

Influence of Customer orientation and Product quality management on organizational performance of Food Industry in Thailand

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Abstract

Several studies have addressed the organizational performance among various industries; however, it is rarely addressed in food industry of Thailand. Therefore, the objective of this study is to examine the role of customer orientation and product quality management in organizational performance. Previous studies have not addressed organizational performance with a combined effect of customer orientation and product quality management including the mediating role of repurchase intention. Hence, this study also examined the mediating role of repurchase intention. A questionnaire survey is carried out to collect data from employees working in food related companies of Thailand. Statistical tool is employed to analyze the collected data. Results of the study reported that customer orientation and product quality management have influential role in operational performance of food industry and customer repurchase intention is mediating the relationship.

Keywords: Customer orientation, product quality management, operational performance, customer repurchase intention, food industry Thailand.

I. INTRODUCTION

Food Industry is one of the important industries globally having significant importance for the nations (Nurlaely, Sularso, & Panjaitan, 2019; Persis, Venkatesh, Sreedharan, Shi, & Sankaranarayanan, 2021; Ploenhad, Laoprawatchai, Thongrawd, & Jermstittiparsert, 2019). Because this industry is based on the distribution of food products worldwide. As food is the basic necessity of every living organism, therefore, the provision of required products is most important and one of the mandatory elements. In this direction, to fulfill the requirement of the people this industry is playing important role. Most importantly, this industry is important because it help to import as well as export the product and it makes possible the availability of various products in various nations by exporting as well as

importing the food products. In this way, this industry is contributing in every field and in every nation through the promotion of various other activities along with the increase in overall revenue of nations.

Similar with different other nations, food industry of Thailand is also an important industry (Tseng, Lim, Helmi Ali, Christianti, & Juladacha, 2022). In Thailand, there are other industries on the top and contributing significantly, in similar fashion, food Industry of Thailand is also playing an important role. This industry generating high amount of revenue in each year in Thailand and having handsome participation in economic development. As Thailand is one of the important producers of food globally, therefore, the importance of food industry of Thailand has vital role globally because Thailand export

various products to different nations. The value of Thailand's food industry, including local consumption as well as exports, was reached USD 102 billion in 2017. Thailand is also one of the largest net food exporting countries in the world and the second in Asia with a food trade balance at a record value of USD 16.7 billion in 2016.

The value of this industry is increasing day by day (Angane, Swift, Huang, Butts, & Quek, 2022; Steele, Sarcevic, Ruskin, & Stuckler, 2022). As this industry is growing significantly in Thailand, the number of companies related to food products is also increasing and the contribution of these companies is increasing in food industry. However, this industry is still facing the issues related to the organisational performance. Although this industry achieved higher level globally and it is one of the popular industries worldwide, however still the performance of this industry is facing several issues. Most importantly, this industry is facing issues in the current year due to COVID-19. The organisational performance of this industry in the recent years is satisfactory (Chummee, 2022), however, growth rate in these years is low as compared to the previous years. Therefore, it is important to promote organisational performance of this industry with the help of different strategies.

The issues related to the organisational performance can be achieved with the help of customary purchase intention. The purchase intention of customer lead to the influential positive effect on organisational performance. It was reported in previous studies repurchase intention is important in organisational performance. This study proposes that orientation of the customer towards the organisation is most important. Furthermore, this study also addressed that quality of product

is also has significant influence on organisational performance. Both the elements, customer orientation and product quality are most important to promote organisational performance. These factors have effect on repurchase intention of the customer and lead to the organisational performance. In this direction, organisations are required to promote customer orientation and management of product quality is important. Therefore, the objective of this study is to examine the role of customer orientation and product quality management in organisational performance. Although several studies addressed the organisational performance. These studies have not addressed organisational performance with a combined effect of customer orientation and product quality management including the mediating role of purchase intention.

