

# The Role of Supply Chain Management on Consumer Service Innovativeness and Consumer Attitude

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**Abstract-** This research tried to discuss the supply chain management and its motivation, ability, and opportunity on consumer service innovativeness and consumer attitude. The aimed of this research was threefold. First of all, this research reviewed phenomena on motivation, opportunity, and ability on consumer innovativeness. Second, we developed a measurement that important to the research which discussed about motivation, ability, and opportunity on consumer innovativeness. Third, we explained the relationship between motivation, ability, and opportunity to consumer innovativeness and consumer attitude. This research was conducted on consumers of Skincare services in Indonesia. This research used structural equation model by using software WARP PLS 6.0 to prove the hypothesis. The result of this research showed that consumer innovativeness was a positive effect on consumer attitude. And supply chain had a role as moderator variable to the relationship between consumer innovativeness and consumer attitude. The implication of this research was expected to be useful for a service business that prioritizes in service innovation. By knowing the characteristics of its consumers through motivation, ability, and opportunity innovativeness.

**Keywords-** Motivation, ability, opportunity, supply chain management, consumer service innovativeness, consumer attitude.

## 1. Introduction

With its origins in logistics, Supply Chain Management (SCM) concept is covering all managerial aspects of the flow of materials and information from source to customer, across the entire range of materials handling and movement functions, and throughout an organization and its supply channels. In service innovativeness is something important for the business to survive in the competition era. Service innovativeness is seen as crucial nowadays because of some reasons (1) services innovativeness enables companies to continue to create and improve their offerings, and this offer can be implemented in the service business only if corporate customers consider them innovative [1], (2) service innovativeness

approach to consumer perception more important than perceptions from within the company itself because these innovations are very necessary to improve service delivery for consumers [2], (3) understanding service innovativeness from a customer's perspective is very important for the company's goals, (4) the important of service innovativeness from the customer's perspective is very crucial for the company [4] and reflects the application market orientation concept [5]. Although some research on service innovativeness that focuses on a customer-centric perspective has begun to develop, but the amount is low [6], (5) it is not enough for service providers to provide quality services to the customer at the right time. But companies have to make an innovation to provide new services that will be done to customers.

Innovation service is defined as incremental improvements to the existing services that the company provided. Therefore, customer perceived innovativeness reflects the customer evaluation about the dimensions of service offerings in a meaningful manner, which is different from the existing alternatives [6]. Service innovativeness is indeed not easy to do but is increasingly being considered. Since 1970, several researchers have tried to forecast about consumers' innovative buying behaviour. That research was using various scales intended to measure innovativeness as a personality trait [7] and then, to understand how consumer innovativeness well, many research consider the interaction between the consumer and the product. There was a fact said that not all consumers tend to be innovative, because of many reasons.

A review of marketing literature recently shows that most of the research has focused on the nature of consumer service innovativeness. What is not discussing in the debate is the reason why consumers become innovative. Answering to this research challenge is crucial because understanding what motivates consumers be innovative is interesting. It also impacts the possibility of investigating ways in which individuals are motivated and whether the form of motivation has an impact on consumer innovativeness. Social-psychological views, called motivation, takes a determinant significance in innovative activity, as it plays a key part in overcoming

psychological inertness and innovative inertness of a subject of innovative activity. [7] has founded the four dimensions to measure the motivation on consumer innovativeness, that was functional motives, hedonic motives, social motives, and cognitive motives.

Some research has founded other social-psychological aspect for consumer participation in their decision behaviour. The MAO-model of audience development [8] provides a framework that indicates what variables affect participation, and how these are related to the marketing mix. The model assumes that all participants and also non-participants, experienced three kinds of barriers that determine the probability of participation: Motivation, Ability, and Opportunity to participate. Other research mentioned that communication effectiveness is driven by consumer's motivation, ability and opportunity to process brand information from advertising. [9],[10] have founded Elaboration Likely hood. Model that describes how consumer processes the communication that would impact their attitude by the central route and peripheral route. Motivation, ability and opportunity to get this communication message would be moderated this impact. [11] also explain about situational effects of advertising repetition that founded motivation, ability, and opportunity as moderation effect to respond.

