

Investigation of the Supply Chain Strategy Impact on the Customer Services and Supervisors

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Abstract— The study aims to identify the supply chain management and its impact on customer service, as well as indicating the role of supply chain management in improving sales and identifying the views of managers working in the corporate about supply chain management. Relying on the mindfulness framework, we argue that dispositional mindfulness has an impact on workplace outcomes, include service climate. Supply chain strategy tested as mediators of this relationship. This study was an explanatory survey among supervisors of the railway transportation service provider in Jakarta, Indonesia. The quota sampling technique was performed. The participants in this study were 357 supervisors. They filled the self-report questionnaires. The data analyzed by using Structural Equation Modelling with Lisrel 8.7 software. Results indicated that those with greater mindfulness report more positive service climate' perception, and greater supply chain strategy. As expected, the relationship between mindfulness and service climate was mediated by supply chain strategy. The theoretical implication of this study was the empirical evidence regarding the mechanism that mediates the impact of mindfulness on workplace outcomes, with supply chain strategy as a potential mediating role. Results support the usefulness of further examination of the benefits of mindfulness in the workplace context.

Keywords—Service Climate, Costumer, Supply chain strategy, Supervisors

1. Introduction

The concept of supply chain is a relatively new concept, since the beginning of 1980, especially for commercial and industrial companies, because of its benefits that improve the efficiency of the supply chain members in the production of products, or the provision of services in a timely manner, in an appropriate way and for less cost.

Supply chain is a stage that begins and ends with

the customer, because all materials, products, full information and transactions flow through this circle. Supply chain management can be a very complex task, because of the actual reality.

Empirical studies of mindfulness have developed rapidly over the past three to four decades. Most of these studies focused on the therapeutic effectiveness of mindfulness related to emotional, cognitive, and biological aspects [1]. The benefits of practicing mindfulness techniques have been demonstrated in clinical and non-clinical populations. Mindfulness-based treatments, such as Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT), have been proven effective in reducing depression, anxiety, and the effects of abuse of addictive substances [2].

Mindfulness research has also developed in the context of the organization. The framework of mindfulness showed how mindfulness affects attention, then impacts on the domain of cognitive, emotional, behavioral, and physiological functions. These domains then have an impact on workplace outcomes from mindfulness, such as performance, relationships, and well-being [3]. The results of the following studies showed that mindfulness was significantly associated with workplace outcomes, including job performance outcomes, including task performance [4, 5]; Organizational Citizenship Behavior (OCB) [6, 7], and negatively related to the negative form of performance, namely: deviance [8]; relationship outcomes, including empathy [9], leadership effectiveness [10]; supply chain strategy [11]; supervisory relationship [12]; work engagement, and job satisfaction [5]; and well-being outcomes of employees [13, 14, 8]. The role of mindfulness in organizational functions can be understood by knowing the impact of

mindfulness on work-related climate. Research related to the relationship between mindfulness and various types of climate still needs to be studied to develop mindfulness literature in the context of work [3]. Based on the literature review results that have been conducted by authors, no previous studies have been found that empirically examined the direct influence of mindfulness of specific work climate, including: service climate. Service climate defined as the shared employee perceptions of the policy, practices, and the behaviors that get rewarded, supported, and expected with regard to customer service and customer service quality [15]. A positive service climate can be realized when employees have an engagement for their work [16]. Efforts to create employee engagement depend on resources that support and facilitate work, including work resources, work demands, and personal resources [17]. Specifically, personal resources or internal resources are an individual's tendency to believe in the ability of the self to control and make an impact on the environment positively [18]. Mindfulness is one of the right internal resources for supervisors who often face stressful situations, job challenges, and a negative climate in the workplace regarding service to customer. Mindfulness can help supervisors to manage their thoughts, emotions, and internal distraction better, so that they are better able to deal with work challenges or unpleasant events [19]. Individual reactivity can decrease so that individuals no longer criticize and blame themselves and others. The supervisors will choose to focus more on completing work currently faced, rather than dragging on other problems that are considered irrelevant to them [20]. Specifically, people higher in mindfulness were less likely to feel need frustration, even in unsupportive managerial environments. Mindfulness thus appears to act as a protective factor in controlling work environments. In addition to workplace contexts, individual characteristics of employees can enhance employee adjustment and wellbeing at work and potentially buffer against negative workplace climates [14]. Furthermore, current understanding of the mediating mechanisms of the relationship between mindfulness and workplace outcomes, in this case service climate is not yet explored. The next challenges are urgently needed the studies that involved individual differences and organizational context that can be a mediator in the relationship

