

# The Effect of Supply Chain Management on Indonesian Pharmaceutical Industry

Djoko Roespinoedji<sup>#1</sup>, Niki Hadian<sup>#2</sup>, Saadah<sup>#3</sup>, Veronika Listi Ferdini Damopoli<sup>#4</sup>, Azizan Mohamed Isa<sup>\*5</sup>

<sup>1,2,3,4</sup> Widyatama University

<sup>5</sup>Universiti Kuala Lumpur

\*Corresponding author: azizan@unikl.edu.my

**Abstract-** The objective of this research is to inspect the consequence of effective SCM in terms of delivery, after-sales services and responsiveness on customer retention along with the mediating role of customer relationship on the Indonesian Pharmaceutical company. 5point Likert scale is used to collect the data. Random sampling technique is used on the 200 respondents from Indonesian medical officers. PLS3 is used to analyze the data. The findings of this concluded aftersales services, deliveries and responsiveness have been positively significant associated to CR and also customer relationship positively influenced on C. retention. The study gives to fill the lack of investigation on the SCM service to the C. retention between general consultants from Indonesian private consulting room.

**Keywords:** Delivery, After-sales services, Responsiveness, Customer relationship, Customer retention

## 1.1 Introduction

In the present worldwide market condition, each organization regardless of its scale, classification of business or geology faces all the more requesting shoppers, progressively intense rivalry, and taking off consumption for advancement [1]. Along these lines, organizations are compelled to explore different avenues regarding diverse approaches to work their business and stay gainful and focused, while convey the shopper needs with reasonable cost. So as to accomplish this, numerous organizations are investigating their SCM practices to expand productivity and convey an incentive to the consumer [1].

This problem is of specific significance for pharmaceutical business which is portrayed by broad item advancement and lead times, diverse inventory network systems at different phases of item

improvement, and whose last items has had an immediate genuine effect on the end purchaser [2]. Most pharmaceutical organizations right now have SC that are neither adaptable nor financially savvy. This joined with diminished benefits that business heads recently appreciated through their blockbuster medicine because of the inundation of conventional rivalry, has prompted numerous customary Pharmaceutical industry starting to refine and rethink their SC, and their administration [1].

Pharmaceutical business assumes a critical job in worldwide and SCM structure has turned out to be progressively intricate. “As far as sizes commitment, the pharmaceutical business is authority over by couple of nations, for example, US, Europe and Japan [3]”. Driven by the previously mentioned markets, the utilization of medications in worldwide has pushed tremendously and is anticipated to increment again with the attention on fast development markets [3].

The expanding request and creation drift seen around the world, because of the affectability of the pharmaceutical deliver and in addition their separate crude materials, intelligibility and quality control wind up essential. The exploration reason for existing has to enhance “supply chain management” by observing to different choices at organization, thus will raise association between retention and quality. This research additionally looks at the relationship between powerful “supply chain management and customer retention”, with the topic of keeping a total request and delivery time structure. So as to accomplish this, this research will concentrate on the association with customers, particulars and measures, “delivery and after-sales services, and how these will

affect the nature of services' measurements (responsiveness and trust)" when all is said in done practice in Indonesia from the point of view of therapeutic officers.

## 1.2 Objectives of the Study

1. To define the effect of delivery on customer relationship
2. To determine the effect of after sale service on customer relationship
3. To discuss the effect of responsiveness on customer relationship
4. To determine the effect of customer relationship on customer Retention
5. To define the mediating effect customer relationship between delivery and customer retention
6. To determine the mediating effect customer relationship between after sale service and customer retention
7. To determine the mediating effect customer relationship between responsiveness and customer retention

## 2. Literature Review

### 2.1 Customer Supply Chain Management

There are there elements that produce customer supply Chain management

#### 2.1.1 Delivery

The article centers on outbound customer delivery execution, which is just called customer delivery execution hereafter. The delivery execution of a coordination's framework can be estimated regarding on- time delivery, delivery lead- time, and delivery unwavering quality [4]. Attributable to the significance of the time component, customer delivery execution is frequently viewed as time-based execution [5]. As a rule, coordination's and production network writing contends for the positive effect of store network incorporation on customer delivery execution on the grounds of the sharing of dependable and real- time information both inside and crosswise over firms in an inventory network [6]. Besides, customer delivery execution can be

accomplished by an abnormal state of coordinated effort since it adds to joint endeavors in critical thinking, item improvement, and community arranging. [7] contended that numerous issues confronting producing, for example, parts deficiencies, delivery and quality issues, and cost increments, are established in the absence of compelling interior and outer inventory network reconciliation.

