

The Influence of Change in Costs, Market Age, Capacity Utilization, Supply Chain Management on Bank's Competitive Advantage

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Abstract- The goal associated with the current article is to examine the impact of change in cost along with market age, capacity utilization and supply chain management on the competitive advantage of banks in Indonesia. The data has been gathered from the employees of the banks by employing a questionnaire method and analysis has been made by using PLS-SEM. The results revealed that positive along with significant association has been observed among the change in cost, market age, capacity utilization, supply chain management and competitive advantage of banks in Indonesia. These findings have provided the guidelines to the regulators that they should expand their focus on the supply chain along with cost and market that enhance the competitive advantage of the banks that ultimately improve the performance of the banks in the country.

Keywords; *Change in cost, Market age, Capacity utilization, supply chain management, Competitive advantage*

1. Background

Many factors are linked with the firms which are beneficial for attaining competitive advantage. The linkage of competitive advantage is primarily different from the attainment of performance differently. Usually, companies strive for the benefits of companies through variant elements which are dominantly designed by the companies. The pertinence of firms on the economy dominates with the variant means of skills and works which refers to the advantages situation [14]. Ultimate effects on the competitive advantage of companies endorse impacts on the economies. Although, many firms attain performance through the skills of workers in professional markets where the level of skills are dominant for the ascertainment of firms competitive advantage. In terms of business, the exceptional skills of workers are eminent for the competence of various market-driven strategies [12]. The use of various techniques and infrastructure in the business performance dominates in various companies which helps companies to attain advantages through different means. It is prevalent on the markets to employ various strategic implementations which are pertinent to be mentioned following the changing market situations. Various industries existing in the markets use different methods of

earning points in the competitive world which became an eminent source through which companies have conditions of competitive advantage [30]. Companies which strive with their products in the markets requires the level of demands which usually impacts the level of advantages. Although, various necessary constraints also prevail which dominates which the immense impacts as referred by various companies experiences.

The usual approaches are dependent on the structures of firms which are formed in a competitive world for achieving better performances and better growths. The rivalry approaches by companies are most recent and usual adaptations which influence the other strategic measures of various companies [2]. The strategic implementation for the competitive advantage grown with the changing environment of businesses where plenty of constraints also prevail with the eminent source of performance and profit measures. There is a chain of industries which strives jointly for the attainment of better performance, although this chain differentiates with the own strategic measures the eminence of chain management usually influences various industries to achieve competitive advantage [16]. The existence of strong capabilities of research in companies dominates with eminent importance in the global markets where companies are known by its capabilities that are a significant source of earning profits. Various measures are elusively adopted by the companies for selling of products and various rights of distribution for the competitive advantage while the procedure of re-selling also dominates with the importance of all possible importance [26]. The use of various capabilities involves the development techniques where plenty of capabilities dominates with the changing business environments. It is also dependent on the customers to rate companies with their performance for the customers that are important for the ascertainment of the firm's position in the market. The growth of various productive measures is also significant for the better performance of companies where the dominating measure of factors that exist in companies is important for competitive advantage [5]. Companies usually change the cost of various products in markets for the attainment of customer attentions which are significant

for the advantages positions in the context of various companies.

The prevalent measure that induces important impact on the customers referred to as changing costs which are dominated by various companies an important element. Performance of companies is dependent on the upcoming products that become an eminent scenario for the customers who strive for the same upcoming products. The strategic variations with the level of news for the different customers of various buying intentions are significant for the other companies which strive for the attainment of same benefiting elements [10]. Many factors influence the firms through variant measures, although changing business environments have to endorse significant impacts on the prevailing strategic measures but the dominance of ageing measures eliminates all prevailing scenarios. The existence of various products in markets dominate with significant importance toward the customers while the proper mechanisms endorse significant impacts on the intentions of customers who are ready for buying the upgraded product [8]. The utilization of various measures also dominates in the firm competitive advantage where the enormous means of capacities are utilized with the buying intentions. Although products tend to be an important element which is countered as eminent for buying, despite the service element also refer to be important that involves all factors including competitive advantage [15]. The myth of using all elected strategies enumerates important aspects of influences that dominate over the position of firms were joining the supply chain, it asserts various benefiting measures that are eminent for the competitive advantage. The variation of influences occurs with all positive and negative measures over the firms [11]. Using elected elements through various objectives are countered as endorsing significant impacts on the competitive advantages in global markets.