2. Literature Review

This study considered the organizational performance of food industry in Thailand. The organizational performance is considered in relation to the customer orientation and product quality management. This study considered the mediation role of repurchase intention between customer orientation, product quality management and organizational performance. This relationship between variables addressed by following the gaps in the literature because it is observed that number of studies carried out research on these variables, however, the combination considered by the current study along with the mediating role of the repurchase intention is not considered in previous studies. Therefore, this study designed the study framework as shown in Figure 1 which shows the relationship between customer orientation, product quality management repurchase intention and organizational performance.

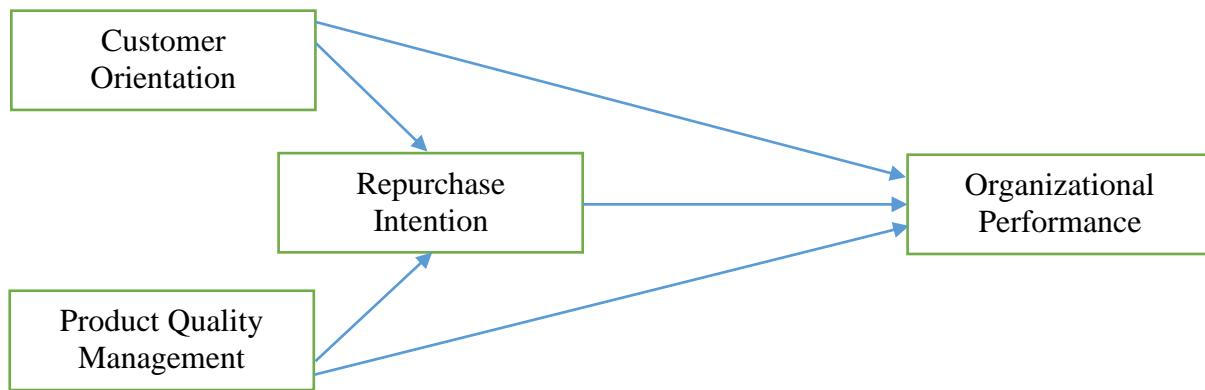


Figure 1. *Theoretical framework of the study showing the relationship between customer orientation, product quality management, repurchase intention and organizational performance*

2.1 Organizational Performance

Organizational performance includes the real output or consequences of an organization (Ploenhad et al., 2019; Somjai & Jernsittiparsert, 2019) as measured against its planned outputs. Organizational performance also the success or completion of organization at end of projects as it is intended. Organizational performance is based on the expected results of the organization along with the actual results of the organization. Generally, organizational performance is based on the success in the performance of various company operations and which lead to the final successful performance in various activities. Several studies measured organizational performance with several ways. As some studies considered organizational performance as performance of various operational activities. On the other hand, various other studies considered the operational performance in relation to the profit of the company. Additionally, the organizational performance is also measured by previous studies in relation to the revenue, sales growth and return on assets. The two most important measures of organizational performance are financial measures and non-financial. Consequently, this study adopted non-financial measures. The current study considered the non-financial measures to measure organizational performance by following the nature of the study.

2.2 Repurchase Intention

Intention is based on the behavior of an individual to do a task repeatedly (LAPAROJKIT & SUTTIPUN, 2021; Upamannyu, Gulati, Chack, & Kaur, 2015). In this direction, repurchase intention is based on the intention of the customer to purchase the product again and again. Therefore, repurchase intention of the customer is based on the behavior of the customer towards the purchase of a product from a specific company. The behavior of the customer to purchase continuously from one organization shows the positive purchase intention. Intention is important for organizations because it shows the loyalty of the customer towards a specific company. Loyalty towards the specific company products or services has influential role in the success of any company.

