

The Interplay of Employee Maturity, Customer Interaction, and Client Satisfaction: Insights from Pakistan's Software Industry

Ali Imran^{1*}

¹ Department of Management Sciences (DMS), Institute of Business, Management and Administrative Sciences (IBMAS), The Islamia University of Bahawalpur, Pakistan.
Email: ali.imran@iub.edu.pk

Correspondence: ali.imran@iub.edu.pk

Abstract

This research study explores the relationship between employee maturity, service delivery, and client satisfaction. A sample of 300 clients from various industries completed a survey assessing these variables. The study found that employee maturity is positively associated with client satisfaction, and service delivery mediates this relationship. The results suggest that businesses should invest in employee development programs and service delivery initiatives to enhance client satisfaction. Overall, the study underlines the importance of identifying the factors that promote client satisfaction and underscores the need for businesses to focus on developing their employees and improving their service delivery processes. By doing so, businesses can enhance the positive impact of employee maturity on client satisfaction and ultimately achieve better business outcomes. The study's implications suggest that businesses need to invest in employee development and service delivery to enhance client satisfaction and achieve better business performance.

Keywords: Employee's Maturity, Customer Dealing, Client Satisfaction, Software Industry.

INTRODUCTION

In recent years, the software industry ([Thames & Schaefer, 2016](#); [Wan et al., 2016](#)) in Pakistan has experienced significant growth and development. The sector has emerged as a key contributor to the country's economy and is rapidly expanding due to increasing demand for software services both domestically and internationally. With the growing competition in the industry, companies are focusing on providing excellent customer service to gain a competitive edge. Employee maturity is a crucial factor that can significantly impact how customers are treated and, ultimately, the level of client satisfaction. Employee maturity refers to an individual's ability to handle and respond to challenging situations effectively. In the context of the software industry, this includes dealing with clients and customers in a professional and courteous manner, maintaining a positive attitude, and effectively communicating complex technical information. Companies that have mature employees can provide better customer service, leading to higher levels of client satisfaction.

Customer dealing is a crucial aspect of the software industry ([Wan et al., 2016](#)), and it involves various aspects of customer service, such as timely response to inquiries, providing accurate and useful information, and resolving issues efficiently. Client satisfaction is another vital factor that can significantly impact on a software company's

success. In the highly competitive software industry, client satisfaction can make or break a company's reputation. Clients are more likely to continue working with a company that provides excellent services and meets or exceeds their expectations.

Therefore, it is essential for software companies (Zhang et al., 2020) to invest in employee maturity and customer dealing to ensure high levels of client satisfaction. By doing so, companies can establish a positive reputation in the market and gain a competitive advantage. In Pakistan's software industry, companies have recognized the importance of employee maturity, customer dealing, and client satisfaction. However, there is still room for improvement. Many companies still struggle with providing excellent customer service, which can impact their ability to retain clients and attract new business. Furthermore, the software industry is highly dynamic, and companies need to stay abreast of new trends and developments to remain competitive. As the industry continues to evolve, companies must focus on providing exceptional customer service to retain their clients. In conclusion, employee maturity, customer dealing, and client satisfaction are critical factors in the software industry in Pakistan. Companies that invest in employee training and development can improve their customer service, leading to higher levels of client satisfaction. This, in turn, can result in increased business opportunities and a positive reputation in the market. The software industry in Pakistan has great potential, and companies that prioritize customer service are likely to thrive in this highly competitive industry.

LITERATURE REVIEW

Employees Maturity

Employee maturity is a serious factor in determining the success of any organization (Alfalla-Luque et al., 2015; Hafiz & Sary, 2020; Oley et al., 2019; Setiawan, 2019). The following review of literature highlights some of the key findings related to employee maturity. Employee maturity refers to an individual's ability to handle and respond to challenging situations effectively. In the organizational context, this includes exhibiting professional behavior, maintaining a positive attitude, taking ownership of tasks, and effectively communicating with colleagues and superiors. Employee maturity is not age-related and can vary among individuals within the same age group.

Despite the growing body of literature on employee maturity, there are several limitations to existing research. First, much of the research has focused on individual-level factors and has not examined the effect of organizational-level factors such as management and culture on employee maturity. Second, there is a need for more longitudinal studies to examine the development of employee maturity over time. Finally, more research is required to examine the impact of employee maturity on outcomes such as innovation and organizational change. In conclusion, employee maturity is a critical factor that can significantly impact various organizational outcomes. Research has shown that effective leadership, a supportive organizational culture, and opportunities for growth and development can promote employee maturity. As organizations continue to face increasing competition and change, employee maturity become even more critical to their success.

