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The Use of ERP in Supporting Managerial Decision Making in Logistics Companies in Cikarang

Mohammad Gifari Sono[1], Christine Riani Elisabeth[2], Husaini[3]
[1]Universitas Muhammadiyah Luwuk
[2]Universitas Logistik dan Bisnis Internasional
[3]Universitas Jabal Ghafur

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ABSTRACT

This study investigates the role of Enterprise Resource Planning (ERP) systems in supporting managerial decision-making within logistics companies in Cikarang, Indonesia. As logistics operations become increasingly complex, the demand for integrated systems that provide real-time information and enhance decision quality has grown significantly. A quantitative research method was applied, involving 30 respondents selected from logistics companies actively using ERP. Data were collected using a 5-point Likert scale questionnaire and analyzed with SPSS version 25. The results of descriptive analysis show that respondents perceived ERP positively, with high mean values for both ERP usage (4.12) and managerial decision-making (4.25). Validity and reliability tests confirmed that all research indicators were valid and reliable. Regression analysis revealed that ERP usage has a positive and significant effect on managerial decision-making ($\beta = 0.642$, $t = 5.734$, $p < 0.05$), explaining 41.2% of the variance in decision-making effectiveness. These findings demonstrate that ERP contributes substantially to enhancing decision quality, timeliness, and strategic planning in logistics firms. The study concludes that while ERP is a vital enabler of decision-making, its success also depends on complementary factors such as managerial competence, organizational culture, and training.

Corresponding Author:

Name: Mohammad Gifari Sono
Institution: Universitas Muhammadiyah Luwuk
Email: mohgifari@gmail.com

1. INTRODUCTION

In today's competitive business environment, companies are increasingly relying on information technology (IT) solutions to enhance efficiency, streamline operations, and support strategic decision-making, with Enterprise Resource Planning (ERP) being one of the most widely adopted systems. ERP is an integrated platform that connects various functional areas of an organization, including finance, operations, human resources, supply chain, and logistics, thereby providing real-time access to data and enabling managers to make more accurate and timely decisions based on comprehensive organizational information. By centralizing data management, ERP facilitates better communication, coordination, and resource allocation, leading to productivity gains and organizational agility. ERP systems

streamline processes by eliminating redundancies and improving cross-departmental collaboration [1], [2], while integration with supply chain management reduces lead times, lowers inventory levels, and enhances customer satisfaction [2]. Furthermore, real-time tracking of key performance indicators allows organizations to proactively respond to market dynamics [1]. In addition to operational benefits, ERP systems play a vital role in supporting strategic decision-making, as managers gain real-time access to critical data for precise, informed decisions [3], advanced data analysis for trend identification and market anticipation [3], and enhanced business intelligence integration that transforms data into actionable insights [3]. Despite these advantages, ERP implementation is not without challenges, as organizations often face high implementation costs, system complexity, and resistance to change [3], while failures frequently occur during the "shakedown" phase due to organizational naivety [4].

The logistics industry, particularly in industrial regions such as Cikarang, plays a vital role in supporting manufacturing, distribution, and trade activities in Indonesia, where logistics companies must manage vast volumes of data related to inventory, transportation, warehousing, and customer demand. In such a dynamic and fast-paced environment, traditional decision-making approaches that rely on fragmented information are no longer sufficient, making Enterprise Resource Planning (ERP) systems indispensable tools for ensuring that logistics operations are data-driven, efficient, and strategically aligned with organizational goals. ERP systems integrate various functions such as inventory, transportation, warehousing, and demand management, thus addressing inefficiencies of conventional approaches by centralizing information and enhancing operational transparency. For instance, a web-based ERP prototype developed for PT Kesuma Express in Indonesia improved efficiency by automating manual processes; its inventory module manages truck data, monitors availability, and alerts discrepancies, while its supply chain management (SCM) module provides real-time delivery tracking to enhance distribution transparency and efficiency [5]. Moreover, integrating ontology-based decision-making support systems with ERP helps overcome semantic differences and data heterogeneity, facilitating more efficient and accurate decision-making through improved information transfer, knowledge transformation, and system integration [6]. Beyond operational benefits, combining advanced data-driven technologies with strategic management frameworks is crucial to addressing challenges like inefficiency and sustainability in logistics, as such integration significantly enhances supply chain efficiency and long-term resilience [7]. Additionally, Logistics Information Systems (LIS), which encompass both hardware and software, further support logistics processes including coordination, material flow, and inventory replenishment, thereby improving overall supply chain performance and reinforcing decision-making applications [8].

