

# Managing Services, Resources and Activities in Product Companies: Does Supply Chain Management Moderates?

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# 4 Managing Services, Resources and Activities in Product Companies: Does Supply Chain Management Moderates?

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**Abstract**—The aim linked with the current article is to examine the impact of services offering, resource base and activity system business on the companies benefit of the transport companies in Indonesia. The aim also consists of analyzing the moderating role of supply chain management among the links of services offering, resource base and activity system business on the companies benefit of the transport companies in Indonesia. The data has been gathered from the employees of transport companies by using questionnaires while the collected data has been analyzed by using smart-PLS. The results indicated that all the predictors such as services offering, resource base and activity system business have a positive association with companies benefit from the transport companies in Indonesia. The results also exposed that the supply chain positively moderated among the links of services offering and companies benefit from the transport companies in Indonesia. These findings provide the guidelines to the upcoming studies along with the policy makers while investigating and formulating the policies related to the supply chain and companies benefits.

**Keywords:** *Supply chain management, Services offering, Activity system business, Companies benefit*

## 1. Background

The system of product services uses the servitization as an eminent mean for the transformation of business strategically. Where the pure product is offered through an offering of the value of service and product which is integrated. The companies that are supplying products in the market use the element of servitization through the proper channel where the system of product services look after the overall measures [23]. The transformation of business products usually establishes a variety of new challenges into the markets for several production companies. Usually, companies that are providing products in markets are unaware of the system of knowledge development; therefore, the transformation may bring innovation to the domains of services [33]. The development of new products has viably and traditionally mirrored the capabilities of technology for 5 improvement of the system and components of the

product [31]. Business usually offers a variety of services; therefore, the element of servitization allows various products to be established at a significant quality [40]. The impacts of services that are offered by businesses usually influence the benefits of companies that sell products. Rise of benefits is enumerated by the different means of workings that are done through the mean of servitization [15]. Companies established relationship with customers due to the quality of products; therefore, the allocation of resources in business entails some dominant importance [17]. Through the activities that are established in concerns of developing growth strategies, the supply chain also inserts the significance toward various chains of links between them [14].

Eminent use of organized product system not only help companies to adopt the new challenging measures but also help companies to adopt the new technological advancements that entered in the system of products [31]. In the era of sales and services, the capabilities of services are usually neglected or dismissed which most probable measure for the product companies [39]. In the past era, usually, companies memorized all means to raise the selling of products rather than the significant development of products; therefore, innovation in products has opened the era of various development and significant measures for growth in product companies [25]. Most of the companies have adopted the strategy of taking services from the various service providers to enhance the performance and proper servitization of their companies [26]. Some of the rational views were observed where the alone working is neglected and overlooked; therefore, proper measures were adopted with the help of service providers [22]. For the overcoming of various challenges that prevail in the servitization of product integration and domains of services, the support is acquired externally from the service providers which were professional in providing services with capabilities and knowledge [8]. While emphasizing the relationship among the customer's service providers and companies of products, the element of service triad rise with eminent stages. Therefore, in the sense of servitization, the element of service triad has gained much dominance in the era of supply chain

management and operational management [10]. Many elements of servitization were emphasized with eminence where the service providers put their overall focus on the contribution towards servitization [21].

It is not clear about the benefits of service providers to what extent they have contributed towards the significance of product system; therefore, many elements remained unmeasured about the process of generalizing the product services rather than sales and services. Some companies have contributed more about the outcomes of companies supplying products where they added significant values toward the servitization and flexible measures internally with a greater focus [7]. Some measures have been analyzed with significant importance where companies having lack of knowledge, higher complexities and leakages of knowledge usually loosed the importance of the system of products. Some statements were analyzed where the traditional transition of servitization was reviewed from the point of individuals. Companies with servitization could gain much more advantages from competitive behaviors by facing various challenging situations. The gains of companies were pertinent based on servitization which was about to be implemented globally [16]. Various factors prevail where the service offering business significantly contributes toward the benefits of product companies, although some resource base businesses also inserted as eminent means for the similar objective the prevalence of various measures also inserts role among benefits. The variation of activity system business positively contributed toward the product companies whether in the enhancement of business or the beneficial measures of product companies. The variation of factors significantly contribute to product companies business through the proper distribution process but the eminence of supply chain management insert dominant role among them [36]. Various dimensions have seen the importance of service providers which successfully contributed the aim of servitization toward the product companies while ignoring about the outcome of such a relationship. The factors of manufacturing were also involved but the eminence of servitization usually involved in the product development; therefore, various tangible and intangible resources about the product companies inserts various implications about servitization and manufacturing.