between mindfulness and workplace outcomes [3,7]. One promising mediating mechanism regarding the individual differences that links mindfulness to service climate is supply chain strategy. Referring to the conceptual supply chain strategy model proposed by van Dierendonck & Nuijten, it is known that supply chain strategy is a potential mediator in the influence of mindfulness as individual characteristics to various climate categories, in this case, service climate. Supply chain strategy as one of the personal characteristics were constructed by two-term: leader and servant, serve and lead at the same time-the leaders who serve, and the servant who lead. Supply chain strategy focused on increasing service to others rather than to oneself [21, 22]. He believed that great leaders are leaders who act as servants, putting the needs of others, including employees, customers, and surrounding communities as their priority.

Supply chain strategy could be predicted by dispositional mindfulness[11], because mindfulness facilitates attentive, stimulating, and inspiring behavior that characterizes supply chain strategy [23]. Mindful leaders might further refrain from imposing labels or judgments on subordinates based on past experiences with subordinates or their work [24]. Mindfulness helps to overcome automatic processes and cognitive filters that are dysfunctional because it allows more adaptive, flexible reactions to experiences [25]. Thus, mindful leaders might be better able to convey an open stance by role-modelling adaptive coping, thereby enhancing tolerance for uncertainty and intellectually stimulating their subordinates. Further, openness to experiences might help mindful leaders to approach challenging situations with curiosity, thus setting an example for their subordinates of how to deal with demanding situations.

Furthermore, leadership is one of the antecedents of service climate [16]. Leadership behavior can make a substantial difference in creating a positive service climate. The positive effects of supply chain strategy have been demonstrated in previous studies that found associations between supply chain strategy and service climate. The results of previous studies showed that supply chain strategy predicted service climate positively [26, 27].

The challenge for leaders is to explain and facilitate a way that can improve the quality of service for consumers and then reward members who

successfully exhibit behavior that is in line with the expected result. This means that the leader is seen as the party who created the service situation. In order to establish this service climate, the concept of supply chain strategy with its behavioral dimensions appears to clearly support the creation of a positive service climate because in supply chain strategy the leader does not only encourage organizational members to provide good service along with the provision of facilities and efforts to enable members to develop in the service sector, but also leaders show service behavior as an inspirational role-model.

Improving service climate is very important to enhance organizational effectiveness. The positive service climate matters a great deal to organizations. In the service context, the service climate acts as a contextual factor that helps the delivery of the company's main values so that the impact on the emergence of prosocial motives of employees to serve customers [28]. A positive service climate is proven to increase work passion among nurses [29]. A positive service climate also can support employees in developing service commitment [27]. Employees who work in a positive service climate will tend to provide the best service for customers to increase customer satisfaction and loyalty [16]. The previous study from the authors also showed that service climate as contextual factor was one of the factors that influenced Customer Oriented-OCB of the employees in the railway transportation service provider in Jakarta [30]. The company in the organizational transformation process has changed and reformed organization culture by applying 5 major values, which are integrity, professionalism, safety, innovation, and excellent service [31]. The new working culture which has successfully been applied succeeded in driving the employees to own commitment and responsibility for each task, give priority to customers and keep trying to give the best service to customers while always having the railway transportation customer's safety in mind.

Finally, the purpose of this study was to investigate the mediating role of supply chain strategy for the relationship between mindfulness and service climate on the supervisor. We expected that supervisors' dispositional mindfulness would be positively related to service climate and the relationship between mindfulness and service climate would be mediated by supply chain strategy. To achieve our purpose, we conducted a

study within the railway transportation service provider context. This study is worth conducting because there were a limited number of studies which has previously conducted on this context. This study answered empirically to the challenges of previous studies to understand the impact of mindfulness to service climate and the mediating mechanism involving individual differences that can explain the effect of mindfulness on workplace outcomes, in this case, service climate. The benefit of this study is a reference for the management to improve the service performance of the company by focusing on the employees' factors as one of the competitive advantages focus.

2. Methods

2.1 Research Approach

This is quantitative research with survey method which collects the sample from a population with questionnaires as the tool to collect the data. As of time dimension, this study belongs to a cross-sectional study, as the data is taken at one time.