Innovativeness refers to the extent to which customers adopt innovation earlier than other customers depending on the diffusion of innovation theories. Personal innovation, shows the tendency of an individual to try new products and technologies. In addition, innovativeness becomes an important factor positively influencing behavior in online shopping environments. Individuals with high innovativeness are more curious, dynamic and they are more open to trying new things. Therefore, it is expected that personally innovative consumers have a more positive attitude towards this new service [12]

Attitudes can be conceptualized as evaluating an object to give a positive or negative response to something given [13]. The construct of attitude is one of the most frequently researched topics by researchers. But research on attitude is still important. The reason is that attitude is the best predictor of behavior [14]. Marketers are very interested in the knowledge of the formation of these attitudes and how to make consumers positive attitude towards their products and decide to buy. To get that positive attitude, marketers always try in various ways, especially in marketing communications to influence consumer attitudes.

This research tried to discuss the motivation, ability, and opportunity in consumer service innovativeness. Motivation is described as an impulse directed to a particular goal [15]. So in this context, Motivation innovativeness is a form of consumer desire to process information in an innovation carried out by an object. Motivation can be considered as antecedent condition that reinforce humans to behave. Motivation determines why people do anything in a definite way, what energizes their behaviour and what leads them to voluntarily take action [16]. Ability shows the ability to refer to the skills or expertise of

consumers in interpreting information from objects. [17]. The availability and accessibility of knowledge relevant to the brand structure provide the foundation for processing capabilities. In this research, ability innovativeness level is high implies that prior knowledge is needed to interpret information from company's innovations. Opportunity is defined as what extent disruption or limited exposure time can affect consumer to pay attention into the object information [11],[18],[19]. In this context, opportunity innovativeness can be interpreted as an opportunity that implies the amount of attention is allocated to obtain information from company's innovations.

The aimed of this research was threefold. First of all, this research reviewed phenomena on motivation, opportunity, and ability on consumer innovativeness. Second, we developed a measurement that important to the research which discussed about motivation, ability, and opportunity on consumer innovativeness. Third, we explained the relationship between motivation, ability, opportunity to consumer innovativeness and consumer attitude. Implication of this research was expected to be useful for a service business that prioritizes in service innovation. By knowing the characteristics of its consumers through motivation innovativeness, ability innovativeness, and opportunity innovativeness, the service business could find out how innovative the target segments, so that it enables the company to implement service innovation strategies that were suitable for their customers.

## 2. Literature Review

### 2.1 Service innovation and supply chain

udies have also shown that innovativeness is a prerequisite to the adoption of sustainable supply chain management practices [20] and that innovativeness increases the use of sustainable processes in supply management. The service industry is currently increasingly in universal business companies, products and services are trying to enhance their service offerings more just maintain their loyal customers, but also to fight competitive [20]. Service innovation is relevant for a slow economy growth, because of economic activity and increasingly fierce competition among competitors. Thus, service innovation has become the major concept of competitive advantage for companies to grow. The ability to use knowledge acquired from customers, competitors, and their ability to create a meaningful and special services.

In today's challenging business environment, it is quite enough to deliver quality services to customers. So that, companies must find ways to fully innovate. Offering new services that customers will be interested in are considered valuable. This kind of service innovation is not easily achieved, because of the Nature of intangible services, activities and active participation of customers in producing causes uncertainty about how to innovate new services [21]. However, service innovation considers important elements of the company's competitive strategy [22],

and this strategy will be useless if the company's innovation approach is not enough to make a real difference to the customer.