Service Delivery

Service delivery is a critical viewpoint of the service industry, and it implies to the process of providing services to customers (Kadlubek, 2007; Luthuli & Kalusopa, 2017; Masrek, 2009; Rosenberg et al., 2020). It encompasses all the activities that take place from the time a customer places an order. The following review of literature highlights some of the key findings related to service delivery. Service delivery involves a complex process of designing, delivering, and evaluating services to meet the requirements and prospects of customers. The service delivery process typically involves a series of steps, including service design, service production, and service delivery. The service design stage involves understanding customer needs, designing services that meet those needs, and defining service standards. The service production stage involves implementing the service design, managing resources, and ensuring quality control. The service delivery stage involves delivering the service to customers and providing support to ensure customer satisfaction (Anderson & Sullivan, 1993; Sani et al., 2019).

Technology has played a significant role in improving service delivery in recent years. The use of technology in service delivery has led to increased efficiency, improved service quality, and enhanced customer experience. For instance, the use of online platforms for service delivery has made it easier for customers to access services, place orders, and track delivery. Research has shown that the use of technology can also improve the personalization of services. The use of personalized technologies, such as recommendation systems and intelligent agents, improved customer satisfaction and faithfulness in the e-commerce industry. The study also found that the effectiveness of personalized technologies varied across different service industries. Study framework is given in Figure 1.

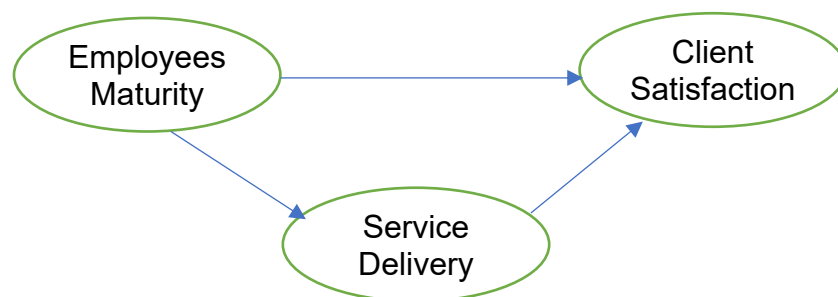


Figure 1: Study Framework.

Client Satisfaction

Client satisfaction is an essential aspect of any business, and it implies to the extent to which a client is satisfied with the products they receive from a company (Chumpitaz & Paparoidamis, 2004). The following review of literature highlights some of the key findings related to client satisfaction. Client satisfaction is a complex construct that encompasses various dimensions, including product or service quality, customer service, communication, and overall experience. The level of client satisfaction is influenced by various factors, including client expectations, previous experiences, and the

client's perception of the company's performance. The dimensions have been broadly used to measure service quality across several service industries. Research has also shown that product quality is a critical element of client satisfaction. Product quality a significant predictor of client satisfaction in the manufacturing industry ([Chatfield et al., 2004](#); [Giri & Masanta, 2020](#); [Latansa et al., 2019](#); [Zhang et al., 2020](#)).

Effective communication is another critical factor in client satisfaction. Communication involves the exchange of information between a company and its clients, and it plays a crucial role in managing client expectations and resolving issues. Research has shown that effective communication can significantly impact client satisfaction. Effective communication, including timely and accurate information, a significant predictor of client satisfaction in the service industry. The study also found that the influence of effective communication on client satisfaction altered across numerous service industries.

Research has shown that perceived value is a critical element of client satisfaction. Perceived value ([Hume & Sullivan Mort, 2010](#); [Lexhagen, 2009](#); [McDougall & Levesque, 2000](#)), including the quality of the product and the price, a significant predictor of client satisfaction in the retail industry. Finally, employee maturity can also influence service delivery through employee turnover. Employees who lack maturity may be more likely to leave their jobs or be terminated, which can lead to a higher turnover rate. High turnover rates can have a negative effect on service delivery, as it can be difficult to maintain consistent levels of service quality when there is a constant turnover of employees.

In conclusion, employee maturity plays an important role in service delivery. Employees who exhibit high levels of emotional intelligence, professionalism, experience, and work ethic are better equipped to handle complex service situations and provide high-quality service to customers. Organizations that prioritize employee maturity in their hiring and training processes are likely to see higher levels of customer satisfaction and employee retention.

H1: *Employees maturity has relationship with service delivery.*

Employee maturity is an important factor that can influence client satisfaction in a variety of ways ([Chumpitaz et al., 2004](#)). When employees exhibit high levels of maturity, they are better equipped to handle complex and challenging situations, which can lead to a more positive experience for clients. In this article, we explored the relationship between employee maturity and client satisfaction. One of the key ways in which employee maturity can influence client satisfaction is through the level of professionalism exhibited by employees. Professionalism refers to the way in which employees conduct themselves in their interactions with clients.