2.2 Participants

The target population in this study are 455 supervisors of the railway transportation service provider in Jakarta area, classified into two main groups of work, namely: operational and non-operational and spread in 18 job groups, and divided into 3 supervisory level positions, namely: Junior Supervisor, Supervisor, and Senior Supervisor. The supervisors have held the position of supervisor for at least 3 months, assuming that the supervisor has understood the scope and demands of his duties, and is familiar with the conditions and working environment at that position; have a staff or subordinate of at least 1 person, assuming that even if only one person is subordinate, the supervisor must carry out leadership activities, namely coaching staff or subordinates in order to achieve service quality; male and female gender; and the last level of education is at least high school. The sampling is taken by using a quota sampling technique, which is an unrestricted method that allows researchers to take population elements easily. Out of 455 contacted supervisors, we received a total of 357 responses (response rate 78, 46%). They completed the survey and were ensured anonymity.

2.3 Measures

2.3.1 Mindfulness

We treat mindfulness as a dispositional construct that can be assessed through self-report. Considering the limitations of the currently available Indonesian version inventories measuring dispositional mindfulness which specifically to employees, the present study tried to take up the challenge and develop a Dispositional Mindfulness at Work Scale. Mindfulness is measured by using Dispositional Mindfulness at Work Scale which is developed by authors based on the mindfulness concept [32]. This instrument consists of 24 items covering 4 components of mindfulness, among others are attention (e.g., "I focus on my work for more than 30 minutes"), present-focus (e.g., "I feel worried about the future of my work"), awareness (e.g., "I can describe my reaction to the events that I experienced in working in detail"), and acceptance (e.g., "I accepted the work demands calmly"). The scale has 5-point responses format starting from 1 (Very Unsuitable), 2 (Unsuitable), 3 (Moderate), 4 (Suitable), and 5 (Very Suitable). The Cronbach alpha (α) for this scale was .843.

2.3.2 Service Climate

Service climate is measured by using Service Climate Scale which is developed based on the service climate concept [15, 27]. This instrument consists of 20 items covering 5 dimensions of service climate, among others are internal service (e.g., "Company communication with employees is effective"), work facilitation (e.g., "The organization seeks to minimize barriers to work"), customer orientation (e.g., "The organization seeks to meet customer expectations for quality service"), managerial practices (e.g., "The actions of leaders support excellent service behavior undertaken by subordinates"), and customer feedback (e.g., "My work unit requests input from customers (internal and external) to evaluate the service quality of the unit"). In this scale, there are 5 alternative answers starting from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). The Cronbach alpha (α) for this scale was .892.

2.3.3 Supply chain strategy.

Supply chain strategy is measured by using the Supply chain strategy Scale which is developed based on supply chain strategy characteristics

[27,33]. This instrument consists of 30 items covering 7 dimensions of supply chain strategy, among others are: listening (e.g., "I show commitment to listen to others"), empathy (e.g., "I understand the feelings and conditions of others"), healing (e.g., "I can improve my self"), awareness (e.g., "I realize my weaknesses without showing weakness when serving many people"), persuasion (e.g., "I influence others without being authoritarian"), conceptualization (e.g., "I have a long-term orientation and not just short-term goals"), foresight (e.g., "I can predict future situations with the support of my conceptual abilities"), stewardship (e.g., "I assume that I am like a flight attendant who commits to serving others"), commitment to the growth of people (e.g., "I have a high commitment to the development of every individual in the organization"), and building community (e.g., "I tried to make this institution bigger"). The scale has 5-point responses starting from 1 (Very Poor), 2 (Poor), 3 (Moderate), 4 (Good), and 5 (Very Good). The Cronbach alpha (α) for this scale was .942. As a result, the concept of supply chain emerged and the information and communication technology revolution facilitated the process of integration between the scattered company entities throughout the world, as well as the integration between independent companies that operate within one supply chain.

3. Data Analysis

We tested our hypothesis through a direct structural equation model (SEM) using Linear Structural Relationship (LISREL) 8.7 version. We also conducted the Sobel test to find out whether or not an indirect effect of the independent variable on the dependent variable through intervening variables. The Sobel test is also used to test the ability of intervening variables to be a mediator in the research model. We drew on for criteria to evaluate model fit [34].

4. Results

As can be seen in Table 1, the spread of the respondent demography in this study was 357 supervisors of a railway transportation service provider. The respondents consisted of 325 participants (91%) male and 32 participants (9%) female. Being seen from age, it was dominated by the supervisors at 41-50 years (42%). The respondents' education was dominated by high

school category (238 participants/67%). Being seen from work period, it was dominated by 20-25 years

category (70 participants/20%).