2.3 Customer Orientation

Customer orientation is a business plan in the lean business model that needs management as well as employees to emphasis on the changing wants as well as requirements of its customers (Grizzle et al., 2009; Kerdpitak, 2022). It can be explained as, it's a company-wide attitude that the customer's wants along with the requirements are the first preferences of all management and employees. In the highly dynamic environment with the changes in the technology changes in the products and services is increasing significantly. On daily basis the products and services are changing with the increase in innovation activities (Lee, Chen, & Trappey, 2019; Vendrell-Herrero, Bustinza, & Opazo-Basaez, 2021; Kerdpitak et al.,2022). Customer always like to have

something different in the product. Therefore, the requirement of customers is also changing in such competitive environment and most of the companies are following the customer orientation strategy to meet the customer wants and needs as it has central importance to promote performance of the business in competition and survival of the business is also based on the customized products. Therefore, customer orientation suggests various strategies as well as various models with the help of proper management as well as workers towards the employees leading to the adaptation of changing environment to fulfill the needs of the customers. Generally, customer orientation focused on the policy of the company to give priority to the customers' needs by all the management as well as employees of the organization. As customer is the most important element which provides revenue to the company and satisfaction of customer from the products and services is most important as compared to the other operations of the company. In this direction, customer orientation suggested to the company to prioritize the tasks of the customer to the needs of the customer and adopt the changing business environment. In this way, customer orientation among the organizations suggest to develop various strategies and policies towards company and customers.

The adaptation of customer orientation policy (O'Dwyer & Gilmore, 2018; Kerdpitak et al., 2022a) by the company has important connection with organizational performance. Because customer orientation of the company leads to make different strategies in the favor of customers which causes to promote the satisfaction of the customer and ultimately it effect on the performance. The orientation of the company is to highlight the needs of the customer with the expectations of the customer lead the customer to deal with specific organization and remain loyal with that organization. The loyalty of the customer towards a specific company may have significant important effect to promote performance of the company. Therefore, customer orientation is one of the important elements which has effect on organizational

performance directly. Additionally, customer orientation also has effect on performance directly with the help of repurchase intention of the customer. The policies and strategies by the company to promote customers has positive effect to develop repurchase intention of the customer. The services provided to the customer when the customer purchase the company products must have a significant quality which led the customer to purchase again the specific product from the specific company. According to other studies, customer orientation has major role in performance of the company. Similarly, it is also highlighted in the literature that customer orientation also has significant effect on repurchase intention of the customers. Therefore, customer orientation is important among the food companies of Thailand which causes to promote repurchase intention of the customers and ultimately it effect on the organizational performance. Therefore, following hypotheses are proposed;

Hypothesis 1. Customer orientation has positive effect on organizational performance.

Hypothesis 2. Customer orientation has positive effect on repurchase intention.

2.4 Product Quality Management

Quality management is the act of managing all actions and tasks desired to preserve a wanted level of excellence (Hameed, Nisar, & Wu, 2021; Latansa, Adi, & Rohman, 2019; Shannaq & Adebaiye, 2020). Quality management comprises the purpose of a quality policy, creating as well as applying quality planning and assurance, along with quality control and quality development. The maintenance of desired level of quality is most important among the product development. Among all organization along with the food industry, the role of quality management is important because most of the customers are always focus on the quality of the product. Top quality management in food industry is important for different aspects because it is directly linked with the health of humans and the customers also want higher quality. Generally, the management of quality is based on various steps among the industries. It is based on the

quality policy developed by the top management of the country but it is also based on the implementation of the quality planning among the food industry is to promote higher level of quality. However, it is not easy for the organizations to maintain a reasonable quality level. The quality in various food products is essential for the performance of the company. To maintain a reasonable level of quality among the products is important to get success in product development. Therefore, product quality management is most important. As highlighted in several previous studies that required level of quality is most important to attract the customer. It has direct effect on the customers because customers always require higher quality in low charges. There must be a relationship between product quality and price of the product. Generally, high quality products require high price, however the low-quality power products required to pay low charges, therefore, policies to maintain a certain level of quality along with the cost of the product is most important in quality management but among the organizations it is a challenge to maintain a quality level and sustainable performance in the quality which is most important. Therefore, this study considered product quality management as one of the most essential factors to promote organizational performance.