2. Hypotheses development

The literature has widely enumerated the element of a competitive advantage which is important for various companies in the intentions earning various objectives. Capabilities are employed by companies for achieving various tasks which are eminent for the company's growth. The determinant of competitive advantage varies with the level of companies that exists in the global markets striving for the same objectives [29]. Where the eminence of factors induced by the literature influences performance of firms also induces a significant impact on the competitive advantage. The prevalence of factors involves the same operations in the same companies where the products and service are involved induces eminent impacts over the company's growth [17]. The existence of economic factors is also important for the

companies for the ascertainment of competitive advantage for which companies strive in the competitive market. The pertinence of various measures also impacts the companies differentially in sense of strengths and weaknesses. There is a gap between customers and companies that usually endorse the weakened measure of attainment of competitive advantage [16]. Literature used a variety of variables that impact the growth of companies and positions that are used by various authors with significant measures. The involvement of elected elements by various studies also dominates with importance for the ascertainment of various objectives where the variables vary due to importance. Using various techniques with all capable measures induces significant impact over the firms [25]. Competitive advantages are obtained by employing significant strategic measures that are eminent in global environments.

Various justifying measures employed by companies provide significance of products that are to be launched in markets with significant importance over the customers. It the prevalent over the products to justify itself toward the customers about the higher costs [4]. Due to the employment of various new features over the products put eminent impacts over the intentions of a customer which are significant for the attainment of competitive advantage. The literature enumerated change in cost an important element which includes various measures that induce dominating impacts over the customers and on other companies compete in the global world [27]. The improvements of past products launched with higher prices itself render importance over the markets which divert the intentions of customers where levels of competitive advantages are attained [23]. Although, same products prevail in the markets containing different capabilities; therefore, using effective measures of introducing new features over the existing product impacts the competitors and customers [6]. The literature widely mentioned the change in cost due to different strategic measures were the introducing of new features and improvements dominates with significant importance. The levels of customization are achieved through deploying products that exist in markets but include new features and improved elements which influences the competitors as well as customers [3].

H1: Change in costs significantly influences the competitive advantage of firms.

The implementation of measures for attaining the competitive advantage involves a range of ages which dominates with importance over the competitors. Companies plans for the attainment of better performances where the use of market ageing is important [31]. The planning involves a range of rages where the staff is deployed in markets for better advantages positions to sell products with higher profits. Various groups are countered as an efficient measure in the competitive world that

induces important effects over the other companies striving for the same objectives [22]. The campaigns are launched by companies through different strategic measures where the important measures involve age groups that are used to sell and introduce products in markets [13]. The range is defined in literature widely with the involvement of various studies where the impacts are ascertained. Although, many other campaigns are also eminent in the literature where the involvement of social media also induces important impacts the age of markets usually tends toward the advertising measures [20]. Many companies are elaborated by literature employing the strategies of market ageing for selling products in the markets with all capable measures. Most of the firms usually invest in the lower age people for the promotion of their products in markets, while it is dependent on the specified age groups to deploying certain strategies for distribution of products [33]. Many studies induce the involvement of market age with dominant importance where the use of market age significantly affects the competitive advantage.

H2: Market age significantly influences the firm's competitive advantage.