A service delivery process is an uncommon procedure depicting an entire and coordinated methodology for playing out an explicit task type. It gives an entire product life cycle and may be utilized as a kind of perspective for running ventures with comparable qualities [8]. "As a commercial business substance, organization can bear to offer the low costs to their consumers when contrasted with little pharmaceutical organization". By giving great customer service, organization can balance the impact of more expensive rates by offering a superior customer encounter. "Customer retention in pharmaceutical industry [8] can be supported in various ways". These include:

- "Customer relationships" – building up a compatibility and continuous association with consumers and consumers' needs are dependably started things out, so they will feel esteemed by organizations.
- Comfort – teaching customers with item data which is straightforward and structuring services that are anything but difficult to get to.
- Successful installment frameworks – facilitate the customers to pay in manners that are helpful to them
- Successful protestations technique – dealing with issues expertly and immediately
- "After-sales service" – oversee consumer fulfillment after buy and offer other important services to draw out the consumer relationship.

#### 2.1.2 "After-sales Service"

"After-sales service" alludes to numerous means which incorporate upkeep or give arrangements and ensure consumers are happy with the bought things and services of an association. These days, positive verbal exchange is critical in item and brands

advancement. Customers' needs and requests should be satisfied with the end goal for them to spread the beneficial things about the organizations [9]. "After sales service" is getting increasingly more critical to gauge items and services meet the consumers' desires. It additionally assumes an imperative job in customer retention, fulfillment of customers, produces customers' unwaveringness and in the long run convey more income to the organizations. Other than that, it additionally fortifies the bond in the middle of customers and associations. For example, never disregard customer's calls, give steady materials and services and stay in contact with the customers even after the buy [9]. Things that found harmed must be changed quickly, dependably tune in to consumers first and they would feel progressively good while speaking with the sales delegates. "Concentrate on the criticism of the customers since its causes organizations to comprehend the customers better and with the proper changes to hold the customers and satisfy their fulfillment [9]"

### 2.1.3 "Responsiveness"

"Responsiveness" can be characterized as the "capacity to respond deliberately and inside a fitting time-scale to customer request or changes in the commercial center, to realize or keep up upper hand" [10]. The "responsiveness" of supply chains to changing customer prerequisites and their general proficiency are critical issues in store network plan and the board. To recognize the rate at which the inventory network gives items to the customers, Procurement time and Production Cycle Time measurements were utilized ([10]. "An overview uncovered that in 33 percent of the cases Production Cycle time was 1-3 days while in 36% of the cases it was over 10 days While Procurement Time i.e. the time slipped by from the time maker submits a request to when he gets it in 43% of the cases was inside 1-10 days and for about relatively 36% it was over 16 days". Acquirement time is moderately higher on account of pharmaceutical organizations when contrasted and that of synthetic substances and petrochemicals industry [10].

### 2.1.4 Customer Retention

Holding consumers is presently one of the principle needs for most organizations; customer retention can

create a common advantage circumstance for both the organizations and its customers, while offering financial, social and mental exchanges all through for customers. In like manner, the creation and utilization of relationship promoting as a strategy to keep customers faithful can support the organization with solid and long haul upper hands [3]. It is pivotal to keep up the customers with the most elevated net revenue. The solid accentuation on customer retention is impacted by the increased rivalry between the abroad and neighborhood businesses, and that is expecting that customers' retention will accomplish cost productivity [11]. "Thus, enhancing long haul bonds among customers and providers may be influenced all through various factors like responsiveness, trust, customer relationship, after sales service and delivery through data sharing" [12]. Another point to note is that the progression and development of organizations will to a great extent rely upon the organizations' capacity to recognize different kinds of buyers and deal with every last "one of them as an individual market" and significant resource. A study has demonstrated that expanding benefits by seventy-five percent can be accomplished by increasing consumer retention by a unimportant 5 percent. They stated it as "net current value".