## 2. Hypotheses development

Different perceptions were dominant in the literature about the significant of servitization where plenty of operational works were performed. Some theoretical studies have interpreted the interlinked relationship about them through various means. Some views were dominating in the literature about the achievement of benefits from the product companies; therefore, firms were mainly focused on the working conditions [13]. It is

beneficial for companies to work jointly rather than working alone to achieve the benefits that are above normal. Some outsourcing activities that were acquired by the product companies were dominating in studies endorsing the influence among the benefits of product companies [28]. Significantly, outsourcing for any company could not only help in growing their organizations but unfortunately, it is further called as an economic rent to the countries where joint benefits are pertinent to the growth of the economy as well as companies. Few studies have mentioned the external support to achieve benefits that could be obtained through the internal works of companies [1]. Servitization has entered the dominance of product quality with the efficiency of services; therefore companies have adopted various measures to adhere to the quantum of the approach used through the servitization. Some studies have mentioned the inducement of links that servitization mentioned in various service providers where companies have attained various objective but the objectives were costly to the companies [37]. Service rendering companies provided services with the efficiency of knowledge and skills through which some companies have enhanced their benefiting measures.

The business provides a variety of services that could impact the benefits of companies but on the other side could enhance various channels. The dependence of services is based on the quantum of approaches that are used by businesses to affect the environments of competitiveness [4]. Through various strategies, the business provides service varieties to the customers which help to grow businesses more effectively. While it also endorses impacts on the other companies which dominates with the period with efficient working conditions [33]. Some companies provide the service offerings by placing time measures for the customers which could easily divert the intentions of the customer rather than focusing on other companies. It is seen in literature that companies that have to enlighten the area of services with products have to gain gradual rise as compared to the other companies that are selling the same products in markets [29]. Service is an extra facility that is provided by various companies which cost companies but retains the advantage of competitiveness in local and international markets. Some customers mentioned in literature the effective strategy of service offering with the product have induced eminent impact over the intentions of customers and have diversified impacts on other companies [9]. Where the profits are higher the ratio of customer rise with significant use of offering services to various businesses and customers having different needs.

**H1:** Service offering business significantly influences the benefits of product companies.

Literature mentioned the eminence of resources which widely impacts the position of the business as well as



profits of businesses. Some business usually strives on behalf of resources that are made through friendly environments and could induce some dominance over the benefits of product companies [30]. Variation in resources is taken from the companies that are indulged in some business terms of profits seeking whereas the dominance of joint efforts enhances the benefits of product companies. Although, resource bases are meant as effective mean to run the operations of the business the cost-effectiveness by joint operations could not only enhance the growth of organizations but also results in benefiting of product companies [2]. Different resources are based on various strategies which are implemented through properly designed of business where the contribution of employees are also eminent in the growth of companies. The competence behavior is similar in some respects but the eminence of intellectual efforts could denote the enhancement of benefits [32]. The location of business also inserts some dominance over the customers with vary intentions whereas the significance of positioning depends upon the resource bases which is developed through proper channels of managements. Through the support of various resources, business grows faster than expected but the strong resource could not only help businesses grow but also insert dominant measure to earn profits [5].