## 2.2 Consumer services innovativeness

The concept of service innovativeness has diversity in definition. This diversity arises from two different perspectives in seeing it. At present, there are two ideological perspectives concerning service innovation, which are explored in several relevant studies. First, is the perspective of innovativeness for service provider studies defined innovativeness as a strategic tool for service providers to understand the extent to which services are new [23]-[25]. Second, the perspective of innovativeness from the customer's view is often referred to as customer perceived services inefficiency [24] [26]-[30]. CPSI reflects the extent to which customers evaluate the dimensions of service offerings in a meaningful manner, which is different from the already exist [24].

Most research in this field only provides a conceptual picture of service innovation from the customer's views [26],[28],[29],[30]. [24] map the dimensions of service innovation as what consumers feel, which consists of seven dimension. Furthermore, [24] examined the effect of CPSI on patronage intentions. [27], following the view from consumers who found the concept of "perceived firm innovativeness", and defined it as consumer perceptions about the company's ability to produce renewal, creativity, and ideas. This innovation process is implied by service providers to shape outcome behaviors.

In service businesses, service innovativeness is seen as important for several reasons. (1) services innovativeness enables companies to continue to create and improve their offerings, and this offer can be implemented in the service business only if corporate customers consider them innovative [31], (2) service innovativeness approach to consumer perception more important than perceptions from within the company itself because these innovations are very necessary to improve service delivery for consumers [32], (3) service innovativeness from a customer's perspective is very important for the company [33], (4) service innovativeness from the customer's view is very appropriate for the company [28] and reflects the application of the concept of market orientation[34]. [24] argued although some research on service innovativeness that focuses on a customer-centric perspective has begun to develop, the numbers are still lacking (5) [24] explained in challenging business environment, it is not enough for service providers to provide quality services only to customers at the right time. But companies also have to find ways to innovate to provide new services that will be done to customers.

## 2.3 Customer Motivation, Ability and Opportunity

One of the comprehensive models, integrating motivation into information processing, is the elaboration likelihood model [18]. In ELM stated that

consumers find persuasive attributes/messages, they follow one central route or a peripheral route. It is explained that under high MAO (motivation, ability, and opportunity), the central route is adopted by consumers to process information where they are more willing to make high cognitive processing efforts (also known as high elaboration). In situations of high elaboration, central cues such as the strength of message arguments and existing beliefs determine which individuals are involved in wise consideration, detailed screening and evaluation of the subject or idea.

On the other hand, if low MAO consumers follow a peripheral route to process information where they are unable to make more cognitive processing efforts (referred to as low elaboration). In this low elaboration situation, peripheral cues such as interesting sources, music and visual determine persuasive effects. Through peripheral routes, Individuals not only focus on indirect cues but also persuaded by situational cues and the role of referent community.

## 2.4 Concept of Motivation Innovativeness

Previous studies [11]-[14] demonstrate that supply management has a significant role in firms' innovativeness, and suppliers greatly contribute in creating new innovations. Because supply management operates at the intersection of a company and its suppliers, the company's participation in the early phases of innovations and product development in collaboration with suppliers, especially in terms of sustainability, is important. Motivation is defined as an impulse directed to a particular goal [35]. Motivation can be considered an antecedent condition that forces humans to behave. Motivation explains why people do in a certain way, what energizes their behavior and what leads them to voluntarily take action. [36],[37]. Motivation can be considered as a preliminary condition that forces humans behave (of several forms).

The literature review shows the major research on innovation has focused on the nature of innovation. There are no research has been talked about why consumers are willing to accept innovation from companies, what factors motivate consumers to accept these innovation activities. Existing research supposes that the quality of a consumer's contribution to a company's innovation activities is likely to depend on its perception of the tangible or intangible benefits that can be obtained from it. Studies must then look to determine what benefits motivate or control consumers to participate in various forms of innovation activities. So in this context Motivation innovativeness is a form of consumer desire to process information in an innovation carried out by an object.