### 2.1.5 Customer Relationship Management (CRM)

Customer relationship the board has been generally viewed as a lot of procedures and authoritative procedures to pull in and hold consumers through expanded fulfillment and devotion [13]. The principle CRM forms include "securing customers, realizing them well, giving services and foreseeing their requirements. From a mechanical point of view, CRM frameworks are data frameworks that empower associations to connect with customers, give services to them, gather and store consumer data and break down this data to give a thorough perspective of consumers [13]. CRM frameworks basically fall into three classes.

Customer relationship the executives (CRM) is an administration that expands income and benefit by combining, organizing and incorporating every one of the customers from ventures, which influence showcasing, service and sales [14].

- Sales process: CRM helps consumer with item detail and call focus exercises and so on.
- Marketing process: CRM help consumers and organizations with data, consumer profiling, efforts items and so forth.
- Service process: CRM helps consumer with consistent dealing with, merchandise following, and so on.

The target of CRM is to oversee, help and make individual relationships with consumers [13]. Customer-situated administration approach is ordinarily utilized in CRM and typically depends on business data frameworks which acclimatize the data required to help the procedures in front-work area, for example, sales, service and promoting [15]. Essentially, to Pharmaceutical industry, incorporated data frameworks can give same data to all the consumer contact focuses. With the point of accomplishing a successful CRM idea, an incorporated perspective of consumers over every one of the branches of an association is along these lines basic [16], [32-36].

From the consequences of the study, a few functional ramifications can be featured and proposals can be given to improve production network services. From the outcomes produced, it demonstrates that responsiveness, delivery, after sales services are decidedly identified with consumer relationship and afterward consumer relationship additionally emphatically affected customer retention [17].

Following that, there are few activities that the upper administration can start so as to deal with present and future issues [18]. Right off the bat, pharmaceutical organizations in Indonesia need to concentrate just consumers who give them business. Since, specialists have tight calendar with much of the time changing arrangements and crises [19]. This implies an eye to eye meeting with them winds up uncommon. Along these lines, data of the items and other restrictive learning conveyed by means of the web enables them to experience whenever the timing is ideal [20].

Also, specialists anticipate that sales faculty should know everything about their items. In the event that

they don't think a lot about their item, it decreases the validity from specialists [21]. Specialists require sales work force to be a moment asset for inquiries concerning new prescriptions. If the sales faculty needs to request that the therapeutic counsel send the data, chances for specialists to peruse the material is less or never [22]. Sales individuals should peruse all that they can about their items, for both endorsed and non-affirmed signs [23]. They should be acquainted with the most recent articles in the regularly perused therapeutic diaries previously they meet the specialists [23].

Finally, the universe of prescription is changing at a regularly expanding pace. Sales faculty must comprehend what are the most recent models of the ailments that the medications treat. In the event that they need to be viewed as experts who can enable specialists to carry out their responsibility, they should be knowledgeable in their field [24]. The data is promptly accessible. On the off chance that their organization can't give it, sales faculty can check with nearby specialists to discover where they can get to the most recent data about significant infections.

## 2.2 Hypothesis

1. There is a significant relationship between delivery and customer relationship
2. There is a significant relationship between after sale service and customer relationship
3. There is a significant relationship between responsiveness and customer relationship
4. There is a significant relationship between customer relationship and customer retention
5. There is a significant mediating role of customer relationship between delivery and customer retention
6. There is a significant mediating role of customer relationship between after sale service and customer retention
7. There is a significant mediating role of customer relationship between responsive and customer retention



## Customer Supply Chain Model

### 3. Methodology

This is a cross-sectional study. Quantitative techniques were made to obtain the study objectives. Data were collected from the “Supply chain Management (SCM)” companies in Indonesia. Employees of these companies were selected as the respondents for this study. [25] stated that sample in a series for inferential statistics. “Sample having less than 50 participants will observed to be a weaker sample; sample of 100 size will be weak; 200 will be adequate; sample of 300 will be considered as good; 500 very good whereas 1000 will be excellent”.

