalities} \times \overline{R^2}}.$$

(1)

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communalities is derived from the average of the communality values of the latent variables in the study.

Table 5. Communality and R² values for the study's variables.

Latent Variables	Communality	R²
ERP	0.539	-
Organizational performance	0.528	0.445
Supply Chain Management (SCM)	0.653	0.314

Table 6. Results of the Overall Model fit.

GOF	$\overline{R2}$	$\overline{Communalıty}$
0.379	0.253	0.573

Based on the obtained GOF value of 0.379, the overall model fit is confirmed to be highly satisfactory.

4.2 | Structural Model Fit

Significance Coefficients (t-values)

According to *Fig. 3*, the research hypotheses are confirmed as statistically significant at a 95% confidence level, given that the t-values obtained are greater than 1.96.

Table 7. Results of direct relationships and significance coefficients for the research model hypotheses.

Research Hypotheses	Causal Relationships Between Research Variables	Path Coefficient (β)	Significance (T-Value)	Hypothesis Test Results
First	ERP has a significant impact on the organizational performance of Saipa Yadak Company's dealerships.	0.326	5.383	Confirmation of the Hypothesis 1
Second	ERP has a significant impact on the SCM of Saipa Yadak Company's dealerships.	0.560	12.188	Confirmation of the Hypothesis 2
Third	SCM has a significant impact on the organizational performance of Saipa Yadak Company's dealerships.	0.427	6.868	Confirmation of the Hypothesis 3

Additionally, the direct and indirect relationships between the research variables in the final research model, which indicate the extent of direct and indirect effects of the variables on each other, are presented in *Table 7*.

4.3 | Results of Research Hypotheses

Hypothesis 1. ERP affects the organizational performance of Saipa Yadak Company's agency.

This hypothesis was measured using 22 questionnaire items related to ERP and 19 items related to organizational performance. The standardized coefficient (Path coefficient) between the two variables (ERP and organizational performance) was β = 0.326. The significance coefficient (t-statistic) between these variables was t = 5.383 (Greater than the absolute value of 1.96), indicating a statistically significant relationship. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is confirmed, suggesting that ERP significantly affects the organizational performance of Saipa Yadak Company.

Hypothesis 2. ERP affects the SCM of Saipa Yadak Company.

This hypothesis was measured using 22 questionnaire items related to ERP and 20 items related to SCM. The standardized coefficient (Path coefficient) between the two variables (ERP and SCM) was $\beta = 0.560$. The significance coefficient (t-statistic) between these variables was $t = 12.188$ (Greater than the absolute value of 1.96), indicating a statistically significant relationship. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is confirmed, suggesting that ERP significantly affects the SCM of Saipa Yadak Company. These findings are consistent with the results of Alvandi and Anzari [21].

Hypothesis 3. SCM affects the organizational performance of Saipa Yadak Company.

This hypothesis was measured using 20 questionnaire items related to SCM and 19 items related to organizational performance. The standardized coefficient (path coefficient) between the two variables (SCM and organizational performance) was $\beta = 0.427$. The significance coefficient (t-statistic) between these variables was $t = 6.868$ (greater than the absolute value of 1.96), indicating a statistically significant relationship. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is confirmed, suggesting that SCM significantly affects the organizational-organizational performance of Saipa Yadak Company. These findings are consistent with the results of Nazeri et al. [22].

Hypothesis 4. SCM (As a mediating variable) enhances the positive effect of ERP on the organizational performance of Saipa Yadak Company.

Based on the results obtained in Chapter 4, the z-value from the Sobel test was 5.623, which is greater than 1.96. This indicates that, at a 95% confidence level, SCM (As a mediating variable) significantly enhances the positive effect of ERP on the organizational performance of Saipa Yadak Company.

4.4 | Recommendations Based on Research Findings

Recommendations for Hypothesis 1 (ERP and Organizational Performance)

Greater attention should be paid to the quality of recruitment, internal transfers, promotions, and annual employee evaluations within the studied organization. Emphasis should also be placed on employee training, career path planning, compensation and benefits, welfare provisions, discipline, delegation of responsibilities, and fostering positive relationships between employees and managers.

The establishment of a dedicated human resources deputy position is recommended to enhance cohesion and prevent fragmentation in the company's human resource management practices.

Recommendations for Hypothesis 2 (ERP and SCM)

Given the significant impact of collaboration on competitive advantage and organizational performance, it is recommended to foster a sincere and cooperative atmosphere among the components of the supply chain.

Developing long-term programs to establish sustained communication with supply chain components, rather than relying on short-term or intermittent interactions, is advised.

Recommendations for Hypothesis 3 (SCM and Organizational Performance)

Increased focus on marketing and a more precise understanding of customer needs through various methods is deemed essential. Efforts should be made to enhance this aspect.

It is recommended to cultivate a sincere collaborative environment among supply chain components. Incorporating feedback from SCM components to improve programs and activities, as well as engaging with customers to obtain feedback, are common and effective practices.

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5 | Conclusion

This study investigated the impact of ERP on organizational performance, with SCM as a mediating factor, in the context of Saipa Yadak Company. The findings confirm that ERP significantly enhances organizational performance, as evidenced by a standardized path coefficient of $\beta = 0.326$ and a t-statistic of 5.383 ($p < 0.05$), rejecting the null hypothesis (H_0) and supporting the alternative hypothesis (H_1). Additionally, ERP positively influences SCM ($\beta = 0.560$, $t = 12.188$, $p < 0.05$), which in turn significantly affects organizational performance ($\beta = 0.427$, $t = 6.868$, $p < 0.05$). The mediating role of SCM was substantiated by the Sobel test, yielding a z-value of 5.623 ($p < 0.05$), indicating that SCM significantly strengthens the relationship between ERP and organizational performance at a 95% confidence level.

The study's structural model demonstrated robust fit, supported by high Cronbach's Alpha (0.789–0.884), composite reliability, convergent validity (AVE), and R^2 values, indicating that the constructs reliably capture the hypothesized relationships. Notably, SCM's mediating effect underscores its importance in translating ERP's technological capabilities into tangible performance benefits, such as improved operational efficiency, cost reduction, and market competitiveness.

For Saipa Yadak Company, these findings suggest that strategic investments in ERP systems, coupled with effective SCM practices, can significantly enhance organizational performance, particularly in the competitive automotive spare parts industry. The integration of green SCM practices, as supported by literature [23], could further amplify these benefits by addressing environmental concerns and improving sustainability outcomes.

However, the study has limitations. The findings are context-specific to Saipa Yadak, limiting generalizability to other industries or regions. Additionally, the reliance on questionnaire-based data may introduce response biases, and the cross-sectional design restricts insights into long-term effects. Future research should explore longitudinal designs to assess the sustained impact of ERP and SCM integration. Moreover, investigating contextual factors, such as organizational size or industry type, and incorporating green SCM practices in the automotive sector could provide deeper insights into optimizing performance.

In conclusion, this study contributes to the literature by empirically validating the mediating role of SCM in the ERP-organizational performance relationship, offering practical implications for Saipa Yadak and similar firms. By aligning ERP and SCM strategies, organizations can achieve superior performance, reinforcing the strategic importance of integrated systems in today's dynamic business environment.

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Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

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