## 2.5 Concept of Ability Innovativeness

Ability shows the skills or expertise of consumers in interpreting information from objects. [38],[39]. The availability and accessibility of knowledge relevant to the brand structure provides the

foundation for processing capabilities. In the context of participation in culture [40], Ability to participate is defined as having the ability to act [41], which includes all consumer personal resources, and not just mental capacity. This construct is related to resources, identified in sociological cultural research, which affects the level of participation. That is time budget, financial budget, and cultural competence (mental resources to interpret cultural activities). Besides, a person's physical capacity can be adjusted resource. So, in general, four types of resources can be used to conceptualize capabilities, namely financial resources, time budget, physical capacity, and mental resources.

In other research [42] states that ability refers to the skill or expertise of consumer in interpreting brand information in an advertisement. The availability and accessibility of knowledge relevant to the structure provides the foundation for processing capabilities. Therefore, high capabilities imply that prior knowledge is needed to interpret present and accessible brand information. In this context a high ability innovativeness implies that prior knowledge is needed to interpret information from innovations made by objects. The strategy for accessing relevant knowledge is provided a context for interpreting information from innovations made by objects. Because many visual and verbal stimuli are ambiguous, communication is facilitated by providing this context.

## 2.6 Concept of Opportunity Innovativeness

Opportunity is defined as what extent interference or limited exposure time can affect consumers pay attention to object information. [11] [18] High opportunities imply that many attention and time allocated to information on the brand is not hampered. High opportunities refer to activities that can draw attention from a stimulus to another. When processing low opportunity information are limited because information cannot remain in sufficiently long memory, then in such situations, information processing objectives must (1) increase the chances of coding in the ad itself or (2) reduce time processing needed. In this context, opportunity innovativeness can be explained as an opportunity that implies that the amount of attention is allocated to obtain information from company's innovations.

## 2.7 Concept of Consumer Attitude

Attitude is a very influential factor in consumer purchasing decision making. Marketers are very interested in knowledge of how these attitudes are formed and how they can be changed so that consumers are positive about their products and decide to buy. To get that positive attitude, marketers always try in various ways, especially in marketing communications to influence consumer attitudes.

Attitudes can be conceptualized as evaluating an object to give a positive or negative response to something given [43]. The construct of attitude is one of the topics most frequently researched by researchers. But research on attitude is still important. The reason is that attitude is the best predictor of behavior [44].

Consumer attitude (consumer attitude) is a combination of three elements: cognitive information, affective information, and information about consumers' past behavior and future intentions. In other words, attitude consists of thoughts or beliefs, feelings, and behaviors or intentions towards certain things, which in this case are usually goods or services. Attitudes are what consumers like and dislike. [45] Attitudes toward objects are tendencies that are learned by consumers to evaluate objects by supporting (positive) or not supporting (negative) consistently [46].

## 3. Methodology

### 3.1 Research Context

This research was conducted on consumers of Skincare service in Indonesia. Consumer behaviour in consuming cosmetics as well as visiting skincare clinics is now entrenched and inherent especially in society in major cities in Indonesia. Using cosmetic products as well as visiting skincare clinics is something that is natural, indicating that in modern society these behaviour have become entrenched and inherent in society.

### 3.2 Population and Procedure

Using a convenience sampling method, a sample consumer was selected from consumer who knew about skincare attribute in Indonesia that they had an experience visiting the skincare clinics. According [47], "convenience sampling is the rational choice in cases where it is impossible to identify all the members of population". Hence, the convenience sampling technique was used in this study, and the respondents selected were found to be convenient and reliable sources of data for our research. Furthermore, the scarcity of resources (e.g., time) and ease of access to a large amount of data, and the fulfilment of the requirements of survey research were among the primary reasons for choosing the convenience sampling method.

A cross-sectional study was conducted, and data were collected using questionnaires that were distributed by email. Of the 350 total dispersed questionnaires, 337 were returned, in which 23 were not accurately completed and therefore were not used in the research

### 3.3 Measures

All constructs that used in this study were measured by using five-point Likert scale ranging from "1" for "Not at all" to "5" for "To a great extent". The reliability of all the variable scales was also checked before being used in the study.