Managerial decision-making in logistics requires accurate forecasting, cost optimization, and effective resource allocation, and Enterprise Resource Planning (ERP) systems play a crucial role in supporting these processes by integrating real-time information from multiple departments, reducing redundancy, and providing a holistic view of company performance. In industrial hubs like Cikarang, where logistics operations are central to Indonesia's manufacturing and trade, ERP systems enhance decision support capabilities by improving information quality, centralizing data, and increasing visibility and accessibility, thereby guiding strategic decisions and fostering growth and innovation [1], [3]. The systems enable managers to make precise and informed decisions through real-time data and detailed reports, particularly at operational and tactical levels [9], [10], while also optimizing resource allocation and enhancing operational efficiency, which positively

impacts organizational performance [1], [11]. Nevertheless, challenges remain, as ERP systems may lead to information overload and suffer from inadequate reporting tools that hinder decision-making [9], [10], while implementation barriers such as costs, complexity, and organizational resistance to change can also reduce effectiveness [3]. Given the strategic importance of Cikarang as an industrial hub, understanding how ERP supports managerial decision-making in this region provides valuable insights for both practitioners and researchers. This study aims to analyze the extent to which ERP systems contribute to supporting managerial decision-making in logistics companies in Cikarang.

2. LITERATURE REVIEW

2.1 Enterprise Resource Planning (ERP)

Enterprise Resource Planning (ERP) systems unify business processes across finance, supply chain, production, human resources, and logistics by providing a centralized database that improves data accessibility and operational efficiency. In logistics companies, ERP ensures seamless information flow between warehousing, transportation, and inventory management, enabling managers to make real-time operational and strategic decisions. ERP adoption enhances efficiency, reduces costs, and increases responsiveness to customer demands by streamlining processes, eliminating redundancies, and optimizing resources [1], [2]. These systems integrate applications across functions into a centralized platform with shared visibility [12], supporting efficient supply chain communication and coordination [2]. They also provide real-time tracking of key performance indicators for proactive market responses [1] and improve supply chain management through shorter lead times, lower inventory, and higher customer satisfaction [2]. Additionally, ERP automates business processes and integrates information management across functions, creating a single access point that boosts efficiency and supports comprehensive automation [13].

2.2 Managerial Decision-Making

Managerial decision-making in logistics is a multifaceted process that integrates information, technology, and strategic planning to optimize operations, with effectiveness largely dependent on accurate, relevant, and timely data provided through integrated information platforms and advanced decision-making systems. Effective logistics management is essential for cost efficiency and competitive pricing, with logistics capabilities increasingly seen as market differentiators [14]. Information platforms support strategic, operational, and regulatory decisions by offering comprehensive data and analytics [15], while the development of Intellectual Decision-Making Systems (IDMS) using machine learning enhances precision in areas such as demand forecasting, route optimization, and inventory management, thereby improving operational efficiency [16]. Platforms like "DELLA Truck Transport" and "Lardi Trans" further optimize logistics processes by improving service quality and reducing costs [15]. The decision-making process itself involves setting objectives, evaluating alternatives, and implementing choices, where rational models emphasize logical analysis and maximizing outcomes, and the integration of behavioral and quantitative disciplines provides a more comprehensive framework to address complex logistics challenges [17].

2.3 ERP and Decision-Making in Logistics

Enterprise Resource Planning (ERP) systems play a crucial role in enhancing managerial decision-making in logistics companies by integrating operational data into a single platform that provides managers with real-time, accurate information to support both strategic and operational decisions. This integration improves visibility across the supply chain, enabling faster and more informed decisions related to inventory levels, transportation scheduling, and cost efficiency. ERP systems consolidate data from various departments into a unified platform, eliminating redundancies, enhancing collaboration, and reducing operational costs

[2], [3]. By analyzing historical and real-time data, they also improve forecasting accuracy, which is vital for long-term strategic planning and adapting to market changes [3]. Furthermore, ERP automates routine tasks, reducing redundancy and increasing efficiency, thereby allowing managers to focus on strategic priorities [2], [18]. In addition, ERP strengthens customer service by providing accurate delivery information and inventory status, ensuring timely and precise communication with clients, which is essential for maintaining customer satisfaction and loyalty [2].