Hypothesis 3. Product quality management has positive effect on organizational performance.

Hypothesis 4. Product quality management has positive effect on repurchase intention.

Hypothesis 5. Repurchase intention has positive effect on organizational performance.

Hypothesis 6. Repurchase intention mediates the relationship between customer orientation and organizational performance.

Hypothesis 7. Repurchase intention mediates the relationship between product quality management and organizational performance.

3. Methodology

To address the relationship between customer orientation, product quality management, repurchase intention and organizational performance, the current study adopted quantitative research approach. In quantitative research approach, this study focused on questionnaire survey because this study has not collected the secondary data to examine this relationship as the nature of this relationship is supported by the primary data rather than secondary data. As highlighted in the literature these variables can be well managed with the help of primary data with the help of questionnaire survey. Therefore, cross-sectional research design is used in this study while adopting quantitative research approach. A questionnaire is designed to collect data from the respondents. The population of the study is the food related companies in Thailand. The employees working in food industry were considered as the respondents of the study. In this direction, the questionnaire was distributed among the employees in food industries of Thailand. The questions related to the customer orientation, quality management, customary purchase intention and organizational performance was adopted. The development of survey questionnaire is based on previous studies because scale items from previous studies are adopted to develop a questionnaire for customer orientation is measured with the help of observing various policies of the organization related to the customer preference. In this direction, the priority of the company towards the customers was measured by examining the policies of the company strategies and planning of the company to adopt various changes and produce customized products. Furthermore, product quality management was measured by using various measures adopted by the companies to ensure the high level of quality and its sustainability. Customer repurchase intention is examined to examine the orientation of the employees of the company to promote repurchase intention of customer. Finally, the organizational performance of the food related companies is measured with the help of considering the sales of the product, revenue from the sale of

products along with the preference of customer. All these items are compared and designed a survey questionnaire to collect data from the food industry. This study used 500 questionnaires for data collection and area cluster sampling is preferred in this study for data collection. From total distributed questionnaires, 225 questionnaires were returned and used in data analysis.

4. Data Analysis

To examine the relationship between variables, this study collected data with the help of questionnaire and entered in the excel sheet. It is important to examine the errors in the data, because data entry may lead to various errors in the data such as missing value as well as outlier in the data. Therefore, initial data screening is carried out in which various missing values are identified and removed with the help of recommended techniques. Outliers are also identified in the data which were removed from the data. Finally, the clean data is provided in was used for data analysis.

Figure 2 shows the measurement model as this study used partial least square (PLS)

(Astrachan, Patel, & Wanzenried, 2014) which is most recommended software for data analysis and the very first step of PLS is measurement model. In measurement model, this study considered the factor loading. In this study, customer orientation is measured with the help of five scale items, all these items are shown in Table 1. It is found that all the items have factor loading above 0.5. Furthermore, product quality management is measured with the help of five items and all the items have factor loading above 0.5. Additionally, repurchase intention of the customers is also examined through five items and all the items have factor loading achieved the minimum criteria. Finally, this study observed organizational performance and all the items have factor loading above 0.5. Furthermore, after the examination of factor loadings, this study considered composite liability (CR) which must be above 0.7. Additionally, average variance extracted (AVE) should also be above 0.5 to confirm the convergent validity. All the values of composite reliability and AVE given in Table 1 which shows that these values are achieved the minimum criteria of CR and AVE.