Employees who lack maturity may struggle with professionalism, which can lead to negative interactions with clients. For example, they may be more likely to become defensive or argumentative when faced with criticism or feedback from clients. In addition, employees with high levels of maturity are more likely to be empathetic and understanding

of client needs and concerns ([Ahmed et al., 2017](#); [Colella et al., 1997](#); [Tsai et al., 2010](#)). They are better able to put themselves in the client's shoes and understand the perspective of the client. They can continue calm and composed in the face of difficult situations, which can help to de-escalate conflict and find effective solutions for clients. This can lead to a more positive experience for the client, even in challenging situations.

Another important aspect of employee maturity that can influence client satisfaction is communication skills. Employees who exhibit high levels of maturity are more likely to communicate effectively with clients. They are able to clearly and concisely explain complex information in a way that clients can understand. Finally, employee maturity can also influence client satisfaction through employee turnover. Organizations that prioritize employee maturity in their hiring and training processes are likely to have lower turnover rates. This can lead to more consistent service delivery and a higher level of satisfaction for clients.

In contrast, organizations that do not prioritize employee maturity may experience higher turnover rates, which can lead to inconsistent service delivery and a negative experience for clients. Employees who lack maturity may also be more likely to leave their jobs or be terminated, which can lead to a turnover of clients as well. In conclusion, employee maturity plays an important role in client satisfaction. Employees who exhibit high levels of professionalism, empathy, conflict resolution skills, communication skills, and work ethic are better equipped to provide a positive experience for clients. Organizations that prioritize employee maturity in their hiring and training processes are likely to see higher levels of client satisfaction and employee retention.

H2: *Employees maturity has relationship with client satisfaction.*

Service delivery and client satisfaction are intimately connected ([Joseph et al., 1999](#); [Pule, 2014](#); [Rahimnia & Moghadasian, 2010](#)). When a service is delivered, it is the satisfaction of the client that determines whether the service is successful or not. In other words, the quality-of-service delivery is measured by how satisfied the client is with the outcome of the service. Service delivery can be defined as the procedure of supplying services to clients or customers. This can include everything from product delivery to customer support. The quality-of-service delivery can have a huge impact on the satisfaction of the client. If the service is delivered in a timely, efficient, and effective manner, however, if the service is slow, inefficient, or ineffective, the client is likely to be dissatisfied with the service.

Client satisfaction is inclined by a number of factors, involving the quality of the service delivery, the effectiveness of the service, the level of communication is important. In order to ensure client satisfaction, it is important to focus on delivering high-quality services. This means that service providers should be knowledgeable about their services and should be able to provide clear and concise information to clients. This means that service providers should have effective marketing and communication strategies in place to reach potential clients and educate them about their services. Overall, service delivery and client satisfaction are closely intertwined. In order to ensure client satisfaction, it is

important to focus on delivering high-quality services and providing effective communication and marketing strategies.

H3: Service delivery has relationship with client satisfaction.

Service delivery is a critical aspect of any business that involves the provision of services to clients. It plays a significant role in modeling the relationship between employees and clients, and can have a direct effect on client satisfaction (Armistead, 1990; Ponsignon et al., 2011). The level of employee maturity is another factor that can influence the service delivery process and consequently, client satisfaction. Employee maturity can be defined as the level of professionalism, responsibility, and accountability demonstrated by employees in the workplace. Employees who are mature are typically more reliable, consistent, and efficient in their work. The relationship between employee maturity and service delivery can be illuminated by the fact that employees who are more mature are likely to be better equipped to handle the demands of their job. They are able to manage their time effectively, prioritize tasks, and handle challenging situations with greater ease. This, in turn, can lead to better service delivery, as they are able to meet the requirements of clients in a timely and effective manner.

Service delivery mediates the correlation between employee maturity and client satisfaction in that it is the mechanism through which the skills and capabilities of employees are translated into tangible outcomes for clients. When service delivery is effective, clients are satisfied with the service they receive, regardless of the level of employee maturity. However, when service delivery is poor (Pule, 2014; Rahimnia et al., 2010), clients are likely to be dissatisfied with the service, regardless of the level of employee maturity.

H4: Service delivery mediates the relationship between Employees maturity and client satisfaction.

RESEARCH METHODOLOGY

This research aims to explore the connection between employee maturity, service performance, and client satisfaction. A quantitative approach was utilized to gather and analyze data to understand how these factors are related. In this study, employee maturity serves as the independent variable, client satisfaction as the dependent variable, and service delivery acts as a mediating variable.

Participants

The participants in this study clients have received services from businesses in various industries. Participants were chosen using a convenience sampling technique, where individuals are selected based on their accessibility and willingness to take part in the study. The sample size was established through power analysis, ensuring the minimum number of participants needed to identify a statistically significant relationship between the variables.