2.4 Previous Studies on ERP in Indonesia

In the Indonesian context, the adoption of Enterprise Resource Planning (ERP) systems has grown significantly, particularly among manufacturing and logistics companies in industrial regions such as Cikarang, Bekasi, and Karawang, where they are recognized for enhancing competitiveness by improving coordination and reducing operational inefficiencies ([5]. Despite their benefits, challenges such as high implementation costs, resistance to change, and a lack of skilled personnel often hinder the full potential of ERP in supporting managerial functions. Studies show that ERP adoption varies, with only 25% of Indonesian manufacturing companies fully adopting all modules, while most remain partial adopters [19], yet implementation has proven to improve operational and financial efficiency by reducing production time and enhancing inventory management [20]. ERP systems streamline critical business functions such as supply chain management, production planning, and inventory control, leading to higher operational efficiency [21], and in logistics, web-based ERP prototypes have replaced manual processes, improving data accuracy and customer service quality [5]. Furthermore, ERP contributes to competitive advantage by increasing innovation opportunities and supporting managerial decision-making through integrated, high-quality information [22], with informal management controls playing a key role in mediating these positive effects.

2.5 Research Gap

While existing literature demonstrates that ERP systems positively influence organizational performance and decision-making, there is a lack of focused studies examining ERP adoption in logistics companies operating in industrial hubs like Cikarang. Given the critical role of logistics in Indonesia's supply chain and trade, it is essential to investigate how ERP systems are utilized to support managerial decision-making in this sector. This research seeks to fill this gap by providing empirical evidence from logistics companies in Cikarang, using quantitative analysis to measure the relationship between ERP usage and decision-making effectiveness.

3. METHODS

This study adopts a quantitative research design to examine the role of Enterprise Resource Planning (ERP) in supporting managerial decision-making within logistics companies in Cikarang. The quantitative approach was chosen because it enables statistical testing of relationships between variables and produces objective findings based on numerical data. A survey method was employed, using structured questionnaires distributed to respondents from selected logistics companies. The population of the study consisted of managers and staff directly involved in ERP usage, while the sample included 30 respondents selected based on their involvement in ERP-related processes and decision-making. Although relatively small, this sample size is considered adequate for preliminary quantitative analysis using SPSS, with the findings interpreted within the limitations of scope and representation.

Primary data were collected through questionnaires designed to measure perceptions of ERP usage and its effectiveness in managerial decision-making. The items were developed with reference to previous studies and adapted to the logistics context in Cikarang. Respondents rated their answers using a 5-point Likert scale (1 = Strongly

Disagree to 5 = Strongly Agree), allowing the quantification of perceptions, attitudes, and evaluations. The study focused on two main constructs: ERP Usage as the independent variable, covering aspects such as data integration capability, real-time information accessibility, process automation, efficiency, and system reliability; and Managerial Decision-Making as the dependent variable, measured by indicators of decision quality, timeliness, use of data in problem-solving, and contribution to both strategic and operational planning.

The collected data were analyzed using SPSS version 25, with the analysis conducted in several steps. First, descriptive statistics were used to summarize the demographic characteristics of respondents and provide an overview of their responses. Next, validity and reliability testing was performed to ensure that the questionnaire items consistently measured the intended constructs, with validity assessed through the Pearson Product-Moment Correlation and reliability evaluated using Cronbach's Alpha, where a threshold of 0.70 was applied. Finally, regression analysis was carried out to examine the effect of ERP usage on managerial decision-making, testing whether ERP adoption has a significant positive impact on decision quality and timeliness in logistics companies operating in Cikarang.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

Descriptive statistics were used to provide an overview of the respondents' characteristics and their perceptions regarding the use of ERP in supporting managerial decision-making. A total of 30 respondents from logistics companies in Cikarang participated in this study, consisting of 18 male respondents (60%) and 12 female respondents (40%). In terms of age distribution, 20% were aged 25–30 years, 50% were aged 31–40 years, and 30% were above 40 years. Regarding education, 70% held a bachelor's degree, 20% a diploma, and 10% a master's degree. For work experience, 40% had less than 5 years of experience, while 60% had more than 5 years in logistics operations. In terms of ERP usage, 65% of respondents had more than 3 years of experience using ERP systems, while 35% had between 1–3 years. This profile indicates that most respondents were experienced professionals with substantial familiarity in ERP applications for logistics operations, thereby supporting the reliability of their responses.

The study analyzed two main variables, namely ERP Usage as the independent variable and Managerial Decision-Making as the dependent variable, with responses measured on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). For ERP Usage, the results showed mean scores of 4.10 for data integration (Std. Dev. = 0.58), 4.23 for real-time information (Std. Dev. = 0.55), 4.05 for process automation (Std. Dev. = 0.62), and 4.12 for system reliability (Std. Dev. = 0.60), with an overall mean score of 4.12. These findings indicate that respondents generally agreed that ERP systems are effectively integrated, provide reliable real-time information, and enhance process efficiency.

