

Exploring Moderation In Service Dominant Logic-Service Innovation Relationship In Tourism Sector-A PLS Analysis

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Abstract: Service dominant logic conceptualizes the complex interaction and interdependences among the actors involved in the service creation process to deliver value to the end customer. The paper explores the strength of relationship between the foundational premises of SDL & Service Innovation along with the moderating effect of the connectivity, network ubiquity, open standards and specialization on their relationship in the hotel industry. Data for the study was collected from 96 managers of Jammu and Kashmir Tourism Development Corporation. Output from SmartPLS3 showed that developmental and empowered interaction capability has the strongest relationship with the SDL whereas the connectivity and network ubiquity had the strongest moderating effect leading the service innovation. The study suggested periodic in house management development programmes, qualification improvement, collaboration with all the local stakeholders (government and private), rewarding employee for bringing innovative ideas and free flow of the information among all the stakeholders will help the tourism and hospitality organizations to increase customer traffic and build revisit intention.

Index Terms: JKTDC, Moderation Analysis, Partial Least Square, Service Dominant Logic, Service Ecosystems, Service Innovation, Tourism,

1. INTRODUCTION

Service industry began to gain a pivotal role in the world economy by early 1980s and drew the focus of the researchers worldwide. Continuing with the evolution, the impact of service industry became widely visible as it began transcending across the industries spanning on continuum of the manufacturers to pure players. During 1970s-1990s renewed focus on service sector coupled with emphasis on collaboration, co-production, co-creation & communication the marketing viewpoint began to shift toward from goods to service and services were considered as a perspectives for any offering [37],[4], [12],[22] and converged into the idea of Service Dominant Logic (SDL). The idea of SDL revolves around the service-for-service exchange using the specialized knowledge of the entities involved the value creation process to be delivered to the interested party. It is widely acknowledged as foundation of relationship marketing as it focuses on efficiency, long term effectiveness [7], removal of the producer-consumer variation by emphasizing collaborative model of value creation and integrating a set of private and public resources [13],[32]. Among service sector, tourism is a major source of foreign exchange earnings; generates employment for unskilled, semi-skilled and skilled manpower; source of earning for public and private sector; facilitates culture exchange; publicizes country image besides promoting interconnectedness throughout the world. The benefits of service innovation in tourism are manifold ranging from sustainability of a firm's current market share, gaining a competitive edge, enriching customers' experiences, elevating the performance and improving economic viability of firm to delivering additional value to their customers [33]. According to UNWTO report, 2020 the economy will contribute to be outpaces by the international tourists arrival with growth rate of

3%- 4% worldwide. To meet this flooding demand, it will become imperative for all the stakeholders of tourism including people involved in boarding, lodging, accommodation, transportation, food & beverages etc to collaborate together and deliver a memorable experience to the tourist

The current study is based on the Jammu and Kashmir Tourism Development Corporation (JKTDC) located in Union territory of Jammu and Kashmir, which shares its international boundary with the countries like Pakistan, Afghanistan, China, Russia and Turkistan. JKTDC was established by the Govt. of J&K on Feb.13, 1970 with the vision to promote and operate schemes for development of tourist traffic in J&K state. It provides cottages and Dak bungalows, run cafeterias & restaurants and canteen services to the civil sectt. employees at Jammu and Srinagar. It is the first organization in Jammu and Kashmir to have the virtual private network in order to facilitate online booking and tourism information dissemination. The Corporation presently has 1080 regular and daily wage employees working in different capacities in various units. On an average Rs. 984.00 lakhs are annually released on account of salary and allowance to these employees. At present, the Corporation has accommodation capacity of 2200 beds per day and runs 37 restaurants and cafeterias across Jammu and Kashmir. Apart of these, facilities of dormitory, clock room, club, kiosk, shop and prefab rooms are also provided to tourists. Further to promote tourist traffic, the package tours, food and cultural festivals are being organized at Delhi, Bangalore, Goa, Indore, Hyderabad, Dubai etc. The administrative machinery available for tourism development in J&K state are Department of Tourism, Jammu & Kashmir Tourism Development Corporation Limited (JKTDC), Tourism Development Authorities (TDA), Jammu and Kashmir Cable Car Corporation (JKCCC), Department of Floriculture, Lakes and Waterways Development Authority (LAWDA), Clubs & Societies and other agencies namely Directorate of Archives, Archaeology and Museums, Jammu and Kashmir Academy of Art, Culture and Languages etc. Owing to political instability, Investment from the private players in J&K has declined over time. This has lead to increase in the burden on the government machinery to meet the demand of the tourists and ensure building of a memorable experience which will lead to

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revisit intention. Since JKTDC is the largest public sector corporation, providing hotel services across J&K, this study explores how the concept of SDL can be applied on the existing infrastructure(physical and people) by integrating all six SDL dimensions and how they finally lead to service innovation. The study also examines the moderating effect of work procedures like open standard, specialization, connectivity and network ubiquity on the relationship of SDL and service innovation. The research outputs of the paper would benefit both JKTDC for renewing focus of service delivery methods, which would eventually improve JKTDC's competitive edge, business reputation and loyalty among internal & external customers.

