

Supplier Environment, Market Orientation, and Customer Relationship Performance of Distribution Logistic Companies

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ABSTRACT

The main objectives of this research are to identify those managerially actionable factors and to fill the literature gap, specifically by investigating the effect of website quality on customer relationship length, depth and breadth. This study is to explore the effect of supplier environment and market orientation on customer relationship performance of distribution logistic companies in Jakarta, Indonesia. The approach referred to in this study is a quantitative approach with a questionnaire or questionnaire as the main instrument in collecting datasets. The population in this study is a distribution logistics company that provides goods delivery services to retailers in Jakarta as many as 276 companies. From the total population, samples were taken by proportional random sampling so as to obtain as many as 160 samples of companies. The supplier environment has a moderate positive influence on market orientation. Performance of customer relationship in logistics Distribution Company in Jakarta is significantly influenced by market orientation and supplier environment. The biggest direct influence is the direct influence of market orientation, and is followed by the supplier environment. Market orientation can be a mediating or intervening variable for the environment on marketing performance. The nature of this mediation is partial mediation.



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1. Introduction

Sustainability of logistic companies depends on the customer relationship performance (CRP). To maintain CRP, the companies focus on their supplier environment (SE) and market orientation (MO). Without the support of supplier environment dan the precise market orientation, the company will not get the good customer relationship performance. As a part of marketing performance, the customer relationship performance can be a factor to measure the impact of the strategy implemented by the company, and also to measure whether the market orientation may affect the customer the relationship performance [27]. The marketing performance must focus on customer relationship to improve the sales and widening the market

share before the competitor [29].

The concept of marketing management and customer relationship performance still are the important consideration in marketing management [15], [54], [61], [60], [67], [70], [79], [89]. The research on the subject has been conducted in several industries as manufactures [31], [84], [93], tourism [19], [51], [55], [65], assurance company [89], agriculture [66], bank [88], and also the distribution logistic companies [28]. By understanding the supplier environment and market orientation, the company can optimize the customer relationship performance.

Current technological developments increasingly encourage the creation of better CRP along with the increasing number of social media applications. The perspective of resource-based view (RBV) and the capabilities-based is the theoretical foundation of this research [1]. Both perspectives suggest that performance is determined by a firm's resource endowment and the firm's effectiveness at converting these resources into capabilities (Barney, 1991; Day, 1994). Resources represent a firm's assets, knowledge, and business processes used to implement a strategy. Capabilities, on the other hand, are defined as an organization's ability to assemble, integrate, and deploy resources in combination to achieve a competitive advantage.

The customer-centric management is important for company to run the business process in such a way that the company can be supported by customer-oriented culture, with advance technological aspects to fulfill better customer relationship. The market orientation then is an important factor to influence the customer relationship performance. In this sense, the market orientation is relevant to the all kind of organization that have connection with customers and other stakeholders. It may be the reference for this research to implement the marketing concept in terms of market orientation to support the way of organization to achieve the objectives. Market orientation will lead to the core competence that in turn will also escort to competitive advantage and finally to the business performance. To improve the global competition and the change in the customer's needs, the market orientation is needed as a business culture in which organization has the commitment to create the excellent values for customers and to improve the customer relationship performance [63].

Several research outline that the market orientation is significantly improving the business performance [9], [13], [39], [78], marketing performance [40], brand innovation strategy [20], supply chain [33], and small and micro enterprises [85]. Nevertheless, several components of competitor orientation and coordination in market orientation do not have significant influence on business performance [32].

The interrelationship between supplier environment and customer relationship performance has been studied before. There is a positive association between supplier environment and customer relationship performance [92]. The relevancy and effect of supply environment that focus on green supply chain on customer relationship performance based on environment is also the trend nowadays [4]. The discussion about the customer relationship performance in distribution logistic company is also abundance, especially about the supplier environment and its customer relationship performance [96].