Therefore, in the current study 200 sample size was selected. Survey questionnaire was used to collect the data from tourism management companies of Indonesia. Questionnaires were distributed by using simple random sampling. Hence, 200 questionnaires were distributed among the employees of manufacturing sectors of Indonesia. Moreover, 5-point Likert scale was used to analyze the data [26]. Moreover, Smart PLS 3 was used to analyze the data [27]. The response rate from respondents is given in below **Table1**: Response Rate

Responses	Frequency Rate
Questionnaire Distributed	200
Questionnaire Returned	181
Useable Questionnaire	173
Response rate before entering data in %	87 %

## 4. Data Analysis

### 4.1 Measurement Model Assessment

In this study, smartPLS3 is used to measure the model. Factor internal consistency process, CR, AVE and Cronbach's alpha have been measured [28, 29]. Fig. 2 shows the measurement model assessment. The results of measurement model assessment have been given in Table 2. The results

show that all the items had a factor loading more than 0.70. No items having value in the factor loading below 0.70 but above 0.60. Internal consistency has been attained as the factor loading is more than 0.50 approving the convergent validity. AVE and Composite reliability have also been more than satisfactory range 0.70 and 0.50, respectively. The external consistency, furthermore, for the discriminant validity. Table 2 exhibits the results of discriminant validity.

**Table 2:** Cronbach's alpha Factor Loading, CR and AVE

<b>Construct</b>	<b>Indicators</b>	<b>Loading</b>	<b>Cronbach's alpha</b>	<b>Composite Reliability</b>	<b>AVE</b>
<b>Delivery</b>	D1	.861	<b>.796</b>	<b>.780</b>	<b>.662</b>
	D2	.869			
	D3	.850			
	D4	.861			
<b>After Sale Service</b>	ASS01	.821	<b>.874</b>	<b>.884</b>	<b>.629</b>
	ASS2	.801			
	ASS3	.803			
	ASS4	.851			
	ASS5	.862			
<b>Responsiveness</b>	R1	.811	<b>.852</b>	<b>.819</b>	<b>.623</b>
	R2	.740			
	R3	.885			
	R4	.762			
<b>Customer Relationship</b>	CR1	.735	<b>.829</b>	<b>.867</b>	<b>.816</b>
	CR2	.867			
	OR3	.825			
	CR4	.837			
	CR5	.868			
<b>Customer Retention</b>	C.RET1	.810	<b>.872</b>	<b>.851</b>	<b>.870</b>
	C.RET2	.817			
	C.RET3	.820			
	C.RET4	.833			
	C.RET5	.868			
	C.RET6	.799			

**Table 3: Discriminant Validity**

	Delivery	After Sale Service	Responsiveness	Customer Relationship	Customer Retention
Delivery	.879				
After Sale Service	0.864	0.831			
Responsiveness	0.866	0.729	0.829	.801	
Customer Relationship	0.841	0.721	0.742	0.814	.790
Customer Retention	0.810	.715	.710	.809	

#### 4.2 Structural Model Assessment

In this analysis, table 4 makes the measurement model assessment puts direct effects. It comes to know that all the direct associations having t-value more than 1.96 at 0.05 level of significance. So, all the relations have been significant. Furthermore,  $\beta$ -value exhibits a positive association. Therefore, all the hypotheses (H-1, H-2, H-3 and H-4) have been

approved as shown in Table 4. Furthermore, Table 4 exhibits the size of effect ( $f^2$ ). The recommendations of Cohen (1988), it is found that delivery and Customer Relationship having strong effect ( $f^2$ ). Further, “after sale services” and Customer Relationship, Responsiveness and Customer Relationship and Customer Retention all have strong effect.

**Table 4: Direct Result**

Hypothesis	$\beta$ -value	(STDEV)	T Statistics	P-Value	$f^2$	Decision
H1 D->CR	0.242	0.078	2.313	0.031	0.21	Accepted
H2 ASS->CR	0.189	0.081	2.217	0.000	0.28	Accepted
H3 R->CR	0.183	0.070	2.321	0.011	0.20	Accepted
H4 CR→C. Retention	0.191	0.064	2.316	0.000	0.19	Accepted

Moreover, Table 5 exhibits that mediation effect has been significant with t-value 3.224 with positive  $\beta$ -value 0.256. Thus, Customer Relationship a mediating variable between delivery and Customer Retention is mediated. Hence, H-5 is accepted. Similarly, mediating effect of Customer Relationship between “after sale service” and Customer Retention  $\beta$ -value 2.241 and t-value is 2.218. Thus, customer Relationship a mediating variable between “after sale service” and Customer Retention is mediated. Hence,

H-6 is accepted. Mediation effect has been significant with t-value 3.224 with positive  $\beta$ -value 0.256. Thus, Customer Relationship a mediating variable between delivery and customer retention is mediated. Similarly, mediating effect of Customer Relationship between “Responsiveness” and Customer Retention  $\beta$ -value 2.101 and t-value is 2.316. Thus, Customer Relationship a mediating variable between responsiveness and customer retention is mediated. Hence, H-7 is accepted.