2. CONCEPTUAL AND THEORETICAL FRAMEWORK OF SDL, SERVICE INNOVATION AND MODERATORS

S-D logic views the customer as an operant resource which is capable of acting on other resources, a partner who participates in the co-creation process with the firm [30] and encourages a "market with" philosophy. Compared to earlier goods dominant logic, in S-D logic 'Products' are viewed as service flows, promotion is replaced by interaction and negotiations with the customer, price is replaced with proposition created by both sides of the exchange and place is reformulated with value networks and processes [31]. S-D logic orientation brings greater specificity of firm operant resources, competitive typologies thereof creating value proposition for customers, specifying inter-firm value creating processes by embedding in routines and organizational learning, generating economic localization that produce cluster benefits etc.[21]. Researchers have enticed following six interaction centric capabilities that facilitate and enhance value co creation & collaboration with customers [5]. Individuated Interaction Capability (IIC): It is an organization's ability to integrate resources for desired outcomes with individual customers and value network partners. Relational Interaction Capability (RIC): It is creation and enhancing social and emotional linkages with customers and value network partners. Ethical Interaction Capability (EIC): It relates to an organization's ability to deal with customers and value network partners in a fair and transparent manner. Empowered Interaction Capability (EMC): It is an organization's ability to shape the nature and content exchange with internal and external stakeholders. Developmental Interaction Capability (DIC): It refers to an organization's ability to increase competence and knowledge of customers and other value network partners. Concerted Interaction Capability (CIC): It is an organization's ability to synchronize service processes with customers and value network partners. Thus, S-D Logic orientation amalgamate resources both tangible and intangible in the service ecosystem of actors to improvise service innovation. Since the word 'Innovation' has been coined [24], it has been broadened with advances in service science and redefined as co-creation of value various roles, experiences and evaluated by customers. Service innovation has been defined as a process which applies/uses specialised competences for the benefit of the self or other entity [30]. This in turn exercises an effect on the business including creating favourable memorable service experience among customers [31]. In the context of tourism, service innovation might bring competitive advantage to all the entities involved in service delivery i.e. hotels, IS provider(s), local business, souvenir & handicraft shop, transportation firms, customer etc.. With the

integration of information technology and service science, hotels are offering a variety of value-added services including different types of cuisines, wellness centres, conference rooms, swimming pools,spa facilities, beauty salons, and many other facilities to all types of travellers. The focus of service innovation is on change in structure resulting in either development of resources or a new set of schemes that are valuable. The service benefits all the participants in the service ecosystem [2] i.e. hotels, IT system providers, local businesses (restaurant, shop, pub, etc.) and customer. Extensive literature postulates the role of open standards, specialization, connectivity and network ubiquity in moderating the relationship between S-D Logic and service innovation. Open standard facilitates collaboration and stimulates innovation. Specialization encourages increased interdependency, collaboration, greater financial stability, customer benefits and opportunities for growth for all competitive businesses. Connectivity promotes flexibility, increase in sale, reduction in operating costs, customized quality services, etc. Network ubiquity is a binding force wherein process, operand and operator are associated to each other. It accelerates other moderators leading to more service innovation. Based on the review, following objectives are formulated for the study (Fig 1). Objective 1: To study the relationship between the six dimensions of SDL and Service Innovation.

Hyp1a: IIC, RIC, EIC, EMC, DIC and CIC are associated to Service Dominant logic.

Hyp1b: Service Dominant Logic leads to Service Innovation.

Objective 2: To study the moderating effect of Connectivity, Network Ubiquity, Opens Standards and Specialization on the relationship between SDL and service innovation.

Hyp2a: Connectivity significantly moderates the relationship between SDL and SI.

Hyp2b: Network Ubiquity significantly moderates the relationship between SDL and SI.

Hyp2c: Opens Standards significantly moderates the relationship between SDL and SI.

Hyp2d: Specialization significantly moderates the relationship between SDL and SI.