The market orientation is the indicator of a company effort to apply the marketing concept that involved the way to satisfy the customer. It can be said that the company that have better market oriented will be more excellent than the company with poor market oriented. Martin & Grbac (2003) assert that the supplier environment will be strongly influence the customer relationship performance, at least in part, because it can help the company to respond the customers' need in time. The market orientation is positively and

significantly influencing the marketing performance and customer relationship performance [25].

High quality of service attributes has been shown to generate customer loyalty that is reflected as customer retention, word-of-mouth recommendation, premium payment and cross-buying (Bell et al., 2005). But nearly all studies examining such constructs have been in the context of 'offline' consumer behavior. In the 'online' context, the integration of Internet technology into customer loyalty has so far rarely been discussed at a full scale, which should contain three dimensions of customer relationship performance: length, depth and breadth (Bolton et al., 2004). Length of a relationship refers to the probability that a customer will continue the relationship with the firm. Depth of a relationship refers to the deepening of the customer's relationship with the firm through increasing use or purchasing premium products. Breadth of a relationship is reflected in cross-buying, that is, the number of different products or services purchased from a company over time (Blattberg et al., 2001). Although website quality has been proven to enhance the length and depth of customer –firm relationship the discussion of relationship breadth is very modest. The cross-buying contributes to business performance while few studies consider this field.

It is predicted that online information quality, system quality and service quality will impact on customer relationship performance indirectly through customer satisfaction with and trust in the online service provider. Moreover, the component of this study is to discover if the three dimensions of customer relationship performance, that is, relationship length, depth and breadth with the company. In sum, we argue that if online customers perceive high-quality attributes, then they are more likely to feel satisfied with and trust in the company, which in turn contributes to excellent customer relationship performance.

Loyalty is a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future (Oliver, 1999). According to Ganesh et al. (2000), Soderlund (2006) and Zeithaml et al. (1996), when customers express a preference for one company over others or increase the volume of their purchases, their behavior indicates that they are bonding with the company. In an effort to provide a more integrated perspective of customer loyalty, Bolton et al. (2004) proposed a conceptual framework of customer relationship performance, including the length, depth and breadth of the customer–firm relationship. In accordance with this, Reinartz et al. (2005) suggested that to fully recognize firm profits, companies must consider all provider–customer relationships. Therefore, this study proposes that the performance of customer relationship consists of length, depth and breadth.

Market orientation is basically the strategic focus to identify the needs and the wants of the customers to decide the new product developed. Existing companies usually used the market orientation principle to improve or widening the products or services. Adoption of the holistic market orientation needs the full understanding about the customers or the buyer [46]. The perspectives of market orientation consist of decision making perspective, market intellectual perspective, cultural-based behavior perspective, strategic perspective, and customer orientation perspective [7]. It is said that market orientation is one of the element of culture and behavior of the company that implement the customer orientation Grinstein (2008). Previously, [63] show that the market orientation leads to the development of core competition that will also lead to competitive advantage and business performance. The market oriented companies will focus their attention to the customer's needs and the attainment of profit through the customer satisfaction. According to Uncles (2000), market orientation is the process and activity that associated with the creating and fulfilling customer by continuously evaluate the needs of the customers. It is a culture to collect the customer value and process to create highest value for them (Octavia, 2012). The market orientation is a business culture that is able to create employees behavior effectively and efficiently in such a way that they can support the superior value creation for customers.

Based on the description above, the customer orientation and competitor orientation (including all the activities) are involved in the information acquiring about the selling and competitor in the target market and distribute them through the business, while the inter-functional coordination is based on the information from customers and competitor in the frame of coordinated business [2]. In other words, the main concept of market orientation still involve the leverage, distribute, and share information, and react to the change of market needs to achieve the organization objectives, assuring the needs of the customers, and in the meantime simultaneously consider the interest of the stakeholders. The measurement of market orientation is the company strategy implementation that is the market orientation strategy to the customer orientation to gain the profit and coordination of all company activities. Refer to the concept and theory form Schindehutte et al., (2008), Keh, Nguyen, & Ng (2007), Narver et al. (2000), Panigrahy & Pradhan (2015), and Van Vuuren & Worgotter (2013), the construct of market orientation consists of three dimensions: (1) customer orientation, (2) competitor orientation, and (3) inter-functional coordination.