**Table 5:** Mediation Result

Hypothesis	$\beta$ -value	(STDEV)	T Statistics	P-Value	Decision
H5 D→CR→C. Retention	0.256	0.085	2.224	0.000	Mediation
H6 ASS→CR→C. Retention	0.241	0.081	2.218	0.001	Mediation
H7 R→CR→C. Retention	0.219	0.092	2.904	0.000	Mediation

**Note:** \*\*p<0.1, \*p<0.05, ns= not significant (p>.05) (Two Tail)

## 5. Findings

In this study, the literature review determines that there have been several variables prompting Customer Retention. “Though, the most conclusive variables, delivery, after sale service and responsiveness”. The t-value is greater than the standard value of 1.96 at 0.05 significant level is acceptable. Further, the path between delivery and customer relationship ( $\beta=0.242$ , t-value=2.313, p<0.05), shows a positive significant relationship. Therefore, the current study found a significant positive relationship between delivery and customer relationship, supporting H1. It proves that increasing one variable would increase other variable towards the same direction. Similarly, the path between after sale service and customer relationship ( $\beta=0.189$  t-value=2.217, p<0.05), so, this study has found a significant positive relationship between after sale service and customer relationship, supporting H2.

Likewise, the path between responsiveness and customer relationship ( $\beta=0.183$  t-value=2.321, p<0.05), so, this study has found a significant positive relationship between responsiveness and customer relationship, supporting H3. Likewise, the path between customer relationship and customer retention ( $\beta=0.191$  t-value=2.316, p<0.05), supporting H4. Similarly, the mediation role of Customer Relationship variable between delivery and customer retention ( $\beta=0.256$ , t-value=2.224, p<0.05). Hence H-5 is mediated. Similarly, the mediation role of Customer Relationship variable between after sale service and customer retention ( $\beta=0.241$ , t-value=2.218, p<0.05), values show a strong mediation role of Customer Relationship variable between after sale service and customer retention. So, this study results exhibits Customer Relationship variable between after sale service and customer retention, Hence H-6 is mediated.



Similarly, the mediation role of Customer Relationship variable between after sale service and customer retention ( $\beta=0.219$ ,  $t\text{-value}=2.904$ ,  $p<0.05$ ), values show a strong mediation role of Customer Relationship variable between responsiveness and customer retention. So, this study results exhibits Customer Relationship variable between after sale service and customer retention, Hence H-7 is mediated.

## 5.1 Conclusion

Study additionally looks at the association between powerful “supply chains management” and “customer retention”, with the point of obtaining a total request and time delivery structure. So as to accomplish this, the study will concentrate on the association with the customers, particulars and measures, “delivery and after-sales services”, and how these will affect the nature of services' measurements “(responsiveness and trust)” when all is said in done practice in Indonesia from the point of view of therapeutic officers

To put it plainly, this examination had uncovered that aftersales services, responsiveness and conveyances are decidedly noteworthy identified with customer relationship and after that customer relationship emphatically affected on customer retention. This examination subsequently adds to fill the shortage of research on the store network the board service towards the C. retention among over-all professionals from private centers in Indonesia.

## 5.2 Limitation of the Study

This exploration centers around “supply chains”, and the improvement of “supply chains management” in Indonesian pharmaceutical organizations, and does not endeavor to inspect SCM in different business areas as this could have form the examination field excessively substantial, summed up and work concentrated in data gathering. It additionally just spotlights on vast worldwide pharmaceutical organizations and does not look at littler conventional medication makers as they incline not to have such scattered “supply chains”. This is on the grounds that a large portion of the universal pharmaceutical organizations are under a similar merchant. It covers

all the marked organizations regardless of where they are situated inside the Indonesia, and thusly made the social occasion and correlation of data less demanding in light of the fact that they all need to work as indicated by a similar arrangement of controls any place they are found.