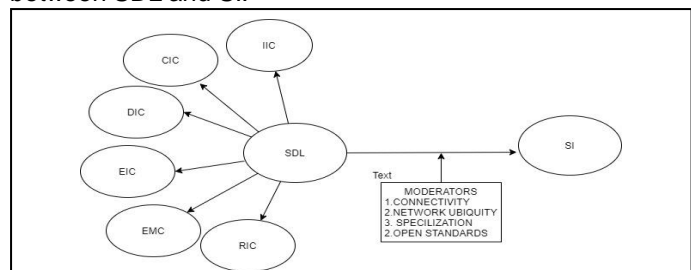


Fig.1. Conceptual diagram of relationship between SDL and Service Innovation along with the moderators.

Note: IIC (Individuated interaction capability), RIC (Relational interaction capability), EIC (Ethical interaction capability), EIC(Empowered interaction capability), DIC (Developmental interaction capability), CIC (Concerted interaction capability),SDL (Service Dominant Logic), SI (Service innovation)

3 RESEARCH DESIGN AND METHODOLOGY

In this section, we followed detailed methodology to meet our objectives and test hypotheses.

Stage 1: Generation of Scale Items

The scale items for all the dimensions: SDL[1], [5], [6], [8], [16], [29],[35],[36]; service innovation[27],[18],[16],[28] and moderators[30], [26] & [34] were identified after extensive & rigorous review of literature and studies related to the purpose. Secondary data were generated from published and unpublished doctoral thesis, books, reports, journals, viz. Research in Hospitality Management, The Service Industry Journal, Service Design and Service Innovation, European Business Review, The TQM Journal, The Journal of Business Theory and Practice, Int. J. Electronic Business, European Management Journal, Int. Journal of Business Science and Applied Management, International Journal of Safety and Security in Tourism, Journal of Service Management, Tourism Management etc. Internet was used to substantiate and authenticate information from the archived resources.

Stage II: Questionnaire Design

On the basis of literature review, and discussion with managers of hotel industry, a questionnaire was developed. After the pretesting, questionnaire was finalized which consisted of 5 items (General information) and 37 items (IIC), 9 items (RIC), 11 items (EIC), 8 items (EMC), 8 items (DIC), 5 items (CIC), 3 items (OS),3 items (Specialization), 3 items (Connectivity), 3 items (Network ubiquity), 8 items (Service innovation) based on five point likert scale from strongly disagree (1) to strongly agree (5). Some items pertaining to service improvement and suggestions were kept open ended to elicit free response

Stage III: Final Data Collection

Census method was followed in contacting 96 top and middle level managers of 25 JKTDC establishments. Two JKTDC hotels located in Jammu division namely, Jia Pota Akhnoor and JKTDC Chichi Mata were excluded as they were under construction. Due to militancy in Kashmir Division, JKTDC Aharbal, JKTDC Kokernag Resort and JKTDC Manasbal Resort were omitted from the preview of survey. Tourist Bungalow Leh due to its renovation works was also excluded from the study. Of the total 96 JKTDC managers, 28 are located in Jammu region and 68 in Kashmir province. The number of top managers contacted were 42 and middle level were 54 forming 43.7% and 56.25% in total. Monthly income wise 34 employees have earning between Rs.40000-Rs.60000 and 62 employees have earning of above Rs.60000 .Experience-wise, employee below 10 years are 19, 41(10 years-20 years) and 36 (20 years and above). The responses obtained were tabulated.

4 DATA ANALYSIS AND INTERPRETATION

IIC, RIC, EIC, EMC, DIC, CIC were second ordered constructs each consisting of 6, 2, 2, 3, 2 and 2 first ordered constructs respectively (Table1). The indicator with the loading values less than 0.4 were removed and a second iteration was carried out to have individual reliability values larger than the minimum threshold values of 0.4, AVE more than 0.50, rho value more than 0.4 and construct reliability value more than 0.4[4],[7]. Since each of the construct under the study was hierarchal and reflective in nature, latent scores were calculated using repeated indicator approach [10].In addition, three criteria: external validity, reflective outer weights and multi collinearity were used to validate reflective measurement models of SDL. Table 2 shows seven second-order reflective constructs are valid constructs and can be used to carry out

further analysis.

SmartPLS3 was used to analyze the data and understand the relationship between the six foundational premises of SDL and service innovation (Table 3). The result show that DIC has the strongest total effect on SDL (0.750), followed by EIC(0.631), RIC (0.596), CIC (0.549), EMC(0.472) and IIC(0.471). SDL also leads to service innovation with loading of 0.156.The significance of the path co-efficient was tested by calculating t-statistics using non-parametric bootstrapping to provide confidence interval for all the parameter using 5000 bootstrap samples. Since the t statistics of all the structural relationship was more than 1.96 and P value was less than 0.05[9].So all the hypothesis were accepted stating that IIC, RIC, EIC, DIC , EMC and CIC leads to SDL and SDL leads to service innovation in the hotel industry.

