



How Port Service is Important for Logistic Companies? Examining Role of Service Ambidexterity and Service Agility

Nur Rohmah ✉

Tata Laksana Angkutan Laut dan Kepelabuhan, Politeknik Ilmu Pelayaran Semarang

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Abstract

Business dynamics and development demand that one of the infrastructures in shipping goods by sea, namely the Port, can improve the quality of its services. Improving service quality can be done by establishing ambidexterity services and agility services. This research elaborates on the effect of ambidexterity and agility services on customer satisfaction through port service performance. The sample used is 183 service users companies engaged in logistics; therefore, this study analyzes the business-to-business (B2B) relationship. The novelty of this study is to analyze the variables regarding port services to determine their effect on service user satisfaction. The study's results found that service ambidexterity positively affected performance and satisfaction. The research also proved that service agility affected performance and satisfaction. The study found that performance partially mediated service ambidexterity and service agility on service user satisfaction.

INTRODUCTION

The quality of services related to port services is essential to assist the movement of goods, especially goods related to exports and imports. The movement of goods needs to be supported by adequate service quality, especially in the current dynamic era. Technological developments make the service process dynamic; hence, port management support related to services can be improved. Port service improvisation can be done by ensuring that a port can adapt and has flexibility in the service sector; therefore, technology can be assisted in providing optimal service quality. Ports are required to provide optimal service quality, especially in the current era where goods are moving faster. The movement of goods encourages faster service quality, so it can help improve service quality to consumers. The quality of service in question is to provide all port resources in providing value to consumers. Optimal service to consumers will help increase satisfaction levels. Port services are related to the loading

and unloading process and the level of speed in distributing goods from one place to another. The current era encourages moving from one place to another by reducing waiting times in ports. Various factors that support the acceleration of the process of distributing goods will lead to customer satisfaction using port services (Uvet, 2020). Port service users currently are parties related to logistics services.

Purchases of goods in the current era are not only made between cities and provinces but can be made from other countries, so with this speed, logistics services will get a faster waiting time. Logistics services is a company engaged in delivering goods to serve individual consumers. Logistics services are companies engaged in helping the distribution of goods. This research focuses on business-to-business to analyze the process of moving goods and adaptations carried out by ports which have implications for customer satisfaction (Bouzari & Karatepe, 2017). Several issues related to port services are service agility which is associated with the speed in responding

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✉ Correspondence Address:
Jl. Singosari Raya No.2A, Wonodri, Kec. Semarang Selatan
Kota Semarang, Jawa Tengah 50242
E-mail: nur_rohmah@pip-semarang.ac.id

to changes so that it is oriented towards the quality of services contained in the Port. Service agility is an effort to form port services that can adapt to rapid environmental changes. The demand to provide services quickly so the Port can quickly distribute goods from one city to another (Sok et al., 2021). Port Manager requires agility service, so it can provide a service that service users expect. Management related to ports requires agility service to help the service process quickly. In the current era, the adaptation required is to respond to changes and dynamics in the distribution of goods. The distribution chain at this time requires speed and effort to establish optimal port service quality. The service formed is to create a customer-oriented organization for the Port. Service agility is one factor that encourages the achievement of dynamics and adjustments in response to business changes (Herlina et al., 2021).

Port performance is one aspect that needs to be considered to provide satisfaction to consumers who use port services. Port Management needs to pay attention to performance associated with ambiguity. The link between ambidexterity and port performance is an effort to provide effective and efficient services; the presence of ambidexterity services will optimally help the port management process (Yu et al., 2013). The process carried out using ambidexterity services is to use all available resources in the Port to provide faster service and time (Rapp et al., 2017). Accuracy in service will affect faster waiting times, so the logistics sent to reach the recipient will be shorter. Port services are an essential aspect when viewed from a marketing point of view, related to the value delivered to consumers. The process to increase ambidexterity is to ensure that all resources in the Port can serve customers optimally. Ambidexterity and service agility is related to port performance and provides satisfaction efforts to consumers.

Previous research linking ambidexterity and service agility is still limited. Previous research has focused a lot on general port management related to the supply chain and services (Herlina et al., 2021; Le et al., 2020). There is still limited research linking service ambidexterity and service agility with consumer satisfaction as users. The Port is a service to users who need services in distributing products. Distribution not only through land but also requires logistics distribution through port. Distribution through ports requires optimal service; therefore, research on port management related to marketing has a novelty that can be utilized to maximize service.