Supplier in an organizational environment have a specific position besides the distributors, competitors, and customers. All factors that influence the operation of a company is called marketing environment. The company can control several factors, but not all factors can be controlled by the company. Marketing environment of a company consists of the agents and power outside the marketing that influence the capacity of marketing management to build and maintain the successful relationship with the target customers [47].

An organization is surrounded by internal and external forces that have a certain impact on the organization's ability to maintain long-term relationships with customers. In general, the environment can be divided into three, namely the macro environment, the micro environment, and the internal environment [3]. The external environment includes the macro and micro environment. These external factors cannot be fully controlled by the organization even this external environment can influence the decisions of marketing people while developing marketing strategies. Examples of the macro environment include demographic, economic, natural, technological, socio-cultural, and political-legal factors. Examples of the micro environment include suppliers, resellers, consumers, competitors, and the general public.

Business success depends on suppliers when they enjoy authority. A company's suppliers hold power when they are the only ones in the market or when they are the largest supplier of goods. The buyer is not important to the supplier's business, because the supplier's goods are the core ingredient of the buyer's finished product. The measurement of the supplier environment in this study refers to several concepts and theories that have been described previously [22], [74], [87]. In this study, these measurements include (1) Dependence, (2) Relationship, (3) Collaboration, (4) Bonds, and (5) Technology and Investments. The dependence aspect is related to supplier substitution, dependence, and supplier market share. The relationship aspect looks at the supplier's reputation, level of trust, and satisfaction with the supplier's performance. The collaboration aspect includes aspects of information sharing, cooperation, and common goals. The bonds are related to social ties, structural ties, and conflict resolution. Finally, technology and investment relates to technology compatibility, technology transfer, and price changes.

The main objectives of this research are to identify those managerially actionable factors and to fill the literature gap, specifically by investigating the effect of website quality on customer relationship length, depth and breadth. This study is to explore the effect of supplier environment and market orientation on customer relationship performance of distribution logistic companies in Jakarta, Indonesia.

2. Material and methods

The approach referred to in this study is a quantitative approach with a questionnaire or questionnaire as the main instrument in collecting datasets. After the dataset is collected and codified, then the dataset is analyzed. Related to that, this study describes each variable in the model (with descriptive method) and analyzes its relationship (with verification method). This research design is grouped into descriptive research with the aim of providing an overview of the various characteristics of the proposed variables and their relationship to the phenomena that occur in fact. To answer the verification hypothesis, a survey method is used which can be grouped into the type of exploratory research because it is able to describe the causal relationship (cause and effect) between the variables studied, by testing the hypothesis.

The population in this study is a distribution logistics company that provides goods delivery services to retailers in Jakarta as many as 276 companies. From the total population, samples were taken by proportional random sampling so as to obtain as many as 160 samples of companies. The instrument used in this study was a questionnaire/questionnaire with an interval scale of 9 (nine) digits; with the appropriate statement. This is intended so that respondents can freely provide a more subjective assessment of each variable indicator stated in the questionnaire statement. Before being distributed to the field, the instrument was tested for the validity and reliability of the instrument.

Descriptive analysis is used to describe each variable studied. This descriptive analysis is used to enrich the discussion and through the description of the respondent's response data it can be seen how the condition of each variable indicator is being studied. To make it easier to interpret the variables being studied, grouping (categorization) on the average score of respondents' responses is carried out. The categories for respondents' responses are divided into five categories.