## 4. Results and Discussion

### 4.1 Result

Based on the data collected from the distributed questionnaire, the results obtained using the analysis tools; the loading factor of Factor analysis by using

software WARP PLS obtained the results in the following table:

**Table 1.** Combined loadings and cross-loadings

	SI	MOT	AB	OPP	ATS	Type as define	SE	p-value
SI 1	(0,621)	0,044	-0,097	0,090	-0,184	Reflect	0,050	<0,001
SI 2	(0,693)	-0,071	0,101	-0,033	-0,252	Reflect	0,049	<0,001
SI 3	(0,767)	0,007	0,056	0,089	0,095	Reflect	0,049	0,001
SI 4	(0,772)	-0,094	0,031	0,080	-0,047	Reflect	0,049	<0,001
SI 5	(0,606)	0,065	-0,264	-0,044	0,217	Reflect	0,050	<0,001
SI 6	(0,558)	0,208	-0,009	-0,020	0,108	Reflect	0,050	<0,001
SI 7	(0,642)	-0,103	0,139	0,193	0,093	Reflect	0,050	<0,001
MOT 1	0,053	(0,763)	-0,079	-0,049	0,093	Reflect	0,049	<0,001
MOT 2	0,011	(0,767)	-0,038	-0,084	0,044	Reflect	0,049	<0,001
MOT 3	0,057	(0,632)	0,147	-0,053	-0,087	Reflect	0,050	<0,001
MOT 4	-0,000	(0,772)	-0,072	0,081	-0,090	Reflect	0,049	<0,001
MOT 5	-0,112	(0,761)	0,068	0,096	0,025	Reflect	0,049	<0,001
AB 1	0,023	0,008	(0,725)	-0,155	0,126	Reflect	0,049	<0,001
AB 2	0,018	-0,134	(0,757)	-0,100	-0,100	Reflect	0,049	<0,001
AB 3	-0,067	0,030	(0,825)	0,144	-0,097	Reflect	0,048	<0,001
AB 4	0,033	0,093	(0,765)	0,090	0,084	Reflect	0,049	<0,001
OPP 1	0,130	-0,048	0,141	(0,707)	-0,013	Reflect	0,049	<0,001
OPP 2	-0,087	-0,012	-0,062	(0,881)	0,017	Reflect	0,048	<0,001
OPP 3	-0,017	0,050	-0,051	(0,877)	-0,007	Reflect	0,048	<0,001
ATS 1	0,018	0,080	0,044	0,041	(0,837)	Reflect	0,048	<0,001
ATS 2	-0,005	-0,005	-0,046	-0,039	(0,881)	Reflect	0,048	<0,001
ATS 3	-0,026	-0,069	0,004	0,000	(0,907)	Reflect	0,048	<0,001

Source: field research

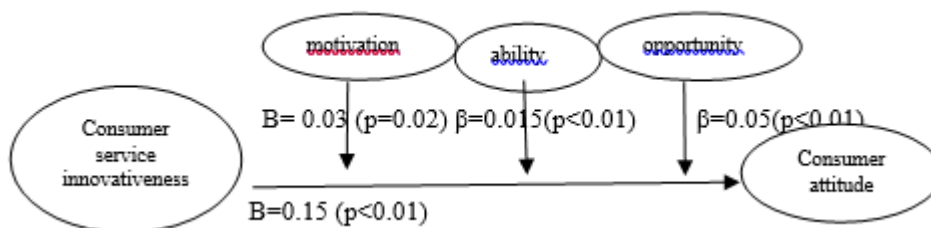
In the results of modeling with confirmatory factor analysis (CFA) or a full model with structural equation modeling (SEM) will meet with the interpretation of loading factors. By definition, the loading factor is a large correlation between the indicator and its latent construct. In many social studies, the measurement of a construct is very often done indirectly through its indicators. It found that Indicators with high loading factors have a higher contribution to explain the latent construct. Conversely, indicators with low loading factors have weak contributions to explain the latent construct. In most references, a factor weight of 0.50 or more is

considered to have sufficient validation to explain latent constructs [48] [49]. Although in other references [50] [51] explains that the weakest loading factor that can be accepted is 0.40.