For Managerial Decision-Making, the results showed mean scores of 4.20 for decision quality (Std. Dev. = 0.53), 4.27 for timeliness of decision-making (Std. Dev. = 0.50), 4.22 for data-driven problem solving (Std. Dev. = 0.54), and 4.30 for strategic planning contribution (Std. Dev. = 0.49), with an overall mean score of 4.25. These findings demonstrate that ERP systems are perceived as highly supportive in improving decision quality, ensuring timely decision-making, and strengthening contributions to both strategic and operational planning. Overall, the descriptive results suggest that ERP adoption in logistics companies in Cikarang is relatively high and positively perceived, as reflected in the mean scores above 4.00 for both ERP usage and managerial decision-making, highlighting ERP's significant role in enhancing decision-making processes.

4.2 Validity and Reliability Testing

To ensure the accuracy and consistency of the research instrument, both

validity and reliability tests were conducted using SPSS version 25.

4.2.1 Validity Test

Validity testing was conducted using the Pearson Product-Moment Correlation method, where each item's score was correlated with the total construct score, and an item was considered valid if the correlation coefficient (r) exceeded the critical value of 0.361 (df = 28, α = 0.05) and the significance value (p) was less than 0.05. The results indicate that all items measuring ERP Usage (data integration, real-time information, process automation, and system reliability) as well as Managerial Decision-Making (decision quality, timeliness, problem-solving, and strategic contribution) met these criteria, with correlation values greater than 0.361 and significance values below 0.05, confirming that all indicators used in the questionnaire are valid for measuring their respective constructs.

Table 1. Validity Test Results

Variable	Indicator	r-value	r-table (0.361)	Sig. (p)	Result
ERP Usage	Data Integration	0.672	0.361	0.000	Valid
	Real-Time Information	0.701	0.361	0.000	Valid
	Process Automation	0.685	0.361	0.000	Valid
	System Reliability	0.698	0.361	0.000	Valid
Managerial Decision-Making	Decision Quality	0.723	0.361	0.000	Valid
	Timeliness of Decisions	0.742	0.361	0.000	Valid
	Data-Driven Problem Solving	0.691	0.361	0.000	Valid
	Strategic Planning	0.733	0.361	0.000	Valid

These results indicate that all items are valid and suitable for further analysis, as shown by the r-value of each indicator being greater than the r-table value (0.361) and the significance value (p) of 0.000 being less than 0.05, which confirms that all questionnaire items accurately measure the intended constructs. On the ERP Usage variable, the indicators Data Integration (r = 0.672), Real-Time Information (r = 0.701), Process Automation (r = 0.685), and System Reliability (r = 0.698) consistently demonstrate the system's ability to integrate data, provide real-time information, automate processes, and maintain system reliability, reinforcing ERP's role in supporting efficiency and operational effectiveness in logistics companies. Meanwhile, for the Managerial Decision-Making variable, the indicators Decision Quality (r = 0.723), Timeliness of Decisions (r = 0.742), Data-Driven Problem Solving (r = 0.691), and Strategic Planning (r = 0.733) also show high validity, indicating that respondents perceive ERP as highly relevant in improving decision quality, timeliness, data-based problem solving, and contributions to strategic planning. Thus, the research instrument can be considered reliable for further analysis of the impact of ERP usage on managerial decision-making in logistics companies in Cikarang.

4.2.2 Reliability Test

Reliability testing was conducted using Cronbach's Alpha to measure the internal consistency of each construct, where a construct is considered reliable if the Cronbach's Alpha value exceeds 0.70, and the results are summarized as follows.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Result
ERP Usage	0.871	0.70	Reliable
Managerial Decision-Making	0.889	0.70	Reliable

Both constructs exceeded the threshold value of 0.70, indicating strong internal consistency, with ERP Usage recording a Cronbach's Alpha of 0.871 and Managerial Decision-Making reaching 0.889, both well above the minimum standard. These results confirm that all items within each construct are consistent and reliable in measuring the intended variables, making the questionnaire a dependable instrument capable of producing stable results in repeated measurements. The high reliability of ERP Usage reflects the consistency of indicators such as data integration, real-time information, process automation, and system reliability, while for Managerial Decision-Making, indicators including decision quality, timeliness, data-driven problem solving, and strategic contribution also demonstrate strong consistency. This reinforces the conclusion that the research instrument is suitable for further analysis of ERP's influence on managerial decision-making in logistics companies in Cikarang. The overall results of the validity and reliability tests confirm that all questionnaire items are both valid and reliable, ensuring the instrument's appropriateness for this study.