Verification analysis technique is used to see the effect of one variable on other variables. Based on several variables contained in the study, this study uses the analytical technique of Partial Least Squares Path Modeling (PLS-PM) or also known as Partial Least Squares Structural Equation Modeling (PLS-SEM).

Structural Equation Models (SEM) is a complex model that allows to examine the complexity of the real world through a number of causal relationships between latent concepts (i.e. Latent Variables), which are measured by several dimensions or indicators called Manifest Variables (Assaker et al., 2014). The latent variable cannot be observed directly, while the manifest variable is used to measure latent concepts and contains certain measurement errors so that the measurement is possible to be associated with a single construct.

The proposed model of this research can be illustrated in the Figure 1.

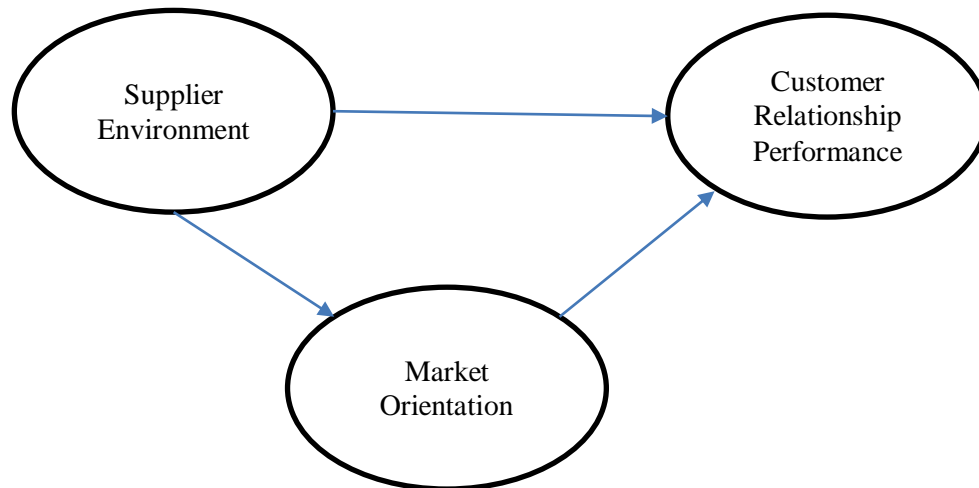


Figure 1 Proposed Model

3. Result and discussion

Based on the data calculation, the description of each construct can be presented as follow.

Table 1. Descriptive Statistics

| Dimensions | Mean | Category |
|---|------|-------------|
| Dependence (SE1) | 5.67 | Fairly high |
| Relationship (SE2) | 5.79 | Fairly high |
| Collaboration (SE3) | 5.76 | Fairly high |
| Bonds (SE4) | 5.87 | Fairly high |
| Technology Investment (SE5) | 5.66 | Fairly high |
| SUPPLIER ENVIRONMENT (SE) | 5.75 | Fairly high |
| Customer Orientation (MO1) | 5.79 | Fairly high |
| Competitor Orientation (MO2) | 5.61 | Fairly high |
| Inter-function Coordination (MO3) | 5.69 | Fairly high |
| MARKET ORIENTATION (MO) | 5.70 | Fairly high |
| Length (CRP1) | 5.77 | Fairly high |
| Depth (CRP2) | 5.80 | Fairly high |
| Breadth (CRP3) | 5.82 | Fairly high |
| CUSTOMER RELATIONSHIP PERFORMANCE (CRP) | 5.79 | Fairly high |

In the construct of Supplier Environment (SE), the achievement of the dimension of Dependence (SE1) is in the fairly high category with an average value of 5,67 (from the ideal value of 9.00). This achievement confirms that in general, respondents at logistics companies in Jakarta perceive that the number of suppliers that can meet the supply of logistics companies is quite large. In addition, in meeting the supply, this logistics company is quite dependent on a single supplier. It can also be stated here that the supplier is quite dependent on the logistics company.