The capacities are utilized with the eminence of products that require demands in the competitive markets. Although, it is dependent on the marketing staff to manage the demand levels the inventory management tends important aspects over the demands of customers [7]. The overall rise of demands induces the importance of products in the eyes of customers where competitors are influenced due to the adaptation of various strategic measures. The costs are also linked with the utilization of capacities where the efficiency of products are measured with the demands of customers [16]. The cost of production usually reduces when there is a rise in demand, as stated in literature average costs are dependent on the levels of output fluctuations in markets. The utilization of capacities when rises induce eminent impact over the competitive advantage of firms while the cost will reduce due to the rise in outputs. Various attainment measures are endorsed by the literature where the usage of capacity utilization tends dominating measure over the competitive advantage in the global markets [35]. The use of higher utilization where impacts the firm's competitive advantage positively or negatively also impacts the various measures through which products are developed and introduced into markets. The efficiency of products usually impacts the intentions of competitors and customers due to the percentages of outputs that rises with the ascertainment of capacities [36]. Although competitive advantages are obtained through higher customers the utilization of capacities are also eminent in literature.

H3: Capacity utilization significantly impacts the firm's competitive advantage.

Products are introduced into markets with certain capable measures where the importance of various strategies asserts various objectives which are to be achieved. In today's world, the use of chain procedure dominates in literature inducing enormous impacts over the companies for the achievement of performances and advantage positions [24]. Although, companies employ various measures that result in chain management for the joining of products and services; therefore, the use of supply chain management mentioned by the literature usually support company measures. Supply chain management is usually found the key element introduced by literature impacting the competitive advantages [28]. The significant use of supply chain management by various studies referred to as eminent element for the attaining competitive advantage while it also helps companies to form a bridge between customers and competitors [34]. The effectiveness of supply chain management significantly enhances the company profits by playing the role between the products and customers while ultimate impacts are endorsed over the companies for competitive advantage. Products usually require movement between the customers and markets where supply chain management inserts a vital role [32]. The inducting of supply chain management help companies to move products faster into markets to avoid distance between the customers and products. Companies aim to earn significant profits by retaining the higher performance but the ultimate effects of profits and higher performance usually refer to competitive advantage [19]. Using supply chain management companies dominates in literature with the significance of greater performance and better competitive advantages in markets.

H4: Supply chain management significantly influences the firm's competitive advantage.

3. Methodology

The goal associated with the current article is to examine the impact of change in cost along with market age, capacity utilization and supply chain management on the competitive advantage of banks in Indonesia. The data has been gathered from the employees of the banks by employing a questionnaire method and simple random sampling technique has been adopted for the selection of the appropriate respondent for the study. The questionnaires have been forwarded during the personal visit and distributed 410 questionnaires to them but only 240 questionnaires have been received after one month that represents about 58.54 percent. For the purpose of analysis, smart-PLS has been executed that provided the best estimation while the study used a complex model. The variables used by the study consist of four predictors namely change in cost (CC) that has five items, market age (MA) that has fourteen items,

capacity utilization (CU) that has fifteen items and supply chain management (SCM) that has eight items. In addition, only one dependent variable has been adopted named as a competitive advantage (CA) that has eight items [18]. These constructs are shown in Figure 1 along with their links.

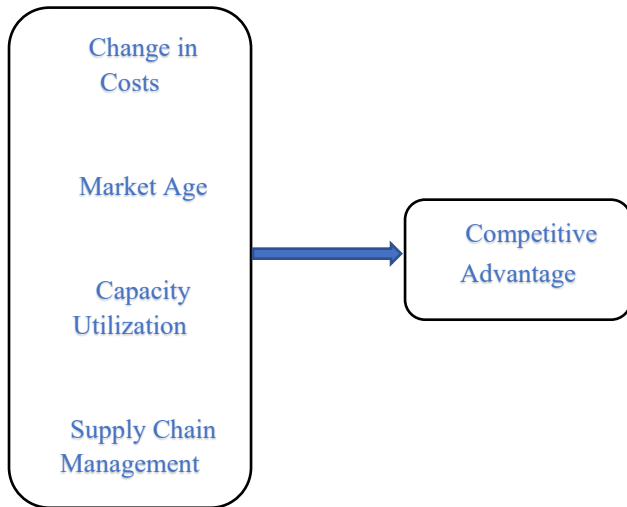


Figure 1. Theoretical model

4. Results

The results show that high link among the items along with valid convergent validity because the Alpha and CR values are larger than 0.70 while loadings and AVE are more than 0.50. These values are shown in Table 1.