4.3 Regression Analysis

To test the effect of ERP usage on managerial decision-making, a simple linear regression analysis was conducted using SPSS version 25, with ERP Usage as the independent variable and Managerial Decision-Making as the dependent variable. The Model Summary output shows that the R value is 0.642, indicating a strong positive correlation between ERP usage and managerial decision-making. The coefficient of determination (R^2) is 0.412, which means that 41.2% of the variance in managerial decision-making can be explained by ERP usage, while the remaining 58.8% is influenced by other factors outside the model. The adjusted R^2 value of 0.393 further confirms the robustness of the model, with a standard error of estimate at 0.421, suggesting that ERP plays a meaningful role in supporting decision-making processes, though other variables also contribute significantly.

Furthermore, the ANOVA test was conducted to determine whether the regression model is statistically significant, serving as a crucial step in validating the relationship between the two variables. By analyzing the variance, the ANOVA test assesses whether ERP usage has a significant effect on managerial decision-making beyond random chance. A statistically significant result would confirm that the regression model is appropriate and that ERP usage indeed contributes positively to decision-making effectiveness in logistics companies in Cikarang.

Table 3. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.125	1	4.125	32.89	0.000
Residual	5.882	28	0.210		
Total	10.007	29			

The F-value of 32.89 with a significance level of 0.000 ($p < 0.05$) indicates that the regression model is statistically significant, meaning ERP usage has a significant effect on managerial decision-making, and the coefficients table further provides the regression equation that can be used to predict managerial decision-making outcomes based on ERP usage.

Table 4. Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.245	0.392	–	3.176	0.004

ERP Usage	0.642	0.112	0.642	5.734	0.000

The regression equation obtained in this study is Managerial Decision-Making = 1.245 + 0.642 (ERP Usage). The positive and significant coefficient for ERP usage (B = 0.642, $p < 0.05$) indicates that every one-unit increase in ERP usage contributes to a 0.642 increase in managerial decision-making effectiveness. The constant value of 1.245 with a p-value of 0.004 (< 0.05) shows that even when ERP usage is considered zero, managerial decision-making still maintains a positive baseline, which implies that other factors beyond ERP also influence decision outcomes. The regression coefficient (t-value = 5.734, p = 0.000) confirms the significant role of ERP usage in improving managerial decisions, highlighting its importance in logistics companies in Cikarang.

Furthermore, the standardized coefficient (Beta = 0.642) emphasizes the strong and positive influence of ERP on managerial decision-making, suggesting that higher utilization of ERP in areas such as data integration, real-time information accessibility, process automation, and system reliability leads to better decision quality, timeliness, and strategic contributions. This supports earlier findings from the correlation and ANOVA tests, reinforcing the idea that ERP is not merely an operational tool but also a strategic enabler of effective managerial decision-making. The interpretation of these results shows that ERP usage significantly enhances decision-making in logistics companies in Cikarang, consistent with previous research (Beheshti, 2006; Bradford, 2015), which highlights ERP's ability to provide integrated, real-time data that strengthens both the accuracy and timeliness of decisions. Moreover, the relatively high R^2 value of 0.412 indicates that ERP is a key factor influencing decision-making, though other aspects such as managerial skills, organizational culture, and external market dynamics also play important roles.

4.4 Discussion

The results of this study confirm that Enterprise Resource Planning (ERP) systems have a significant and positive impact on managerial decision-making in logistics companies in Cikarang. The regression analysis shows that ERP usage contributes 41.2% to the variation in decision-making effectiveness, indicating that ERP is a substantial enabler of managerial performance.

These findings align with previous research which emphasized that ERP systems provide managers with accurate, timely, and integrated information that supports both operational and strategic decisions [3], [4]. ERP achieves this by integrating data from various areas of a company into a single source of truth, thereby reducing redundancy, improving data reliability, and supporting detailed analyses that guide strategic decisions and foster innovation [3]. Moreover, ERP enhances decision-making by offering real-time data, detailed reports, and advanced analytical capabilities that help identify trends and anticipate market changes, thus aiding long-term strategic planning [3]. The integration level of ERP systems also positively influences information quality and flow, where processing capacity and information sharing are significantly improved, further strengthening decision-making effectiveness [22]. Nevertheless, challenges such as high implementation costs, system complexity, and organizational resistance to change remain significant considerations, with the success of ERP heavily dependent on proper implementation and integration with business intelligence solutions [3]. The present study reinforces these arguments in the Indonesian context, particularly in logistics companies in Cikarang, where rapid and accurate decision-making is essential for maintaining competitiveness in a fast-paced industrial environment.