Table 1. Respondent Demography Data

	Demography	Number	Percentage
Sex	Male	325	91%
	Female	32	9%
Age	18-30 years	67	19%
	31-40 years	105	29%
	41-50 years	151	42%
	Above 50 years	34	10%
Education	High school	238	67%
	Community College	32	9%
Work Period	Undergraduate	81	23%
	Postgraduate	1	0,28%
	2-5 years	51	14%
	5-10 years	70	20%
	10-15 years	45	13%
	15-20 years	44	12%
	20-25 years	126	35%
	Above 25 years	21	6%

Descriptive statistics and correlations are shown in Table 2. Relevant correlations were in the hypothesized direction and significant. As predicted, mindfulness showed a positive association with service climate ($\beta = .16$, $p < .001$) such that more mindful the supervisors, more positive service climate as perceived by the supervisors. Moreover, in the mediation model, mindfulness was positively related to supply chain strategy ($\beta = .40$, $p < .001$); and supply chain strategy was positively related to service climate ($\beta = .50$, $p < .001$). The results showed that indirect

effect from mindfulness on service climate mediated by supply chain strategy was $.40 \times .50 = .20$ and the total effect was $.20 + .16 = .36$. The direct effect of mindfulness on service climate showed a smaller effect ($\beta = .16$) if compared with the indirect effect through supply chain strategy ($\beta = .36$). This result showed that high or low supply chain strategy have a potential role in the impact of mindfulness on service climate. Furthermore, the overall fit statistics of the mediation model were good ($\chi^2 = 648.79$, $df = 293$; $RMSEA = .058$; $CFI = .98$; $TLI = .97$; $GFI = .88$).

Table 2. Descriptive Statistics and Correlations

		Mean	SD	1	2	3
1	Mindfulness	3.72	.55	-	.40	.16
2	Supply chain strategy	3.77	.52	.40	-	.50
3	Service Climate	4.07	.50	.16	.50	-

Based on the structural equation result, mindfulness and supply chain strategy had a significant effect on service climate of 0,34 or 34%, while the remaining 66% was influenced by other factors that were not examined. The calculation results for the F test showed that F value (23.12) > F table (3,021), it can be concluded that simultaneously mindfulness and supply chain strategy had a significant effect on service climate. Furthermore, testing mediation hypotheses can be done by a procedure developed by Sobel and known as the

Sobel test [35]. The Sobel test is carried out by proving the indirect effect of the independent variable (X) to the dependent variable (Y) through the intervening variable (M). Sobel test calculation in this study using Sobel's Test Calculator for the Significance of Mediation. This calculator uses the Sobel test to inform whether a mediator variable significantly carries the influence of an independent variable to a dependent variable; i.e., whether the indirect effect of the independent variable on the dependent variable through the mediator variable is

significant. This calculator returns the Sobel test statistic, and both one-tailed and two-tailed

probability values [36].

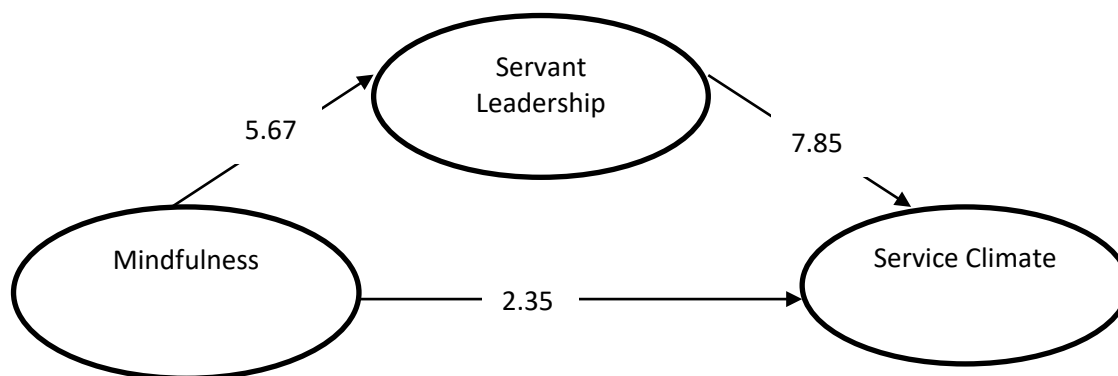


Figure 1. Role Mediator of Supply chain strategy in the Relationship between Mindfulness and Service Climate