Table 1. Convergent validity

| Items | Loadings | Alpha | CR | AVE |
|-------|----------|-------|-------|-------|
| CA1 | 0.757 | 0.915 | 0.931 | 0.630 |
| CA2 | 0.836 | | | |
| CA3 | 0.650 | | | |
| CA4 | 0.804 | | | |
| CA5 | 0.818 | | | |
| CA6 | 0.814 | | | |
| CA7 | 0.832 | | | |
| CA8 | 0.825 | | | |
| CC1 | 0.932 | 0.944 | 0.958 | 0.819 |
| CC2 | 0.864 | | | |
| CC3 | 0.930 | | | |
| CC4 | 0.934 | | | |
| CC5 | 0.863 | | | |
| CU1 | 0.710 | 0.955 | 0.957 | 0.615 |
| CU10 | 0.804 | | | |
| CU11 | 0.724 | | | |
| CU12 | 0.861 | | | |
| CU14 | 0.835 | | | |
| CU15 | 0.785 | | | |

| | | | | |
|------|-------|-------|-------|-------|
| CU2 | 0.840 | | | |
| CU3 | 0.792 | | | |
| CU4 | 0.867 | | | |
| CU5 | 0.849 | | | |
| CU6 | 0.794 | | | |
| CU7 | 0.804 | | | |
| CU8 | 0.531 | | | |
| CU9 | 0.714 | | | |
| MA1 | 0.749 | 0.959 | 0.964 | 0.655 |
| MA10 | 0.846 | | | |
| MA11 | 0.856 | | | |
| MA12 | 0.827 | | | |
| MA13 | 0.681 | | | |
| MA14 | 0.766 | | | |
| MA2 | 0.798 | | | |
| MA3 | 0.785 | | | |
| MA4 | 0.856 | | | |
| MA5 | 0.831 | | | |
| MA6 | 0.825 | | | |
| MA7 | 0.779 | | | |
| MA8 | 0.846 | | | |
| MA9 | 0.859 | | | |
| SCM1 | 0.836 | 0.941 | 0.951 | 0.710 |
| SCM2 | 0.861 | | | |
| SCM3 | 0.849 | | | |
| SCM4 | 0.812 | | | |
| SCM5 | 0.868 | | | |
| SCM6 | 0.868 | | | |
| SCM7 | 0.853 | | | |
| SCM8 | 0.789 | | | |

The results also show that no high link among the variables along with valid discriminant validity because the values of cross-loading and Fornell Larcker show that high link among variable itself than other variables. These values are shown in Table 2 and Table 3.

Table 2. Fornell Larcker

| | CA | CC | CU | MA | SCM |
|-----|-------|-------|-------|-------|-------|
| CA | 0.794 | | | | |
| CC | 0.488 | 0.905 | | | |
| CU | 0.286 | 0.267 | 0.784 | | |
| MA | 0.506 | 0.898 | 0.276 | 0.809 | |
| SCM | 0.420 | 0.406 | 0.296 | 0.449 | 0.842 |

Table 3. Cross-loadings

| | CA | CC | CU | MA | SCM |
|-----|-------|-------|-------|-------|-------|
| CA1 | 0.757 | 0.450 | 0.229 | 0.468 | 0.365 |
| CA2 | 0.836 | 0.410 | 0.251 | 0.432 | 0.360 |
| CA3 | 0.650 | 0.248 | 0.238 | 0.255 | 0.240 |