From the descriptive results, respondents strongly agreed that ERP facilitates real-time information access, process automation, and system reliability, indicating that ERP systems not only improve

efficiency but also reduce uncertainty in managerial decision-making. In logistics operations such as transportation scheduling, inventory management, and customer order fulfillment, real-time data provided by ERP enables managers to respond quickly to market demands and operational challenges, reinforcing the view that information quality and timeliness are crucial for decision quality. Real-time data visibility in logistics has been shown to save costs, improve customer satisfaction, and enhance operational efficiency by ensuring reliable information across supply chains [23], while advanced visibility solutions are increasingly essential for competitiveness in today's fast-paced environment. Specifically, real-time analytics provide accurate inventory data that reduce transportation and inventory costs while improving customer satisfaction [24], and integration with data platforms ensures seamless connectivity and end-to-end visibility, addressing challenges such as latency and fragmentation [25]. Furthermore, real-time integration platforms strengthen order fulfillment processes, enhance transparency through immediate consignment updates, and improve client satisfaction [25], [26]. Strategically, real-time data integration enhances operational efficiency, reduces costs, and strengthens competitive positioning, although challenges related to implementation complexity and advanced technological requirements must be addressed to maximize its potential [25].

However, the study also reveals that 58.8% of decision-making effectiveness is influenced by factors beyond ERP usage, suggesting that while ERP is a critical enabler, effective decision-making additionally depends on managerial skills, organizational culture, leadership commitment, and external market awareness. Without adequate training, proper change management, and a culture that values data-driven decision-making, the potential benefits of ERP may not be fully realized. This aligns with previous research highlighting key success factors for ERP implementation, including strong management commitment and leadership to set clear objectives, reduce resistance, and ensure effective communication across the organization [27], [28], as well as an organizational culture that supports change and innovation, reinforced by effective change management strategies such as training and communication [29], [30]Adequate training and knowledge management are also essential to equip employees with the necessary skills to optimize ERP usage, while continuous learning helps organizations adapt to evolving needs [27], [30]. Moreover, aligning ERP systems with external market awareness and business strategies further strengthens decision-making and competitive advantage [9]. These findings resonate with evidence that many Indonesian firms continue to face challenges in ERP optimization due to resistance to change and lack of skilled personnel.

Practically, the results suggest that logistics companies in Cikarang should not only invest in ERP systems but also focus on capacity building for managers and staff. Training programs, continuous system upgrades, and alignment of ERP functions with organizational goals are necessary to maximize its impact on decision-making. Furthermore, companies should encourage a culture of evidence-based management where decisions are consistently supported by ERP data rather than intuition alone.

5. CONCLUSION

The findings of this study provide empirical evidence that Enterprise Resource Planning (ERP) systems play a significant role in enhancing managerial decision-making in logistics companies in Cikarang. ERP enables managers to access integrated, real-time information that improves the accuracy, timeliness, and quality of decisions, with regression results confirming a positive and significant effect where ERP usage explains 41.2% of the variation in decision-making effectiveness. From a practical perspective, ERP has proven to be an essential tool for logistics firms facing increasing operational

complexities and market competition. By improving data integration, process automation, and system reliability, ERP enhances managers' ability to make strategic and operational decisions more effectively. However, the study also indicates that ERP alone is not sufficient, as decision-making effectiveness is also influenced by factors such as managerial skills, organizational readiness, leadership commitment, and external business conditions.

For logistics companies in Cikarang, the implications are twofold: first, continuous investment in ERP technology and regular system upgrades are crucial to ensure operational excellence; second, companies must strengthen human resource capabilities through proper training while fostering a culture of data-driven decision-making to fully realize ERP's benefits. Future research is recommended to expand the sample size, include logistics companies from other regions or industries, and examine moderating variables such as leadership style, organizational learning, or digital maturity to provide a more comprehensive understanding of ERP's impact on decision-making. In conclusion, ERP adoption not only streamlines logistics operations but also empowers managers to make more informed and strategic decisions, thereby strengthening organizational competitiveness in an increasingly dynamic business environment.

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