The dimension of Relationship (SE2) is in the fairly high category with an average value of 5,790 (from the ideal value of 9.000). This achievement shows that in general, respondents at logistics companies in Jakarta

perceive that the supplier's reputation in fulfilling the supply of logistics companies is quite supportive. In addition, the level of trust of managed logistics companies to suppliers is also quite high. Finally, it can be stated that the level of satisfaction of the logistics company led by the supplier's performance is considered to be quite high.

The dimension Collaboration dimension (SE3) is also in the fairly high category with a mean value of 5,760 (from the ideal value of 9,000). Referring to these achievements, it can be stated that information sharing activities between logistics companies and suppliers have been quite smooth. The business cooperation between logistics companies and suppliers is also quite intensive. Moreover, the frequency of achieving common goals between logistics companies and suppliers is considered quite high.

The dimension of Bonds (SE 4) is in the fairly high category with an average value of 5.867 (from the ideal value of 9.000). This achievement reveals that social ties or relationships between logistics companies and suppliers are quite supportive. The relationship or business agreement ties between logistics companies and suppliers are also quite harmonious. If there is a conflict, the efforts to resolve the conflict between the logistics company and the supplier are also quite smooth.

The Technology Investment (SE5) dimension is in the fairly high category with an average value of 5,656 (from the ideal value of 9,000). This informs that the level of compatibility (similarity) of technological developments between the led logistics company and the supplier is quite supportive. Moreover, the transfer of technology between the logistics company led by the supplier has been quite smooth. If there is a change in the price of goods, then the agreement on the change between the logistics company and the supplier is quite supportive.

In the construct of Market Orientation (MO), the achievement of the Customer Orientation (MO1) dimension is in the fairly high category with an average value of 5.788 (from the ideal value of 9,000). This can mean that in general, respondents at logistics companies in Jakarta perceive that the logistics companies they lead are quite committed to meeting customer needs. In addition, the logistics company they lead has been quite intensive in meeting customer satisfaction. Likewise, the logistics company they lead has been quite intensive in their efforts to understand customer needs. Finally, the logistics company he leads has been quite intensive in responding to customer complaints.

Competitor Orientation (MO2) dimension is in the fairly high category with an average value of 5,608 (from the ideal value of 9,000). This achievement indicates that the logistics company they lead has been quite intensive in responding to competitors' business activities. In addition, it can be stated that the logistics company they lead can already be quite capable of creating business opportunities when compared to their competitors. In general, the logistics companies they lead have made quite a number of benchmarking efforts with other logistics companies that are considered more advanced. Although not so many, it is possible for cooperation opportunities between led logistics companies and competitors.

Dimension of Inter-functional Coordination (MO3) are also included in the fairly high category with an average value of 5,691 (from the ideal value of 9,000). Overall, it can be stated that in general the coordination strategy between functions/departments/divisions in the logistics company that is led has been quite accomplished. In addition, the activity of sharing information between functions/departments/divisions at the logistics company led has also been quite smooth. Access to information between functions/departments/divisions at the logistics company that is led is also relatively easy. Finally, it can be stated that there is sufficient coordination in utilizing shared resources between

functions/departments/divisions in the logistics company that is led.

In the construct of Customer Relationship Performance, the dimension of relationship length (CRP1), the suppliers are willing to continue to be a loyal customer of the company. Besides that, the suppliers think that the distribution logistic company is the first choice to do business with. Finally, as long as the present service continues, the suppliers tend to not switch to another distribution logistic company.

The dimension of relationship depth (CRP2) shows that most of the suppliers will continue to do business with the company even if its prices increase somewhat. And also that most of the suppliers will not take some of their business to a competitor that offers better prices.

Finally, the dimension of the relationship breadth (CRP3) states that most of suppliers consider to do some business transaction of certain products with the distribution logistic company. They also consider to do some business transaction of certain services with the distribution logistic company. Finally, they consider to arrange some after sales service and additional product with the distribution logistic company.