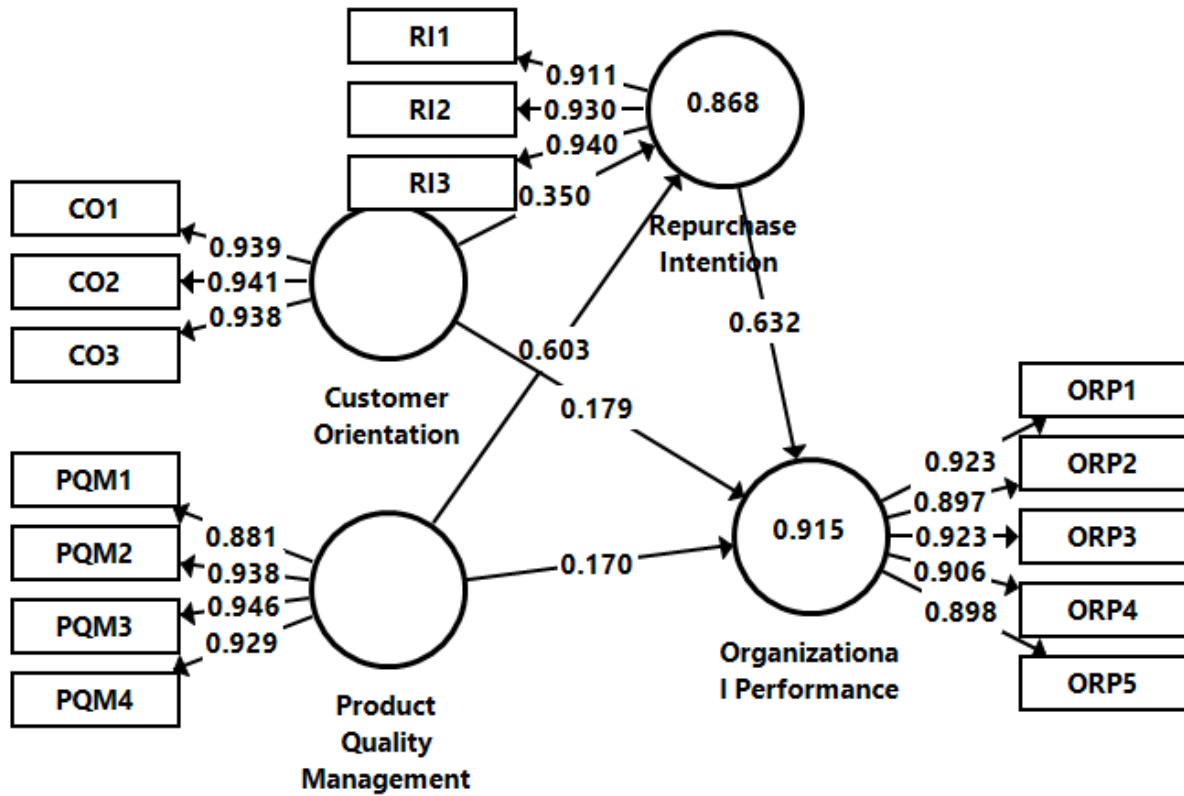


Figure 2. Measurement Model

Table 1. Factor Loadings, CR and AVE

Variables	Items	Loadings	Alpha	CR	AVE
Customer Orientation	CO1	0.939	0.921	0.955	0.822
	CO2	0.941			
	CO3	0.938			
Organizational Performance	ORP1	0.923	0.91	0.93	0.827
	ORP2	0.897			
	ORP3	0.923			
	ORP4	0.906			
	ORP5	0.898			
Product Quality Management	PQM1	0.881	0.942	0.959	0.853
	PQM2	0.938			
	PQM3	0.946			
	PQM4	0.929			
Repurchase Intention	RI1	0.911	0.918	0.948	0.86
	RI2	0.93			
	RI3	0.94			

Table 2. Discriminant Validity

	Customer Orientation	Organizational Performance	Product Quality Management	Repurchase Intention
CO1	0.939	0.842	0.836	0.836

CO2	0.941	0.842	0.855	0.843
CO3	0.938	0.847	0.857	0.844
ORP1	0.821	0.923	0.854	0.892
ORP2	0.819	0.897	0.807	0.851
ORP3	0.805	0.923	0.821	0.839
ORP4	0.803	0.906	0.791	0.837
ORP5	0.835	0.898	0.874	0.89
PQM1	0.851	0.856	0.881	0.842
PQM2	0.819	0.845	0.938	0.838
PQM3	0.829	0.841	0.946	0.865
PQM4	0.841	0.83	0.929	0.852
RI1	0.826	0.854	0.847	0.911
RI2	0.817	0.889	0.847	0.93
RI3	0.848	0.895	0.865	0.94