## 5.3 Suggestions for Future Research

So as to create a superior research in future, future analysts should take a more extended time span for information gathering period with the goal that bigger measure of reactions can be gathered for examination. An agent test from various territory should be gotten for better generalizability to the populace on the loose. Longitudinal study is likewise urged so as to decide the causal relationship and whether variable impacts change after some time. Furthermore, future research ought to grow its example measure which is more than this examination. Besides, it is prescribed for future research to examine customer retention by recognizing increasingly autonomous factors or target bigger territory of the investigations, for example, private doctor's facility, government doctor's facility and wellbeing center or different states when directing comparative examinations [30, 31-39].

## References

- [1] Treves, L. (2015). *The Way to Effective and Sustainable Supply Chain*
- [2] Hugos, M. H. (2018). *Essentials of supply chain management: John Wiley & Sons.*
- [3] Abdallah, A. A. (2013). Global pharmaceutical supply chain: A quality perspective. *International Journal of Business and Management*, 8(17), 62.
- [4] Schmidt, E., & Perisic, F. (2018). *Customer controlled home delivery: Google Patents.*
- [5] Christopher, M. (2016). *Logistics & supply chain management: Pearson UK.*
- [6] Murphy, P. R., & Knemeyer, A. M. (2018). *Contemporary logistics.*
- [7] Seuring, S. (2013). *A review of modeling approaches for sustainable supply chain*

- management. *Decision support systems*, 54(4), 1513-1520.
- [8] Hanaysha, J. (2016). Building brand equity through customer service: A study on restaurant industry in Malaysia. *Journal of Research in Business, Economics and Management*, 5(5), 678-685
- [9] Egonsson, E., Ly, T. T., & Bayarsaikhan, K. (2013). After-sales services and customer relationship marketing: A multiple case study within the Swedish heavy equipment machinery industry.
- [10] Raja Shekhar, B., & Devi, P. (2007). Supply chain management practices in Indian process industry. *International Journal of Business Research*, 7(6), 110-115.
- [11] Al-Saa'da, R. J., Taleb, Y. K. A., Al Abdallat, M. E., Al-Mahasneh, R. A. A., Nimer, N. A., & Al-Weshah, G. A. (2013). Supply chain management and its effect on health care service quality: quantitative evidence from Jordanian private hospitals. *Journal of Management and Strategy*, 4(2), 42.
- [12] Rushton, A., Croucher, P., & Baker, P. (2014). *The handbook of logistics and distribution management: Understanding the supply chain*: Kogan Page Publishers.
- [13] Khodakarami, F., & Chan, Y. E. (2014). Exploring the role of customer relationship management (CRM) systems in customer knowledge creation. *Information & Management*, 51(1), 27-42.
- [14] Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201-1208.
- [15] Chima, P., & Kasim, U. (2018). Public-private partnership as a strategy for e-governance funding in Africa: The gains and the pains. *International Journal of Public Policy and Administration Research*, 5(2), 37-47.
- [16] Kumar, V., & Reinartz, W. (2018). *Customer relationship management: Concept, strategy, and tools*: Springer.
- [17] Choudhury, M. M., & Harrigan, P. (2014). CRM to social CRM: the integration of new technologies into customer relationship management. *Journal of Strategic Marketing*, 22(2), 149-176.
- [18] Malthouse, E. C., Haenlein, M., Skiera, B., Wege, E., & Zhang, M. (2013). Managing customer relationships in the social media era: Introducing the social CRM house. *Journal of Interactive Marketing*, 27(4), 270-280.
- [19] Stein, A. D., Smith, M. F., & Lancioni, R. A. (2013). The development and diffusion of customer relationship management (CRM) intelligence in business-to-business environments. *Industrial Marketing Management*, 42(6), 855-861.
- [20] Chiang, C., & Hsu, H. L. (2017). Incorporating pollution taxes and/or subsidies into master planning in semiconductor foundry plants. *International Journal of Management and Sustainability*, 6(1), 8-22..
- [21] Mohammed, A. A., & Rashid, B. (2012). Customer Relationship Management (CRM) in Hotel Industry: A framework proposal on the relationship among CRM dimensions, Marketing Capabilities, and Hotel performance. *International Review of Management and Marketing*, 2(4), 220-230.
- [22] Chang'ach, J. K. (2018). An historical trajectory of the economic transformation of the southern Keiyo community in Kenya. *Global Journal of Social Sciences Studies*, 4(2), 52-69.
- [23] Payne, A. (2012). *Handbook of CRM*: Routledge.
- [24] Bahrami, M., Ghorbani, M., & Arabzad, S. M. (2012). Information technology (IT) as an improvement tool for customer relationship management (CRM). *Procedia-Social and Behavioral Sciences*, 41, 59-64.
- [25] Chi, Y. N. (2018). Scenario Economic Impact Analysis of Offshore Fishing Tournaments in Ocean City. *International Journal of Business, Economics and Management*, 5(5), 128-134.
- [26] Jabarullah, N.H. and Hussain, H.I. (2018) Comparison of Higher TVET Education and 'Normal' Academic Education: The Determinants of Electrical Engineering Students' Performance, *International Journal of Engineering & Technology*, 7 (4.29), 82-85.
- [27] Jabarullah, N.H. and Hussain, H.I. (2019) The Effectiveness of Problem-Based Learning in Technical and Vocational Education in Malaysia, *Education + Training*, <https://doi.org/10.1108/ET-06-2018-0129>.
- [28] Zainudin, Z., Ibrahim, I., Hussain, H. I. & Hadi, A.R.A (2017) Debt and Financial Performance of REITs in Malaysia: An Optimal Debt Threshold Analysis, *Jurnal Ekonomi Malaysia (Malaysian Journal of Economics)*, 51, (2), 63 – 74.
- [29] Zainudin, Z., Ibrahim, I., Said, R. M. & Hussain, H. I. (2017) Debt and Financial Performance of REITs in Malaysia: A Moderating Effect of Financial Flexibility, *Jurnal Pengurusan (UKM Journal of Management)*, 50, 3 – 12.