HYPOTHESIS DEVELOPMENT

Ambidexterity is an attempt to act effectively. Ambidexterity service is one of the steps taken by port management to provide optimal

service to service users, namely consumers. The process of improving service quality is to provide adequate services. Service ambidexterity is related to port performance to improve service quality (Ahmad et al., 2021). Port services are related to efforts to provide faster distribution of goods, so achieving customer satisfaction is more optimal. Port services require the support of all port resources so that activities to assist the administration and movement of goods can be carried out accurately and quickly. Ambidexterity is a process that helps consumers obtain goods, so they are shorter and received more quickly. The process in achieving customer satisfaction is more optimal (Shiue et al., 2021). Port services require the support of all port resources, so activities to assist the administration and movement of goods can be carried out accurately and quickly. Ambidexterity is a process that helps consumers obtain goods, so they are shorter and received more quickly.

H1: Service Ambidexterity has a positive effect on Port Service Performance

Ambidexterity carried out by ports plays an important role in shaping customer satisfaction as users of port services. Ambidexterity provides opportunities for all organizational resources to play roles according to their respective functions. The roles that have been arranged in the organizing process will assist in serving all port service consumers (Fan et al., 2022). The role of ambidexterity is to perform and share appropriate tasks with members of the organization to provide services to service users. Ambidexterity helps carry out effective and efficient actions, thus forming an optimal service to all users. This study emphasizes that when port services are carried out effectively and efficiently, it will create speed of time and accuracy. Consumers will feel satisfied when the time used to send and receive goods is faster. In addition, when consumers do not encounter obstacles to the goods sent or received, it forms satisfaction. Power is related to the expectations and realities that are felt when obtaining services. The level of satisfaction will reflect the efficiency and effectiveness of the services that have been carried out by the Port management in forming ambidexterity services, the more optimal the services that have been carried out, the higher the level of satisfaction.

H2: Service Ambidexterity has a positive effect on Port Service Satisfaction

Port's ability to adapt is a form of agility service. Service agility is defined as the adaptation of services to change more quickly. Port capability is a service that is intended to serve all service users in order to get distribution of goods faster when consumers want to send goods using services, the Port needs to prepare administrati-

on and procedures that can more concisely help the distribution of these goods so that they can be sent or received immediately. Agility service relates to the Port's focus to be service oriented. God's dynamic area requires the right changes to meet the challenges, so that port adaptation to provide optimal services to service users is very necessary. Service agility's role is to ensure that the Port can work following the challenges and changes that need to be faced. Service agility affects the Port's performance because it responds quickly to changes. Ports need to have facilities related to service agility to deal with changes and a dynamic environment. Ports that are successful in being flexible will affect the performance of the Port in providing services to service users. Service agility affects the performance of the Port because it has a fast response to changes. Ports need to have facilities related to service agility to deal with changes and a dynamic environment. Ports that are successful in being flexible will affect the performance of the Port in providing services to service users. Service agility affects the performance of the Port because it has a fast response to changes. Ports need to have facilities related to service agility to deal with changes and a dynamic environment. Ports that are successful in being flexible will affect the performance of the Port in providing services to service users.

H3: Service Agility has a positive effect on Port Service Performance

Business dynamics require appropriate changes to meet challenges, so port adaptation to provide optimal services to service users is very necessary. Service agility's role is to ensure that the Port can work in accordance with the challenges and changes that need to be faced. Service agility affects the Port's performance because it responds quickly to changes. Ports need to have facilities related to service agility to deal with changes and a dynamic environment. Ports that are successful in being flexible will affect the performance of the Port in providing services to service users (Hizam-Hanafiah & Soomro, 2021). In the current era, business changes fast, followed by the dynamics contained in supporting facilities such as ports. The business dynamics that occur are consumer-oriented, so the process of distributing goods can be done quickly and briefly. Through a faster process, the Port is expected to be able to make changes related to agility services. The ability to respond to changes that play a role in changing business dynamics will affect its ability to face better performance. Business dynamics require a quick response to the distribution of goods, so that there will be more and more activities to send or receive goods to be processed into further goods or finished goods. Activities carried out by the Port require the sup-

port of all resources to ensure that the process for responding to changes in the administration can be carried out properly (Chakraborty et al., 2020). Delivery of value in port management to respond to changes is needed so that it will affect the performance of the Port. Port Performance is assessed from several aspects, one of which is by analyzing how quickly the Port can respond and carry out loading and unloading of goods to be sent or received. In addition, port performance is assessed from all the resources contained in a port to assist in loading and unloading goods, so that distribution becomes smoother.