Figure 1 showed the role of supply chain strategy as a mediator variable in the influence of mindfulness on service climate. The mediation testing had significant t-value and exceeds the specified critical limit value ($t > 1.96$) [37]. This result was also supported by calculations using the Sobel Test calculator, z score = $5.09 > 1.96$ ($p = 0.000002 < 0.05$). It can be concluded that there was a mediating effect of the supply chain strategy variable on the influence of mindfulness on service climate. The results of this study also showed there was a partial mediation of the role of supply chain strategy in mindfulness towards service climate. The partial mediation referred to the Sobel test results that showed significant results and a direct relationship between mindfulness and service climate are significant. Thus, the higher dispositional mindfulness of supervisors had an impact on increasing of supply chain strategy, and increasing of supply chain strategy had a role in service climate enhancement. Vice versa, the lower dispositional mindfulness of supervisors had an impact on decreasing of supply chain strategy, and decreasing of supply chain strategy has a role in decreasing of service climate.

5. Discussion

In this study, we investigated the indirect effect of mindfulness on service climate through supply chain strategy on the supervisor of the railway transportation service provider. The results showed that mindfulness was positively related to supply chain strategy that, in turn, was positively related to service climate. Furthermore, mindfulness was indirectly related to service climate via supply chain strategy.

Our study contributes to the understanding of the impact of mindfulness at work by introducing supply chain strategy as an important mechanism through which mindfulness relates to service climate. Referring to the conceptual supply chain strategy model proposed by [21], supply chain strategy is a potential mediator in the impact of mindfulness as individual characteristics to climate categories, in this case, service climate. Our results suggest that mindfulness finds expression in supervisors' supply chain strategy, through which mindfulness translates into service climate as perceived by the supervisors.

Our study adds to the leadership literature by suggesting that mindfulness facilitates an attentive, stimulating and inspiring behavior that can develop supply chain strategy. First, awareness characterizing mindfulness enables supervisors to consider and to understand others' emotional states and needs as well as a better understanding and regulation of one's own emotions and needs [4,24]. Furthermore, supervisors can adapt their reactions accordingly, facilitating supply chain strategy to achieve the goals and vision of the organization [38]. The supervisors as a part of railway transportation provider always aware to foster the pride in themselves because they can make the customers satisfied with their excellent service.

Second, present-focus that come along with mindfulness allows supervisors to recognize work improvements as they refrain from automatically imposing past judgments, enhancing personal recognition [39]. The mindful supervisors are better able to be fully in the "here and now" with another person. Moreover, being fully present in an interaction with a subordinate may enable a

supervisor to better recognize the needs of the other person, such as what kind of support that person requires.

Third, attention as the next mindfulness' component enables mindful leaders to the extent that focusing attention on the present moment requires effortful self-regulation of attention (as compared to, for example, mind-wandering), it would consume limited mental resources that could then not be used for other tasks. In contrast, working on "auto-pilot" or using routine behaviors, rather than mindfully, on certain tasks could save mental resources for times when they are needed [40].

Fourth, acceptance as another mindfulness' component enables mindful leaders to serve as a role model for adaptive cognition and self-regulation, thereby stimulating their subordinates. The more mindful the supervisors, the more they experience circumstances more objectively and can focus on the development of subordinates' potential [32]. They can accept the strengths and weaknesses of the subordinates and reduce the possibility of hostility towards subordinates. Furthermore, supervisors can build a solid and complimentary service team [11]. The more mindful the supervisors, the more they offer person-centered facilitative conditions to subordinates; have higher agreement on supervision goals, tasks, and bonds; and achieve more depth and power of servant in the supervision work.

Based on the explanation above, it can be concluded that mindfulness can be used as a tool to improve supply chain strategy. In this way, mindfulness may allow a leader to engage in more effective supply chain strategy behaviors toward their subordinates. Taken together, our results highlight the importance to consider mindfulness in the context of leadership. Being more mindful could be associated with in train dividable benefits related to leader functioning, such as the reduction in multi-tasking, which tends to reduce efficiency and effectiveness, and improved performance [41].

Further, our findings draw attention to the positive role of mindfulness for a person's own perception of service climate through mediating mechanism of supply chain strategy. Specifically, we found the direct effect on the impact of mindfulness on service climate was lower than the indirect effect for the impact of mindfulness to service climate through supply chain strategy. These findings showed that high or low supply chain strategy had

a role in the impact of mindfulness on service climate. Thus, the higher dispositional mindfulness of supervisor's influences on increasing supply chain strategy, and increasing supply chain strategy has a role in increasing service climate. Vice versa, the lower the dispositional mindfulness of supervisors influences decreasing supply chain strategy, and decreasing supply chain strategy has a role in decreasing service climate.