| | | | | | |
|------|-------|-------|-------|-------|-------|
| CA4 | 0.804 | 0.390 | 0.260 | 0.440 | 0.335 |
| CA5 | 0.818 | 0.404 | 0.195 | 0.387 | 0.308 |
| CA6 | 0.814 | 0.364 | 0.195 | 0.391 | 0.361 |
| CA7 | 0.832 | 0.408 | 0.218 | 0.420 | 0.355 |
| CA8 | 0.825 | 0.383 | 0.232 | 0.378 | 0.320 |
| CC1 | 0.432 | 0.932 | 0.253 | 0.797 | 0.346 |
| CC2 | 0.457 | 0.864 | 0.228 | 0.832 | 0.392 |
| CC3 | 0.435 | 0.930 | 0.248 | 0.789 | 0.349 |
| CC4 | 0.425 | 0.934 | 0.256 | 0.804 | 0.350 |
| CC5 | 0.452 | 0.863 | 0.224 | 0.832 | 0.395 |
| CU1 | 0.099 | 0.116 | 0.710 | 0.134 | 0.121 |
| CU10 | 0.181 | 0.144 | 0.804 | 0.144 | 0.169 |
| CU11 | 0.242 | 0.140 | 0.724 | 0.170 | 0.268 |
| CU12 | 0.211 | 0.176 | 0.861 | 0.182 | 0.154 |
| CU14 | 0.124 | 0.146 | 0.835 | 0.149 | 0.144 |
| CU15 | 0.089 | 0.101 | 0.785 | 0.070 | 0.135 |
| CU2 | 0.130 | 0.155 | 0.840 | 0.158 | 0.153 |
| CU3 | 0.105 | 0.104 | 0.792 | 0.125 | 0.120 |
| CU4 | 0.214 | 0.197 | 0.867 | 0.205 | 0.182 |
| CU5 | 0.128 | 0.161 | 0.849 | 0.158 | 0.155 |
| CU6 | 0.101 | 0.105 | 0.794 | 0.067 | 0.123 |
| CU7 | 0.083 | 0.096 | 0.804 | 0.111 | 0.117 |
| CU8 | 0.414 | 0.462 | 0.531 | 0.463 | 0.421 |
| CU9 | 0.241 | 0.143 | 0.714 | 0.166 | 0.276 |
| MA1 | 0.398 | 0.662 | 0.258 | 0.749 | 0.348 |
| MA10 | 0.433 | 0.769 | 0.236 | 0.846 | 0.369 |
| MA11 | 0.461 | 0.790 | 0.283 | 0.856 | 0.347 |
| MA12 | 0.433 | 0.726 | 0.224 | 0.827 | 0.377 |
| MA13 | 0.323 | 0.536 | 0.203 | 0.681 | 0.345 |
| MA14 | 0.382 | 0.678 | 0.215 | 0.766 | 0.359 |
| MA2 | 0.387 | 0.686 | 0.182 | 0.798 | 0.391 |
| MA3 | 0.304 | 0.662 | 0.151 | 0.785 | 0.357 |
| MA4 | 0.459 | 0.796 | 0.269 | 0.856 | 0.350 |
| MA5 | 0.459 | 0.853 | 0.234 | 0.831 | 0.376 |
| MA6 | 0.437 | 0.732 | 0.222 | 0.825 | 0.367 |
| MA7 | 0.300 | 0.662 | 0.148 | 0.779 | 0.363 |
| MA8 | 0.448 | 0.743 | 0.221 | 0.846 | 0.371 |
| MA9 | 0.432 | 0.795 | 0.235 | 0.859 | 0.380 |
| SCM1 | 0.342 | 0.301 | 0.242 | 0.321 | 0.836 |
| SCM2 | 0.349 | 0.348 | 0.225 | 0.395 | 0.861 |
| SCM3 | 0.333 | 0.313 | 0.257 | 0.366 | 0.849 |
| SCM4 | 0.304 | 0.360 | 0.248 | 0.394 | 0.812 |
| SCM5 | 0.320 | 0.348 | 0.294 | 0.387 | 0.868 |
| SCM6 | 0.381 | 0.366 | 0.236 | 0.412 | 0.868 |
| SCM7 | 0.423 | 0.380 | 0.246 | 0.399 | 0.853 |
| SCM8 | 0.355 | 0.314 | 0.253 | 0.344 | 0.789 |

the values of Heterotrait Monotrait (HTMT) ratio are not greater than 0.90. These values are shown in Table 4.

