

The Moderating Effects of Internal Orientation and Market Orientation on the Relationships between Commitment and Transportation Service: An Approach to International Freight Forwarders



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Abstract

The objectives of this research are to develop the variables which moderate the relationship between commitment and transportation services and to analyze the moderating effects of the variables. The conceptual and operational definitions of the variables were ascertained from prior research. The reliability and validity of collected data were tested by various methods and hypotheses are tested by a moderated regression analysis. The results are as follows. First, the moderating variables on the relationship between commitment and transportation services are identified as internal orientation and market orientation. The former has three sub-dimensions such as collaboration between departments, work standardization and process improving and the latter has three sub-dimensions such as intelligence generation, intelligence dissemination, and responsiveness. Second, work standardization is ascertained to enhance the relationship between commitment and trust. Third, process improving is verified as enhancing the relationship between commitment

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and trust. Fourth, work standardization is ascertained to enhance the relationship between commitment and flexibility. Fifth, intelligence generation is identified as enhancing the relationship between commitment and trust. Sixth, intelligence generation is verified as enhancing the relationship between commitment and flexibility. Therefore, forwarders can supply superior transportation services for customers when they achieve commitment and orientation such as work standardization, improvement of their service processes, and activities concerned with intelligence generation.

Key Words : Commitment, Orientation, Transportation Service, Forwarders

I. Introduction

Ports are a terminal station as well as a point of departure in international logistics. Almost all firms concerned with port logistics perform not only their specific work but also mutual collaborative work and management with cooperative firms. This has various functions such as collecting goods, storage, tallying, examining, estimating, discharging, packing, and customs clearance. These functions have close relationships mutually and firms perform their work through mutual flexible collaboration.

International freight forwarders mean that they perform consolidation of less than container loaded cargoes (LCL cargoes) and concerned work in a port.¹⁾ They supply shippers and consignees with efficient logistics services in international logistics processes. Seamless logistics flow in ports could be connected with the lowest level of delay if their logistics services are accomplished harmoniously. Therefore, this research would suggest a need for research on service differentiation of international freight forwarders as additional service providers in international logistics processes.

Forwarders in an international logistics process fulfill consolidation of LCL cargoes and accessory works concerned with the consolidation. In particular, they supply shippers and consignees with additional services such as inspection, bonded transportation and customs clearance in an

1) Bae(2012b), pp.345-368.

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