TABLE 1
CONSTRUCTS, THEIR OUTER LOADINGS, RELIABILITY AND VALIDITY

	No of first order constructs	No of items	Range of outer loadings	Cronbach's α	ρ_A	Composite reliability ρ_C	AVE
IIC	IIC1	5	0.611-0.816	0.779	0.788	0.947	0.536
	IIC2	5	0.733-0.873	0.860	0.861	0.851	0.642
	IIC3	7	0.693-0.816	0.905	0.908	0.899	0.640
	IIC4	2	0.908-0.926	0.812	0.818	0.925	0.841
	IIC5	4	0.877-0.807	0.799	0.799	0.869	0.624
	IIC6	3	0.884-0.888	0.871	0.872	0.921	0.794
CIC	CIC1	2	0.941-0.943	0.829	0.832	0.898	0.745
	CIC2	3	0.853-0.870	0.921	0.925	0.941	0.761
DIC	DIC1	4	0.880-0.922	0.917	0.918	0.941	0.800
	DIC2	3	0.766-0.859	0.797	0.799	0.882	0.714
EIC	EIC1	5	0.691-0.813	0.842	0.845	0.888	0.614
	EIC2	4	0.749-0.835	0.815	0.817	0.878	0.643
EMC	EMC1	3	0.836-0.871	0.814	0.816	0.896	0.729
	EMC2	2	0.902-0.913	0.785	0.787	0.903	0.823
	EMC3	2	0.867-0.903	0.724	0.735	0.878	0.783
RIC	RIC1	4	0.720-0.868	0.829	0.843	0.886	0.661
	RIC2	5	0.587-0.935	0.860	0.899	0.903	0.637
SI	S1	-	0.811	0.881	0.887	0.891	0.611
	S2	-	0.726				
	S3	-	0.865				
	S4	-	0.844				
	S5	-	0.888				

To study the moderation effect of connectivity, network ubiquity, open standard and specialization on the relationship between SDL and service innovation, moderation analysis using product indicator approach was applied. A moderator variable influences the strength, or even the direction of the relationship between constructs in the structural model. The equation of the same can be written as equation 1

$$\gamma_2 = c + b_1.\gamma_1 + b_2.M + b_3.(\gamma_1.M) + \varepsilon \quad (1)$$

where b_1 is the coefficient related to the independent variable, γ_1 , to the outcome γ_2 when $M=0$, b_2 is the coefficient relating to the moderator variable M , to the outcome when $\gamma_1=0$, b_3 is the estimate of the moderation effect ($\gamma_1.M$), c is the intercept of the equation and ε is the error term capturing the unexplained variance. If b_3 is statistically different from zero, there is significant moderation in the γ_1 - γ_2 relation in the data. To test the possibility of such impact, SDL orientation (Predictor) and moderator are multiplied to create interaction variable to predict service innovation. The importance of moderation can be confirmed by analyzing if its interaction effect is meaningful

and independent of the size of the path coefficient [9]. The significance of the path coefficient is tested by calculating t-values using bootstrap procedure which provide estimate of the shape, spread and bias of the sampling distribution of a specific statics. Moderation effect is statistically significant if t-values are greater than the critical value (1.96) and p-values (probability value) smaller than 0.05 after applying bootstrapping. The strength of the moderating effect was assessed by comparing the proportional of variance explained on the main effect with the R^2 and f^2 of the full model. The result Table 4 show that the connectivity has the strongest moderating effect ($f^2=0.211$) followed by open standards ($f^2=0.160$), specialization ($f^2=0.120$) and network ubiquity ($f^2=0.037$). Thus, the hypothesis, connectivity, specialization, network ubiquity, open standards moderates the relationship between SDL orientation and service innovation' holds for all four constructs.

TABLE 2

SECOND-ORDER REFLECTIVE INDICATORS EXTERNAL VALIDITY AND VIF

	IIC	RIC	EIC	DIC	EMC	CIC	SDL	VIF
IIC	1							1.143
RIC	0.097	1						1.212
EIC	0.240	0.380	1					1.259
DIC	0.304	0.177	0.240	1				1.938
EMC	0.056	0.168	0.107	0.243	1			1.082
CIC	0.166	0.045	0.180	0.642	0.165	1		1.730
SDL	0.671	0.673	0.774	0.739	0.626	0.792	1	

5. MANAGERIAL IMPLICATIONS

Since of all the interaction capabilities, Developmental and Empowered interaction capability have a strong association with SDL, hotels should focus of regular capacity building programmes, regular training & skill enhancement sessions for their managers and the staff employed to ensure they are better equipped to handle demanding customers in varied scenarios. Efforts must be made to have a regular interaction session and team meeting to ensure elicitation of the problems faced by the managers & staff. This will give them a joint forum to exchange ideas for service innovation and understanding how others countered the problems at their hotel establishments. Since SDL and service innovation had a association with R^2 value of 15.6%, to instill service innovation in the process and procedures of the organizations, managers should recognize all the stakeholders of tourism & hospitality industry, identify their strengths & capabilities and develop a value network to drive service innovation [25].