Table 2. Loading

| | SE | MO | CRP |
|------|-------|-------|-------|
| SE1 | 0.759 | | |
| SE2 | 0.791 | | |
| SE3 | 0.857 | | |
| SE4 | 0.822 | | |
| SE5 | 0.793 | | |
| MO1 | | 0.884 | |
| MO2 | | 0.852 | |
| MO3 | | 0.848 | |
| CRP1 | | | 0.790 |
| CRP2 | | | 0.770 |
| CRP3 | | | 0.834 |

Based on the results of the calculation of the structural model from SEM-PLS (first-order), the Customer Relationship Performance model that is influenced by the Supplier Environment and Market Orientation at logistics distribution companies in Jakarta can be mapped in Figure 2.

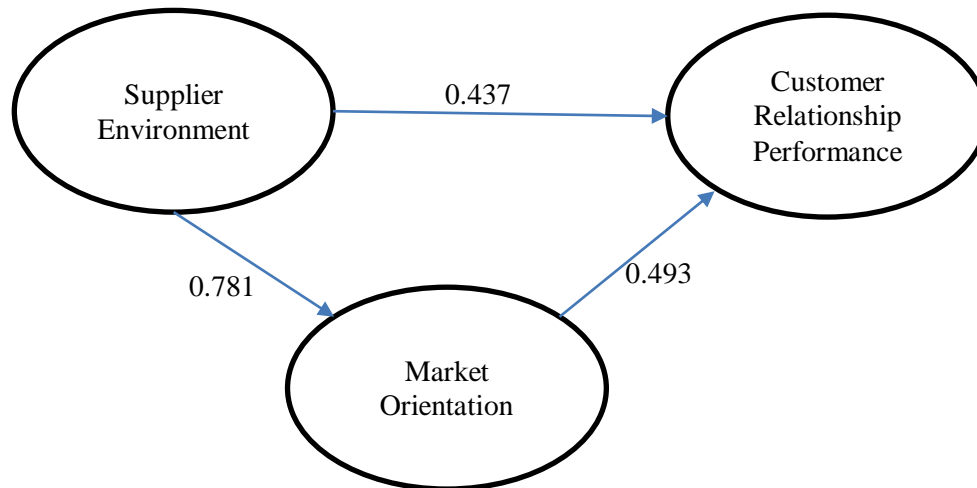


Figure 2.

Structural models are basically used to estimate the relationship between one construct and one or more other constructs in a model under study. Determination of the structural model usually includes several calculations related to the correlation matrix between constructs, the coefficient of determination (R^2), and the path coefficient including its indirect effect, and the effect size with f^2 based on Cohen's criteria.

In the MO model, the value of R^2 is 0.610. This value refers to the 61.0% proportion of the market orientation variance that can be explained by SE, while the remaining 39.0% can be explained by other variables or factors not included in the model. Furthermore, in the CRP model, the R^2 value obtained is 0.770, which means that 77.0% of the proportion of the customer relationship performance variance can be explained by SE and MO, which means that the remaining 23.0% can be explained by other variables or factors not included in the model.

Furthermore, the bootstrap method was carried out to obtain the significance of the hypothesis testing proposed as a condition of the PLS analysis. The results of the effect significance test for each of these hypotheses indicate that the t-value and p-value have met the criteria and all the path coefficients in the model are significant so that it can be inferred that all hypotheses are accepted. The significance test of the effect using standard bootstrap in accordance with the PLS procedure is presented in Table 3.