Figure 3 shows the structural model assessment (Mohammed et al., 2022). Structural model assessment is the important step of PLS which is used to examine the relationship between variables. In this process, the effect of customer orientation is examined in relation to the organizational performance. The effect of customer orientation is also examined in relation to the customer repurchase intention. The effect of quality management is also examined in relation to the organizational performance and customers repurchase intention. For this purpose, the study considered the p-value, t-value and beta value. P-value 1.96 is considered and p-value 0.05 is considered along with the beta value. It is observed that customer orientation has significant effect on organizational

performance. It also has a significant effect on customer repurchase intention. Additionally, product quality management has positive effect on customer purchase intention. Additionally, quality management has significant effect on organizational performance. Finally, in indirect effect, it is investigated that customer repurchase intention has positive effect on organizational performance. These results are given in Table 3. Finally, the indirect effect results are given in Table 4 which shows the mediating effect of customer repurchase intention between customer orientation and organizational performance. Additionally, mediation effect of customer repurchase intention is examined between product quality management and organizational performance.

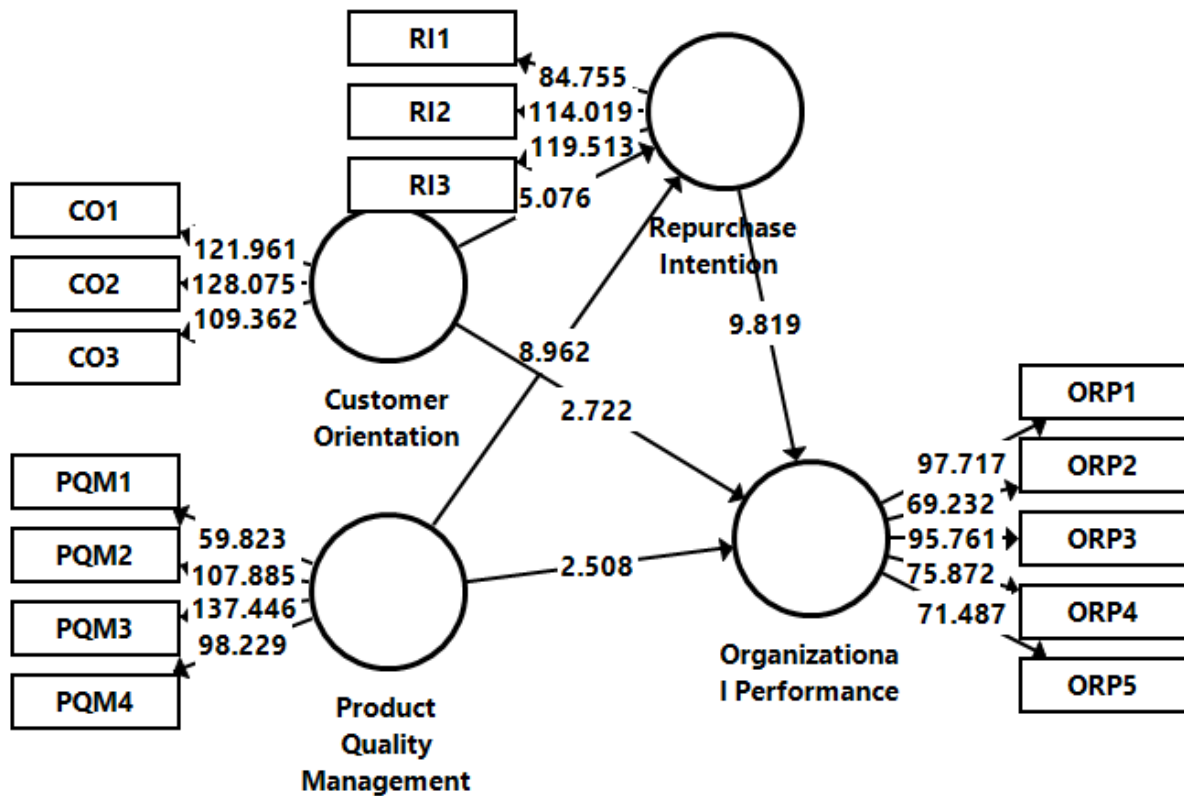


Figure 3. Structural Model

Table 3. Direct Effect

	Beta	M	SD	T Statistics	P Values
Customer Orientation -> Organizational Performance	0.179	0.178	0.066	2.722	0.007
Customer Orientation -> Repurchase Intention	0.35	0.353	0.069	5.076	0
Product Quality Management -> Organizational Performance	0.17	0.171	0.068	2.508	0.012
Product Quality Management -> Repurchase Intention	0.603	0.601	0.067	8.962	0
Repurchase Intention -> Organizational Performance	0.632	0.632	0.064	9.819	0

Table 4. Indirect Effect

	Beta	M	SD	T Statistics	P Values
Customer Orientation -> Repurchase Intention -> Organizational Performance	0.221	0.224	0.052	4.281	0
Product Quality Management -> Repurchase Intention -> Organizational Performance	0.381	0.379	0.054	7.006	0

5. Discussion and Conclusion

To achieve the objective of this study, the current study proposed various hypotheses including the direct and indirect hypothesis. The hypothesis 1 of the study shows that customer orientation has positive effect on organizational performance. It indicates that

increase in customer orientation of the food industry can increase the sales of the company product and it may satisfy the customer. Literature also identified a positive effect of customer orientation in performance of various business activities (Grizzle et al., 2009). Therefore, it is identified that results of this study is also similar with the previous studies. The hypothesis 2 shows that customer