TABLE 3
PATH COEFFICIENTS OF THE CONSTRUCTS

	ORIGINAL SAMPLE	SAMPLE MEAN	STANDARD DEVIATION	t-STATICS	P VALUE	DECISION
IIC <-SDL	0.471	0.454	0.158	2.976	0.003	accepted
RIC <-SDL	0.596	0.591	0.133	4.500	0.000	accepted
EIC <-SDL	0.631	0.628	0.081	7.803	0.000	accepted
DIC <-SDL	0.750	0.752	0.051	14.656	0.000	accepted
MC <-SDL	0.472	0.461	0.141	3.342	0.001	accepted
CIC <-SDL	0.549	0.542	0.107	5.132	0.000	accepted
SDL->SI	0.156	0.163	0.094	3.661	0.007	accepted

The study has enticed four moderators namely, connectivity, network ubiquity, open standards & specialization, moderates the relationship between SDL-Service innovation.

To improve connectivity among the value network partners, real time information dissemination system must be established by the use information technology to ensure equal understanding of the different facets of the scenarios, capture solutions and ensure optimized resource utilization. To ensure no duplication of information hotels must develop a protocol for ubiquitous network in the form of IT policy which is clearly communicated to all stakeholders taking in consideration their technology constraints. Hotel organizations should ensure that the policy formulated for the exchange of services and information must be fair, reasonable and non discriminatory to ensure building of an integrated ecosystem for superior value creation [11]. For specialization among top and middle level managers, it is suggested that periodic in-house management development programmes be organized, qualification improvement be encouraged by collaboration with reputed hotels & academic institutions and setting up new channels of communication to allow inflow of innovative ideas from the managers. These all measures will ensure that JKTDC hotels will be projected as good destinations management organizations and viewed as generator of memorable tourist experience, hence building brand and creating customer loyalty. The study is limited to JKTDC employees, which in future could be extended to other stakeholders of tourism industry so that a resource based orientation gets reconfigured in a service system, which explains service innovation from an S-D logic perspective, and generate customer traffic and revisit loyalty.

TABLE 4
IMPACT OF MODERATORSON SDL-SERVICE INNOVATION

HYPOTHESIS	b1	b2	b3	R ² adj	F ² SDL	F ² M	F ² SDL*M	Decision
Connectivity								
Main effect	0.088	0.312	-	0.117	0.008	0.106	-	
SDL*C->SI	0.312	0.465	0.282	0.183	0.021	0.117	0.211	accepted
Network Ubiquity								
Main effect	0.117	0.258	-	0.069	0.117	0.258	-	
SDL*NU->SI	0.138	0.318	0.155	0.092	0.026	0.102	0.037	accepted
Open Standards								
Main effect	0.078	0.341	-	0.115	0.007	0.128	-	
SDL*OS->SI	0.130	0.314	0.322	0.229	0.021	0.272	0.160	accepted
Specialization								
Main effect	0.084	0.313	-	0.097	0.008	0.105	-	
SDL*S->SI	0.128	0.471	0.286	0.185	0.019	0.214	0.120	accepted

Note: C-Connectivity, NU - network Ubiquity, OS -Open System, S-Specialization, SI-Service Innovation

6. CONCLUSION

The study concludes that managers working in the hospitality industry should focus on overall development of his employees and decentralization of the decision-making authority to empower him. An empowered employee equipped with the requisite skill set will make better decisions thereby ensuring better quality customer service and hence impacting brand building & customer loyalty. Along with this hospitality industry must strive towards building an integrated service ecosystem consisting of all stakeholders where information is openly disseminated to ensure optimal utilization of the available resources hence reducing cost & service failures, customer dissatisfaction and building of a sustainable business.

7. LIMITATION

The study was based on the perception of the managers working in government hospitality organization in Jammu and Kashmir where the procedures and innovation are monitored by the government & funding sanctioned .To get a better insight , the study can be extrapolated to the private hospitality organizations. The study is restricted to the perception of the managers only. To have a better understanding of the service ecosystem, perception of the other tourism stakeholders can be included.

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