**H2:** Resource base business significantly impacts the benefits of product companies.

The hierarchical interpretations of business strongly respond to the benefits of companies whereas the development of the system could also enumerate the significance. Activities are based on the strategic implementations by companies having numerous efforts while the design of activities requires proper judgment elements [3]. Businesses implement various activities in the business that help them to grow the level of their companies as well as their cooperation's among the customers. It is prevalent on the system of activities that are endorsed by the business which contain a variety of elements that result in enhancement of business as well as in sustainable advantages over the other competitors [35]. Numerous activities are performed by businesses as stated in the literature that contains the door to doorstep which enhanced the coordination levels with their clients. The advantage of clients is usually obtained by companies through significant mechanisms that have been employed by the proper systems of activities. Some companies have enhanced the level of promotions to capture the customer advantage whereas some have inserted the means of services in business, while the eminence of promotion has attained much importance in literature [20]. The gradual rise in businesses was based on the activity system which is used through the various forecasting measures as implemented in various studies. Literature mentioned the significance of system activities where proper domains

were developed to target the customers in some areas which are weak in other companies as compared the companies having a robust system of activities [6].

**H3:** Activity system business significantly influences the benefits of product companies.

The integration of the supply chain has dominated among the business by joint efforts of linking various objectives in the companies. Numerous elements of businesses were efficient for the benefits of product companies; therefore, supply chain management efficiently inserted role between them [12]. Studies mentioned the businesses which offered services in the aim of making higher profits but the significance of supply chain management positively helped companies to link the offering of services with the benefits of product companies [18]. The activities performed in companies through various means are enables by the assistance of supply chain management where the benefits were weaker to be obtained [21]. Supply chain management has an eminent role in literature with wide integration among the various sectors of businesses, while the pose of supply chain positively enumerates the performance of various products [11]. It is eminent to establish a link between consumer and supply chain management; therefore, positive enumerations have been endorsed by a variety of studies which enables the beneficial ways for new businesses. The supply chain was overviewed in past literature due to non-significance in literature and businesses but the time has gained much importance which highlighted the qualities of supply chain management among various sectors of business [24]. Supply chain positively moderates among the relationship between selected factors of this study.

**H4:** Supply chain management significantly and positively inserts the moderating role among the relationship between service offering business, and benefits of product companies.

**H5:** Supply chain management significantly and positively inserts the moderating role among the relationship between resource base business, and benefits of product companies.

**H6:** Supply chain management significantly and positively inserts the moderating role among the relationship between activity system business and the benefits of product companies.

### 3. Methodology

The aim linked with the current article is to examine the impact of services offering, resource base and activity system business on the companies benefit of the transport companies in Indonesia. The aim also consists of analyzing the moderating role of supply chain management among the links of services offering, resource base and activity system business on the companies benefit of the transport companies in

Indonesia. The data has been gathered from the employees of transport companies by using questionnaires. These survey questionnaires distributed to the respondents by personal visit. A total of 390 surveys forwarded to the respondents but out of them, only 240 were returned that represents about 64.51 percent. The collected data has been analyzed by using smart-PLS because it provides the best results in case of the intricate model as used by the present study. The variables that have been taken by the ongoing article are services offering business (SOB) that has three items, resource base business (RBB) that also has three items, activity system business (ASB) that has five items, supply chain management (SCM) that has four items and companies benefits (CB) that has four items [34]. These constructs along with links are shown in Figure 1.

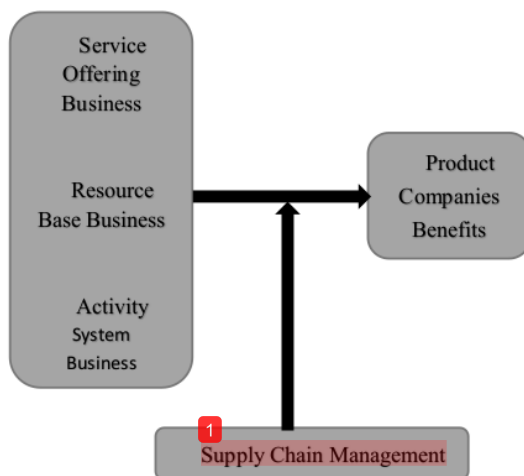


Figure 1. Theoretical framework

#### 4. Results

The findings show that the values of AVE along with loadings are larger than 0.50 while the values of Alpha and CR are higher than 0.70. These values indicated that high correlation among items and valid convergent validity. These values are shown in Table 1.