Table 4. Heterotrait Monotrait ratio

| | CA | CC | CU | MA | SCM |
|-----|-------|-------|-------|-------|-----|
| CA | | | | | |
| CC | 0.518 | | | | |
| CU | 0.229 | 0.913 | | | |
| MA | 0.527 | 0.335 | 0.815 | | |
| SCM | 0.445 | 0.428 | 0.242 | 0.473 | |

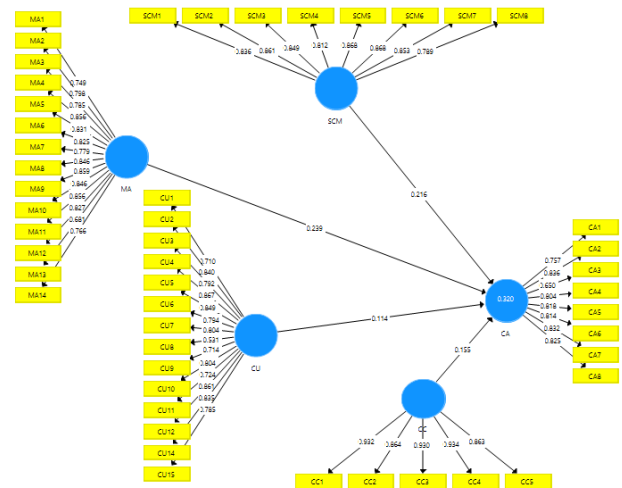


Figure 2. Measurement model assessment

The path analysis exposed that positive linkage among the change in cost, market age, capacity utilization, supply chain management and competitive advantage of banks in Indonesia and accept H1, h2, h3 and h4. These values are shown in Table 5.

Table 5. Path analysis

| Relationships | Beta | S.D. | t-statistics | p-values |
|---------------|-------|-------|--------------|----------|
| CC -> CA | 0.155 | 0.123 | 1.262 | 0.105 |
| CU -> CA | 0.114 | 0.042 | 2.704 | 0.004 |
| MA -> CA | 0.239 | 0.123 | 1.943 | 0.027 |
| SCM -> CA | 0.216 | 0.066 | 3.289 | 0.001 |

The results also show that no high link among the variables along with valid discriminant validity because

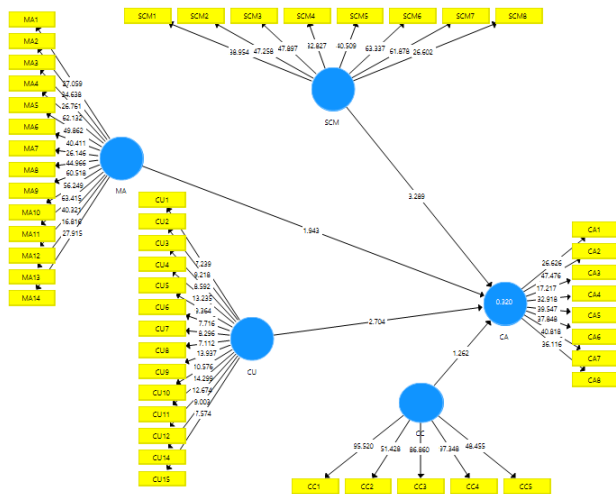


Figure 3. Structural model assessment

5. Discussion and conclusion

The results revealed that positive along with significant association has been observed among the change in cost, market age, capacity utilization, supply chain management and competitive advantage of banks in Indonesia. These findings are similar to the outcomes of Abd Aziz and Samad [1] who also exposed that market age positively linked with a firm competitive advantage. In addition, a study by Don-Serge [9] examined that the capacity utilization has a positive association with a competitive advantage and these findings are same as the outcomes of the present study. Moreover, a study by Liao, Hu [21] investigated the competitive advantage depends on the effective practices of supply chain and these findings are similar to the results of the current study. These findings have provided the guidelines to the regulators that they should expand their focus on the supply chain along with cost and market that enhance the competitive advantage of the banks that ultimately improve the performance of the banks in the country. Thus, the present study concluded that the banks in Indonesia have managed the change in the cost, market age along with the effective supply chain practices that is the reason of high competitive advantage in the banks. This study suggested to the upcoming studies they should expand the scope by adding more business. In addition, the current study has ignored the mediating and moderating factor in the model and recommended that future studies should add any mediator and moderator in their analysis.

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