H4: Service Agility has a positive effect on Port Service Satisfaction

Ambidexterity services are an important aspect of port management in responding to the dynamics of the business environment. Changes in the business environment that require a faster distribution of goods will help increase company efficiency. Increased company efficiency is influenced by external factors, one of which is a third party, namely port management, which facilitates moving goods from one place to another (Zhang et al., 2014). Indonesia is an archipelagic country that requires distribution of goods by sea. The distribution of goods carried out by ships is one of the important aspects in Indonesia that requires support from Port management in improving the business efficiency of companies in Indonesia. The important role of ambidexterity services is to assist the Port management process to carry out the loading and unloading process of goods, so that these services can be carried out by all Port resources to facilitate the creation of more efficient business activities (Sok et al., 2016). The loading and unloading of goods carried out by the Port is one of the essential aspects in several ports around the world, so when one aspect of loading and unloading at the Port can be carried out efficiently, it can create a business efficiency that occurs at a macro level. The role of the Port in creating business efficiency is essential, namely by optimizing the infrastructure for loading and unloading goods. Services related to loading and unloading speed at the Port are needed to ensure that the distribution of goods can be carried out optimally. The speed of loading and unloading of goods is related to port services to ensure that all service users can obtain optimal service quality (Acciaro, 2015). One important aspect in the loading and unloading process is the waiting time at the Port to be served. The loading and unloading process takes quite a long time, so when the Port can provide services more quickly, this will affect waiting times and efficiency. Service agility is important in the weathering management process to provide consumer services. When service agility provides optimal service to consumers, it will affect performance and customer satisfacti-

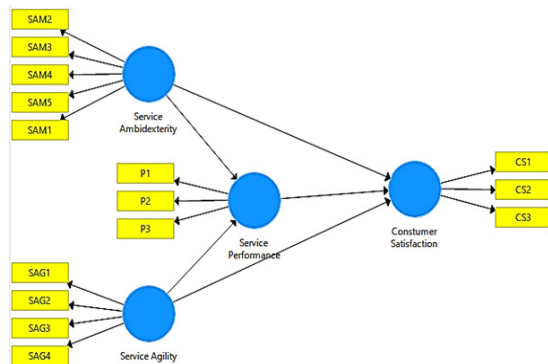
on. Consumer satisfaction is associated with the expectations and realities contained in the Port to serve the loading and unloading process and the distribution of goods. The Port is a place to ship goods, so that when the distribution of goods occurs by companies can be carried out efficiently, it will help macro business processes (Le et al., 2020). Distributing goods is also determined by the speed of loading and unloading at the Port. This study confirms that service agility has an important role in determining customer satisfaction. Port performance mediates service agility and service ambidexterity to customer satisfaction. This happens when consumers get optimal service and a faster waiting time. An increase in waiting time in the sense of a faster time can be done if all resources in the Port work together and are effective in creating a more efficient loading and unloading process (Imran et al., 2019).

H5: Port service performance mediates the effect of service ambidexterity on customer satisfaction

H6: Port service performance mediates the effect of service ambidexterity on customer satisfaction

H7: Port service performance affects customer satisfaction

Figure 1. Research Framework



METHOD

The research was conducted to analyze service ambidexterity and agility on customer satisfaction moderated by port service performance. This study elaborates on these variables by using a sample of consumers directly involved in port services. Consumers who are directly involved are related parties, namely logistics companies that aim to send goods from one place to another. This study focuses the research sample on users of logistics services who need to send or receive goods across islands or countries that require port services. This research focuses more specifically on B2B to analyze inter-company business services. The research sample used was 183, consisting of logistics companies as direct consumers. This study uses purposive sampling to obtain data from parties with certain criteria (Hair et al., 2014). This study was analyzed using

SEM PLS to obtain research results.

RESULT

This study uses validity tests to analyze the accuracy level in giving respondents questions. Based on the results of the validity test, it can be seen that all indicators contained in the study obtained valid values.