Table 1. Convergent validity

Items	Loadings	Alpha	CR	AVE
ASB1	0.822	0.911	0.934	0.738
ASB2	0.867			
ASB3	0.828			
ASB4	0.889			
ASB5	0.886			
PCB1	0.858	0.821	0.893	0.736
PCB2	0.840			
PCB4	0.876			
RBB1	0.710	0.743	0.851	0.658

RBB2	0.903			
RBB3	0.810			
SCM1	0.438	0.830	0.892	0.689
SCM2	0.932			
SCM3	0.932			
SCM4	0.909			
SOB1	0.956	0.899	0.938	0.836
SOB2	0.955			
SOB3	0.825			

The findings also show that the values of Fornell Larcker and cross-loadings show that the links with variable itself stronger than with other variables. These values indicated that no high correlation among variables and valid discriminant validity. These values are shown in Table 2 and Table 3.

Table 2. Fornell Larcker

	ASB	PCB	RBB	SCM	SOB
ASB	0.859				
PCB	0.411	0.858			
RBB	0.347	0.668	0.811		
SCM	0.494	0.420	0.420	0.830	
SOB	0.401	0.463	0.394	0.502	0.914

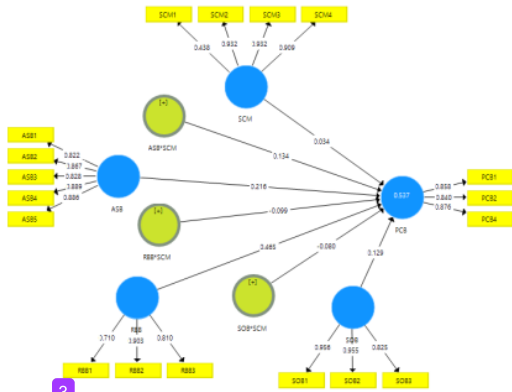
Table 3. Cross-loadings

	ASB	PCB	RBB	SCM	SOB
ASB1	0.822	0.321	0.306	0.403	0.294
ASB2	0.867	0.354	0.260	0.418	0.341
ASB3	0.828	0.289	0.218	0.435	0.352
ASB4	0.889	0.372	0.316	0.432	0.360
ASB5	0.886	0.411	0.369	0.436	0.370
PCB1	0.320	0.858	0.584	0.304	0.376
PCB2	0.381	0.840	0.586	0.436	0.450
PCB4	0.355	0.876	0.546	0.334	0.359
RBB1	0.194	0.392	0.710	0.348	0.281
RBB2	0.373	0.687	0.903	0.351	0.404
RBB3	0.239	0.490	0.810	0.340	0.250
SCM1	0.659	0.159	0.121	0.438	0.188
SCM2	0.419	0.399	0.393	0.932	0.463
SCM3	0.379	0.401	0.428	0.932	0.474
SCM4	0.393	0.373	0.368	0.909	0.468
SOB1	0.346	0.418	0.352	0.460	0.956
SOB2	0.348	0.420	0.351	0.462	0.955
SOB3	0.401	0.428	0.373	0.450	0.825

The findings also show that the values of Heterotrait Monotrait (HTMT) ratio are lower than 0.90. These values indicated that no high correlation among variables and valid discriminant validity. These values are shown in Table 4.