Based on table 1 above, it can be seen that all indicators have met the convergent validity requirements, namely loading factors above 0.50 and all indicators are significant with p values <0.05 and Average Variance Extracted (AVE) values have met the criteria above 0.50 (> 0.50). So the indicators used to measure the research variables namely Service innovation, attitude, motivation, ability and opportunity are valid and can be used for further analysis.

**Table 2.** Output laten variable coefficients untuk composite reliability dan cronbach's alpha

	SI	MOT	AB	OPP	ATS
Composite reliability	0,849	0,858	0,852	0,864	0,908
Cronbach's alpha	0,792	0,793	0,768	0,761	0,847
Avg. Var. extract	0,531	0,549	0,591	0,681	0,766
Full collin VIF	1.608	1.367	1.724	1.673	2.065
Q-squared					0,489



**Figure 1.** Path coefficient

To test the proposed research hypothesis, it can be seen from the magnitude of the p-value. If the p-value  $<0.05$ , then  $H_0$  which states that there is no influence of exogenous variables on endogenous variables is rejected and  $H_a$  which states that there are effects of exogenous variables on endogenous variables is accepted. All the hypothesis was accepted in this research.

#### 4.2 Discussion

The results of the study showed that the p value for service innovation toward attitude toward skincare has a significance value of  $<0.01$  or a significance value of less than 0.05. Based on these results it can be stated that service innovation has a positive effect on attitude towards skincare, so the hypothesis which states that service innovation has a positive effect on attitude towards skincare can be accepted. The value of the path coefficient is 0.15 (positive). These results explain that the better the consumer's assessment of the skincare service innovation he feels, the better the consumer's attitude to the skincare service. The result supports the research by [55] that stated innovativeness becomes an important factor positively influencing behavior in online shopping environments.

The results of the study showed that the p value for motivation, ability, Opportunity moderates the relationship between service innovation and consumer attitude with a significance value of motivation 0.02; ability  $<0.01$  and opportunity  $<0.01$ . All the significance value of less than 0.05. Based on these results it can be stated that the motivation, ability and opportunity were moderated the relationship of service innovation to consumer attitude, so the hypothesis which states that the motivation, ability, Opportunity

(MAO) to moderate the relationship of service innovation to consumer attitude, can be accepted. These results indicated that the motivation, ability, opportunity strengthen the relationship between service innovation and consumer attitude, meaning that when consumers judge the innovation of skincare services they feel, with a high motivation, ability, opportunity will make consumers have more favorable attitude toward the skincare.

#### 5. Conclusion

Therefore, the objectives of this study are to clarify the meaning of supply management innovativeness, examine how it may affect a firm's sustainability performance and explore how the firm's strategic orientation towards its supply base may contribute to its sustainability performance. This research examined new constructs in the field of marketing, namely motivation innovativeness, ability innovativeness and opportunity innovativeness based on findings from several previous studies. This research concluded that service innovation has a positive effect on attitude towards skincare. And the motivation, ability, Opportunity (MAO) moderated the relationship between service innovation to consumer

attitude. We realized there were any limitations in this research. This study only took samples by an online questionnaire with certain criteria, that allowed the data obtained was not by following the expected criteria. Then further research should use data collection face to face directly.

This study will be very useful for future research that wants to test the causal relationship among the variables found in this study with other consequences variables.

The implications of this research will be very meaningful for marketing practitioners especially those who focus on innovative services that can affect consumer attitude.

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