Table 1. Validity Test Result

	Con- sumer Satis- faction	Service Agility	Service Ambi- dex- terity	Service Perfor- mance
CS1	0.864			
CS2	0.816			
CS3	0.808			
P1				0.837
P2				0.859
P3				0.802
SAG1		0.874		
SAG2		0.886		
SAG3		0.856		
SAG4		0.858		
SAM2			0.857	
SAM3			0.880	
SAM4			0.844	
SAM5			0.852	
SAM1				
				0.789

The study also tested the data with a reliability test aiming to analyze the indicators' consistency. The reliability test has an indicator, namely Cronbach Alpha of 0.7 and composite reliability > 0.7 (Hair et al., 2014). Based on the results of the study, it represent that all variables have met the criteria of Cronbach alpha, with the value of each variable greater than 0.7.

Table 2. Reliability Test Result

Variable	Cron- bach's Alpha	rho_A	Compos- ite Reli- ability	Average Variance Extracted (AVE)
Constermer Satisfaction	0.625	0.639	0.801	0.576
Service Agility	0.804	0.809	0.874	0.638
Service Am- bidexterity	0.864	0.867	0.903	0.654
Service Per- formance	0.779	0.779	0.872	0.694

Table 3. Direct Effect Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Service Agility -> Con-stumer Satisfaction	0.479	0.475	0.081	5.917	0.000
Service Agility -> Service Performance	0.464	0.466	0.074	6.248	0.000
Service Ambidexterity -> Con-stumer Satisfaction	0.213	0.219	0.071	2.985	0.003
Service Ambidexterity -> Service Performance	0.302	0.3	0.091	3.304	0.001
Service Performance -> Con-stumer Satisfaction	0.243	0.244	0.073	3.335	0.001

Based on Table 3, the hypotheses is supported (H1, H2, H3, H4, and H7). The indirect influence in H5 and H6 result is represented in Table 4. These hypotheses also supported.

Ports need a strategy to effectively utilize all available resources to respond to rapid business changes. Ports are closely related to logistics companies that aim to distribute goods according to the destination.

Table 3. Indirect Effect Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Service Agility -> Con-stumer Satisfaction	0.113	0.114	0.039	2.865	0.004
Service Ambidexterity -> Con-stumer Satisfaction	0.073	0.073	0.032	2.307	0.021

Table 5. R Square Result

	R Square	R Square Adjusted
Con-stumer Satisfaction	0.655	0.647
Service Performance	0.464	0.456

DISCUSSION

Research results have shown that service ambidexterity is important in influencing port performance. Port services are essential for loading and unloading goods, so all companies engaged in logistics services require optimal port performance. When the Port's performance is optimal, the logistics service company will be faster and more precise in sending goods to other service users, namely to consumers. The results of this study illustrate that there is business-to-business cooperation between the port and logistics service companies. Ambidexterity services are an important part of Port management to ensure that Ports can respond adaptively to changes and dynamics of the business environment (Fahmiasari & Parikesit, 2017).

Ambidexterity services are important in ensuring that Port resources have a stake in the optimal success of Port service performance (Enyindah, 2019). Ambidexterity services ensure that the Port has speed and is responsive to changes, so that the loading and unloading process of goods can be achieved optimally. Speed in processing goods is one of the important indicators in customer-oriented port management.

Service agility is an important part of providing services to consumers. Logistics companies need speed and accuracy to obtain optimal services. Logistics companies depend on Port management to distribute goods and arrange shipments appropriately. The distribution of goods not only by land but also by sea, especially in large quantities of goods, will depend on port management. Service agility focuses on productivity, speed, and accuracy in providing services to port service users. This research has proven that service agility affects port performance in general. Agility service is one form of effort to build ports that are adaptive to business changes. The Port is an infrastructure that aims to provide services to service users, especially logistics compa-

nies, to load and unload goods, sent or received by logistics companies can be carried out carefully. Ports with speed in queues will have a competitive advantage, thus positively influencing business dynamics in general for related companies. Logistics companies have an important role in distributing goods, especially related services to consumers, from business to consumer. so that all goods sent or received by the logistics company can be done carefully. Ports with speed in queues will have a competitive advantage, thus positively influencing business dynamics in general for related companies. Logistics companies have an important role in distributing goods, especially related services to consumers, from business to consumer. so that all goods sent or received by the logistics company can be done carefully. Ports with speed in queues will have a competitive advantage, thus positively influencing business dynamics in general for related companies. Logistics companies have an important role in distributing goods, especially related services to consumers, from business to consumer (Herlina et al., 2021).