**Table 4.** Heterotrait Monotrait ratio

	ASB	PCB	RBB	SCM	SOB
ASB					
PCB	0.469				
RBB	0.396	0.823			
SCM	0.655	0.493	0.517		
SOB	0.441	0.536	0.469	0.566	



**Figure 2.** Measurement model assessment

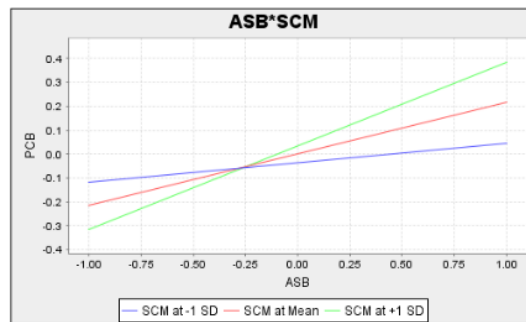
The findings also show that the resource base business, activity system business and services offering business have a positive association with companies benefit and accept H1, H2 and H3. In addition, supply chain management positively moderated among the links of SOB and CB and accept H4. However, supply chain management insignificantly and negatively moderated among the links of RBB, ASB and CB and reject H5 and H6. These relationships are shown in Table 5.

**Table 5.** Path analysis

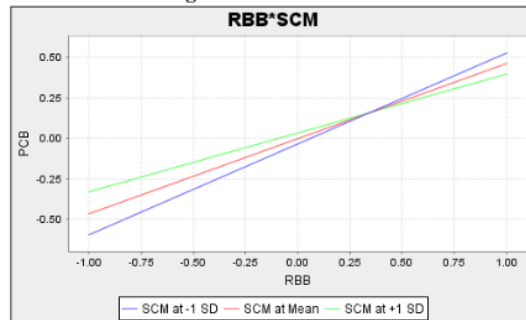
Relationships	Beta	S.D.	t-statistics	p-values
ASB -> PCB	0.216	0.051	4.193	0.000
ASB*SCM -> PCB	0.134	0.047	2.875	0.004
RBB -> PCB	0.465	0.045	10.307	0.000
RBB*SCM -> PCB	-0.099	0.055	1.815	0.070
SOB -> PCB	0.129	0.052	2.484	0.013
SOB*SCM -> PCB	-0.080	0.053	1.508	0.132



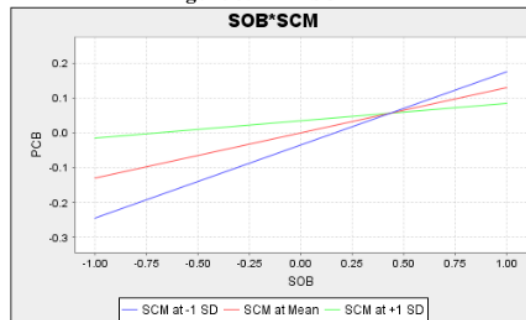
**Figure 3.** Structural model assessment



**Figure 4.** ASB\*SCM



**Figure 5.** RBB\*SCM



**Figure 6.** SOB\*SCM

This article analyzes the Managing services, resources and activities, product companies and supply chain management moderates variable. This article is in



line with previous articles including: resources [41], [42], [43], [44], [46]. Services [47], [48], [49]. product companies [41]. supply chain management, [45], [50],[51], [47]. Managing [52],

## 5. Discussion and Conclusion

The results indicated that all the predictors such as services offering, resource base and activity system business have a positive association with companies benefit from the transport companies in Indonesia. These findings are matched with the output of Patel, Pearce [27] who also investigated that servicing offering business has positively linked with the companies benefit. In addition, a study by Visnjic, Wiengarten [38] examined that companies' benefits depend upon the nature of business activities that are matched with the outcomes of the present study. The results also exposed that the supply chain positively moderated among the links of services offering and companies benefit from the transport companies in Indonesia. These outcomes are also similar to the output of Li, Wang [19] who also investigated that the supply chain management is necessary for improving the companies benefit. These findings provide the guidelines to the upcoming studies along with the policymakers while investigating and formulating the policies related to the supply chain and companies benefits. Thus, the findings reached to the conclusion that the transport companies maintaining the effective activities of the supply chain along with services and resources that enhance the company's benefits. The current study suggested that the upcoming studies should include other business than transport to expand the scope of their studies. In addition, the mediation impact is ignored by the current study and recommended that future study should incorporate this aspect in their analysis.

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