Table 3. Summary of Hypotheses Test

| :: Direct Effect Inference | | | | | | |
|------------------------------|-------|----------------------------|---------|-------------|-------------|-----------|
| Effect | coef | Standard bootstrap results | | | | Inference |
| | | SE | t-value | p (2-sided) | p (1-sided) | |
| SE -> MO | 0.781 | 0.050 | 15.726 | 0.000 | 0.000 | Sig |
| SE -> CRP | 0.437 | 0.061 | 7.129 | 0.000 | 0.000 | Sig |
| MO -> CRP | 0.493 | 0.061 | 8.033 | 0.000 | 0.000 | Sig |
| :: Indirect Effect Inference | | | | | | |
| SE -> CRP | 0.385 | 0.043 | 9.364 | 0.000 | 0.000 | Sig |

Referring to the research results (summary of hypothesis testing and summary of moderating effect), the influence of supplier environment on CRP is positive and significant with small or small effects. These results indicate the importance of the right supplier environment in determining CRP for logistics

distribution companies in Jakarta. With a conducive supplier environment, the CRP level is predicted to increase further. The findings of this study also indicate that the supplier environment with a focus on collaboration will determine the role of relationship breadth in CRP in logistics distribution companies in Jakarta.

The focus of collaboration in the supplier environment here is on inter-enterprise collaboration and the latest information technology (IT) advances which in turn can enhance joint decision-making efforts between the companies involved in the collaboration. The types of collaboration that can be done are system collaboration and strategic collaboration as two important types of collaboration between companies [42]. This collaborative role directly and indirectly affects the supply chain response and its strategy as well as the company's marketing performance. Collaboration between the parties involved will be more effective if previously both parties can identify the conditions of the various resources needed as an important starting point in seeing the basic level of trust, conflict, and social capital [5]. All of these resources, especially human resources and technology, need to be shared resources available so that they can be accessed, managed, and utilized by all parties involved in the entire process of achieving the desired marketing performance of the company. Thus, the focus on collaboration and HR competence and technological innovation here can determine supply chain strategy which in turn has significant implications for CRP.

Referring to the research results (summary of hypothesis testing and summary of moderating effect), the effect of market orientation on the company's marketing performance is positive and significant with a small effect. These results indicate the importance of proper market orientation in determining the level of marketing performance in logistics distribution companies in Jakarta. With the accuracy of this market orientation, marketing performance is predicted to be higher. The findings of this study also indicate that market orientation with a focus on customer orientation will determine the level of overall marketing performance in logistics distribution companies in Jakarta.

Customer orientation in this market orientation is an important part that drives supply chain function initiatives related to consumer issues, apart from internal operations issues and supply/material issues [62]. Here, customer orientation also needs to synergize with customer service satisfaction and customer-oriented logistics. The contribution of this customer orientation to market orientation can improve an integrated supply chain strategy so that logistics distribution companies can balance the conflicts between their functions to respond to the problems they face (high supply chain costs, high inventory levels, poor customer service, inter-departmental conflicts). and the challenge of restructuring objectives). In the competitive global environment in which companies operate today. Success in developing a supply chain strategy is very important in fostering long-term sustainability. The findings of this study also indicate that the supplier environment with a focus on customer orientation will determine the effectiveness of customer relationship management in marketing performance at logistics distribution companies in Jakarta.

4. Conclusion

The supplier environment has a moderate positive influence on market orientation. Performance of customer relationship in logistics distribution company in Jakarta is significantly influenced by market orientation and supplier environment. The biggest direct influence is the direct influence of market orientation, and is followed by the supplier environment. Market orientation can be a mediating or intervening variable for the environment on marketing performance. The nature of this mediation is partial mediation. The Collaboration dimension in the supplier's environmental construct is the most prominent dimension so that it can be a priority to be maintained. The dimension which is relatively small compared to

other dimensions in this construct is dependence so that it becomes a priority for improvement. The dimension of customer orientation in the construct of market orientation is proven to be the dimension with the largest contribution so that it can be maintained. The dimension whose contribution is still small compared to other dimensions in this construct is coordination between functions, so that in turn it needs to be improved so that it contributes more in shaping market orientation.

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