However, this study found that the association between supply chain strategy and service climates significant. Thus, supply chain strategy might aim more at the enhancement of service climate. Yet, our results are in line with earlier research that found that the relationship between supply chain strategy and service climate. The results of previous studies have proven that supply chain strategy can positively predict service climate [26]. This positive relationship between supply chain strategy and service climate can indicate the leader's main focus on the goals to be achieved by the organization. Serving leadership will focus on efforts to create quality services for customers. Leaders will encourage the creation of a positive service climate by providing consistent social support to their subordinates by doing the following: understanding employee perspectives, giving possible choices, encouraging self-initiation, giving challenging task structures, giving reasons that are rationally related tasks, care and respect for all employees.

The success of servant leaders in influencing and directing subordinates or external consumers comes from activities that serve with conscience and sincerity, not for personal interests but for the sake of institutions [27]. In fact, the supply chain strategy model has been implemented by the company's top management at the start of the process of organizational transformation in this company as a railway transportation service provider. The implementation of supply chain strategy continues by the current board of directors who have inspired supervisors to be the foremost leader of servants for customers to implement supply chain strategy as well.

This study has some strengths and implications. This study is empirical testing of the mechanism that mediates the influence of mindfulness on workplace outcomes, especially service climate, with supply chain strategy proven as a potential mediator. Supply chain strategy is an individual factor that plays an important role in the

process of organizational transformation in this railway transportation service provider. Furthermore, little studies has examined mindfulness at work in Indonesian employees and organizations. The present research contributes to a growing literature on work and organizations in Indonesian and adds to a relatively small body of studies of mindfulness using samples in Asia, thus contributing to our understanding of the generalizability of mindfulness findings across cultures. The practical implications of this study is a comprehensive recommendations for the management of the company in their effort to improve its company competitive advantage by focusing on human resource development and service system development to improve service performance for customers. The management of the railway transportation service provider can improve service climate of the employees by initiating programs that can increase mindfulness as well as supply chain strategy. Our findings suggest the opportunity for employees to actively foster and raise their own levels of mindfulness through informal and formal exercises [42]. In addition to mindfulness exercises, organization should also explore other ways to increase employees' supply chain strategy. For example, conducting supply chain strategy training, giving assignment and project with the mentoring program regarding the implementation of supply chain strategy in daily work life.

On the other hand this study also has some limitations. First, because mindfulness, supply chain strategy, and service climate were reported by supervisors, this relationship could have been artificially inflated by common source effects [43]. Second, our study used a cross-sectional design and causality should be inferred with caution only. Third, this study also has the limitation in term of sampling technique being used; that is quota sampling, so as it does neither represent the population of the research nor being generalized toward the rest of the population [44, 35].

There are several options to extend our study. First, the further study can develop this findings with multi sources of participants, such as the involvement of subordinates and leader to complete the survey. Second, the future studies could examine if a reciprocal relationship exists between mindfulness, conceptualized as a state with longitudinal studies and intervention studies to address such alternative hypotheses. Third, the

further study can apply random sampling techniques and add participants from different sectors of service as research context to replicate our findings with samples that represent a broader range of context to ensure generalizability. Fourth, future studies might examine other factors than supply chain strategy through which leader mindfulness relates to service climate.

6. Conclusions

The need for long-term relationships between customers and suppliers has been suggested by the literature. According to [31], the literature of supply chain management suggests the marriage with customer supplier relationships. They aim to apply results of research on successful families to supply chain management in order to improve the critical business relationships. Their research, based on surveys and interviews on more than 6,000 successful families over 20 years, summarized six characteristics of successful families in order to construct the basis of a model of a successful supply chain relationship. They compared the proposed model of successful supply chain relationships with the existing literature and identified the support. Referring to the result of this study, it can be concluded that dispositional mindfulness was positively related to supply chain strategy that, in turn, was positively related to service climate. Furthermore, mindfulness was indirectly related to service climate through supply chain strategy. The research contributions of this study are the empirical testing of the mechanism that mediates the influence of mindfulness on workplace outcomes, especially service climate, with supply chain strategy proven as a potential mediator. This study contributes to a growing literature on Service Psychology in Indonesian and adds to a relatively small body of studies of mindfulness using samples in Asia.

The practical implications of this study is a comprehensive recommendations for the management of the company in their effort to improve its company competitive advantage by focusing on human resource development and service system development to improve service performance for customers. The management of the railway transportation service provider can improve service climate as perceived by the employees by initiating programs that can increase mindfulness as well as supply chain strategy.

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