orientation has positive effect on purchase intention. The purchase intention is always important for the business organization. This study highlighted that increase in customer orientation by the company can increase repurchase intention of the customers. It is given in literature that the intention is positively associated with the customer orientation of the company. Hypothesis 3 shows that quality management also has influential role in organizational performance. It is evident from the results that increased organizational product quality can increase the performance of the business. As reported by the earlier studies, there is always a positive connection between product quality and business performance (Agus & Hajinoor, 2012). Therefore, this study is in line with the previous studies. The hypothesis 4 highlighted that product quality management has significant influence on repurchase intention. Similar with the customer orientation, the product quality management also has positive role to enhance the repurchase intention of customers. Therefore, increase in quality of the products related to the food in food industry can increase the intention of the customers to purchase again the same product from the same company. Finally, in last direct effect hypothesis 5, it is examined the relationship between customer purchase intention and organizational performance. It shows that there is a positive effect of customer repurchase intention on organizational performance. It indicates that increase in customer intention can increase the business performance. Hence, it is proved that from the results, customer orientation and product quality management have positive role to promote organizational performance with the help of purchase intention. Both quality management and customer orientation can increase the repurchase intention of customers which lead to the increased organizational performance.

6. Implications

The results of the current study are helpful to start a new debate on organizational performance of food industry in relation to

extend the literature. The results of the study are also helpful for the management of food industries to promote organizational performance. As this study highlighted as unique relationship between customer orientation, quality management, repurchase intention and organizational performance of food industry which is not examined by previous studies. In this way the current study contributed to the literature by examining the effect of customer orientation and quality management on repurchase intention. Furthermore, the mediating effect of repurchase intention is not highlighted with previous studies. These theoretical implications of this study lead to the practical implications. As this study suggested that the management of food industries to promote organizational performance by increasing repurchase intention of customer. This study also reported that management of these companies should promote customer orientation along with the quality management which can lead to the organizational performance.

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