- [30] Taib, C. A., Ashraf, M. S., & Razimi, M. S. B. A. (2018). Technical, Pure Technical and Scale Efficiency: A Non-Parametric Approach of Pakistans Insurance and Takaful Industry. *Academy of Accounting and Financial Studies Journal*.
- [31] Makhsun, A., Yuliansyah, Y., Razimi, M. S. B. A., & Muhammad, I. (2018). The Implementation of International Financial Reporting Standard (Ifrs) Adoption on the Relevance of Equity and Earning Book Value. *Academy of Accounting and Financial Studies Journal*.
- [32] Ahmed, U., Abdul Majid, A. H., Mohd Zin, M. L., Phulpoto, W., & Umrani, W. A. (2016). Role and impact of reward and accountability on training transfer. *Business and Economics Journal*, 7(1).
- [33] Ali, A., & Haseeb, M. (2019). Radio frequency identification (RFID) technology as a strategic tool towards higher performance of supply chain operations in textile and apparel industry of Malaysia. *Uncertain Supply Chain Management*, 7(2), 215-226.
- [34] Suryanto, T., Haseeb, M., & Hartani, N. H. (2018). The Correlates of Developing Green Supply Chain Management Practices: Firms Level Analysis in Malaysia. *International Journal of Supply Chain Management*, 7(5), 316.
- [35] Haseeb, M., Abidin, I. S. Z., Hye, Q. M. A., & Hartani, N. H. (2018). The Impact of Renewable Energy on Economic Well-Being of Malaysia: Fresh Evidence from Auto Regressive Distributed Lag Bound Testing Approach. *International Journal of Energy Economics and Policy*, 9(1), 269-275.
- [36] Haseeb., H. Z., G. Hartani., N.H., Pahi., M.H. Nadeem. H. . (2019). Environmental Analysis of the Effect of Population Growth Rate on Supply Chain Performance and Economic Growth of Indonesia. *Ekoloji*, 28(107).
- [37] Joneghani, S., & Joneghani, H. (2019). Identification and ranking the effective factors for export promotion in pharmaceutical companies. *Management Science Letters*, 9(3), 357-364.
- [38] Lee, J. (2019). Impact of a reactive capacity production on the firm's operational management under carbon cap and trade system. *Uncertain Supply Chain Management*, 7(3), 471-482.
- [39] Hernawati, E., & Surya, R. (2019). The corporate governance, supplier network and firm supply performance. *Uncertain Supply Chain Management*, 7(3), 529-540.