The study results indicate that service ambidexterity is important in determining customer satisfaction, namely port service users. The Port is an infrastructure that encourages the distribution of goods and shipping from one city to another, especially through the sea; the Port plays an important role in distributing and supplying permits. The important role of the Port cannot be separated from the service ambidexterity that all the resources contained in the Port have an important role in ensuring that the performance of the Port can be carried out optimally. This study found that service ambidexterity is essential in determining customer satisfaction, when consumers have a high level of satisfaction, it will play a role in determining loyalty. Service ambidexterity is not only related to loyalty but also related to competitive advantage. When a port has been able to create an ambidexterity service variable, it will determine the level of satisfaction and competitiveness of the logistics company, meaning that the Port, which is the infrastructure to assist the process of distributing goods and loading and unloading, will be an important part in the process of shipping goods. This research has found that service ambidexterity plays an essential aspect in the process of shipping goods so that it requires the support of all the resources contained in the port management process of determining. Service ambidexterity related to the overall resources contained in the Port, which can be coordinated

and work together to form an efficient work. Efficiency is one of the crucial factors in determining customer satisfaction, namely in logistics companies that are using port services (Barreto et al., 2017).

The study results have found that service agility is an essential part of determining speed and flexibility in port management. The process of following business dynamics will be an adaptation carried out by the company, and one of the facilities at a logistics company is a port. This means that when the Port can adapt to business dynamics, namely the speed and flexibility of shipping goods, this will help determine the satisfaction of users of logistics services at the Port (Fan et al., 2022). In the current era, the number of shipments of goods by sea is increasing because increasingly rapid business developments support this. The process of shipping goods by sea requires several things related to document inspection and so on; it requires the support of all resources to assist in the smooth process of administration as well as in the delivery of other goods; it will form service agility (Le et al., 2020; Zhang et al., 2014). This study found that port performance partially mediates the effect of service ambidexterity on satisfaction and partially mediates the effect of service agility on service satisfaction. This research has proven that the performance of the Port is an important aspect when the Port has been able to create an effective and efficient service process to generate value for customers. Ports that have succeeded in creating efficiency and effectiveness will establish performance that can be measured through a series of measurements (Kim et al., 2021). These measurements include the speed of response and service and reducing the waiting time to send or receive goods at the Port. Port service performance indicates that a port can respond quickly to the services offered (Fahmiasari & Parikesit, 2017). This study confirms that one of the measurements of port performance is the speed of time which can create a competitive advantage for logistics companies. This research proves that one of the performance indicators of the Port is its effectiveness in coordinating and operationalizing the resources contained in the Port. Optimizing the resources in the Port is an integral part of creating organizational effectiveness.

Port service performance results from the efforts made by management to provide optimal services. Performance is a measurement taken to assess the implementation produced in the Port

management process. Port management aims to ensure that goods can be delivered quickly and the loading and unloading process is carried out as quickly as possible (Farsijani et al., 2015). This means that the waiting time required at the Port is getting shorter. The loading and unloading process carried out by port management requires optimization of all resources and is service-oriented. This study has proven that port service performance positively affects customer satisfaction. This study confirms that the Port needs to establish a positive performance in providing satisfaction to consumers, namely users of logistics services namely companies engaged in the distribution or delivery of goods. This study found that when performance has been formed optimally, the higher the customer satisfaction obtained, the Port's ability to increase customer satisfaction is one essential aspect. Port Management can improve performance through ambidexterity and agility services, which will encourage a performance improvement process that is very much needed to ensure that consumers have satisfaction with Port services.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to analyze the effect of service ambidexterity and service agility through port service performance on port service satisfaction. This research was conducted using logistics service users, namely companies engaged in the delivery of goods. The results of the study have found that service ambidexterity has a positive effect on port service performance and port service satisfaction. This study also proves that service agility has a positive effect on port service performance and port service satisfaction. This research has partially proven that port service performance mediates the effect of service ambidexterity and service agility on satisfaction.

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