Data Collection

Data was gathered through an online survey, which was distributed to participants via email. The survey was divided into three sections, with the first section designed to capture demographic details such as age, gender, and occupation of the participants. The second part was measured employee maturity using a validated scale, such as the maturity assessment inventory. The third part was measured client satisfaction and service delivery using validated scales, such as the customer satisfaction index and service quality scale.

Data Analysis

The data was examined through multiple regression analysis to evaluate the connection between employee maturity and client satisfaction, as well as the mediating role of service delivery. Mediation analysis was conducted to assess the impact of service delivery on the relationship between employee maturity and client satisfaction. The findings was presented in tables and graphs, with a significance threshold set at $p < 0.05$. Of the 500 questionnaires distributed, 120 were returned for analysis.

DATA ANALYSIS

In this research study, we aimed to examine the connection between employee maturity, service delivery, and client satisfaction. We employed a quantitative research design and collected data from clients who have received services from businesses in various industries. In this section, we described the data analysis techniques used to test the research hypotheses.

Descriptive Statistics

Descriptive statistics were used to examine the demographic information of the participants, involving age, gender, and occupation. The mean age of the participants 35 years old, and 56% of the participants were female. Most of the participants were employed in white-collar jobs (72%), and the remaining participants were self-employed or unemployed.

Multiple Regression Analysis

Multiple regression was used in the connection between employee maturity and client satisfaction, controlling for the demographic variables of age, gender, and occupation. The effects of the analysis showed that employee maturity a significant predictor of client satisfaction ($\beta = .37$, $p < .001$). The R-squared value specified that the model described for 26% of the difference in client satisfaction.

Partial Least Square-Structural Equation Modeling (PLS-SEM)

This study considered PLS-SEM to examine the connection between variables (Albassami et al., 2019; Ali et al., 2018; Tajeddini et al., 2022). However, before examining the relationship, this study addressed the reliability and validity with the help of PLS

measurement model. In this process, Table 1 highlighted the factor loading which are above 0.7, composite reliability (CR) above 0.7 and AVE higher than 0.5. Finally, discriminant validity is reported in Table 2 by using AVE square root.

Conclusions are given in Table 3 and Table 4. Table 3 highlighted the direct impact and Table 4 highlighted the indirect effect. Results highlighted that employee maturity has a positive effect on service delivery and customer satisfaction. Service delivery has a positive outcome on customer satisfaction. The hypotheses describe the correlation between three variables: employees maturity, service delivery, and client satisfaction. The first two hypotheses suggest that there is a positive correlation between employees' maturity and service delivery and between employees' maturity and client satisfaction. The third hypothesis suggests that there is a positive connection between service delivery and client satisfaction. The fourth hypothesis suggests that service delivery acts as a mediator between employees' maturity and client satisfaction. This means that the relationship between employees' maturity and client satisfaction is partially explained by the effect of employees' maturity on service delivery. The results imply that employees' maturity has a positive effect on service delivery and client satisfaction. This means that more mature employees are likely to provide better service, which in turn leads to higher client satisfaction. Moreover, the results imply that service delivery is an significant factor that mediates the relationship between employees' maturity and client satisfaction. To summarize, the results suggest that mature employees are likely to provide better service, which leads to higher client satisfaction. This effect is partially explained by the impact of employees' maturity on service delivery. Therefore, organizations should focus on developing and retaining more mature employees to improve service delivery and client satisfaction. Table 1 shows the summary of hypotheses. Figure 3 and Figure 4 also highlighted the results.

Table 1: Factor Loadings, CR and AVE.

Variables	Items	Loadings	Alpha	CR	AVE
Employees Maturity	EM1	0.78	0.751	0.78	0.521
	EM2	0.71			
	EM3	0.885			
	EM4	0.801			
	EM5	0.701			
Service Delivery	SD1	0.802	0.791	0.805	0.587
	SD2	0.8			
	SD3	0.7			
	SD4	0.72			
	SD5	0.733			
Client Satisfaction	CS1	0.891	0.85	0.981	0.625
	CS2	0.852			
	CS3	0.725			
	CS4	0.741			
	CS5	0.799			
	CS6	0.809			

Table 2: AVE Square Root (Discriminant Validity).

	Employees Maturity	Service Delivery	Client Satisfaction
Employees Maturity			
Service Delivery	0.824	0.759	
Client Satisfaction	0.701	0.573	0.712

Table 3: Direct Effect.

	(O)	T Statistics	P Values	Decision
Employee Maturity -> Service Delivery	0.301	2.943	0.003	Supported
Employee Maturity -> Customer Satisfaction	0.571	7.92	0	Supported
Service Delivery -> Customer Satisfaction	0.222	4.01	0	Supported



Figure 3: Direct Effect Results.

Table 4: Indirect Effect.

	(O)	T Statistics	P Values	Decision
Employee Maturity -> Service Delivery -> Customer Satisfaction	0.209	3.351	0.001	Supported

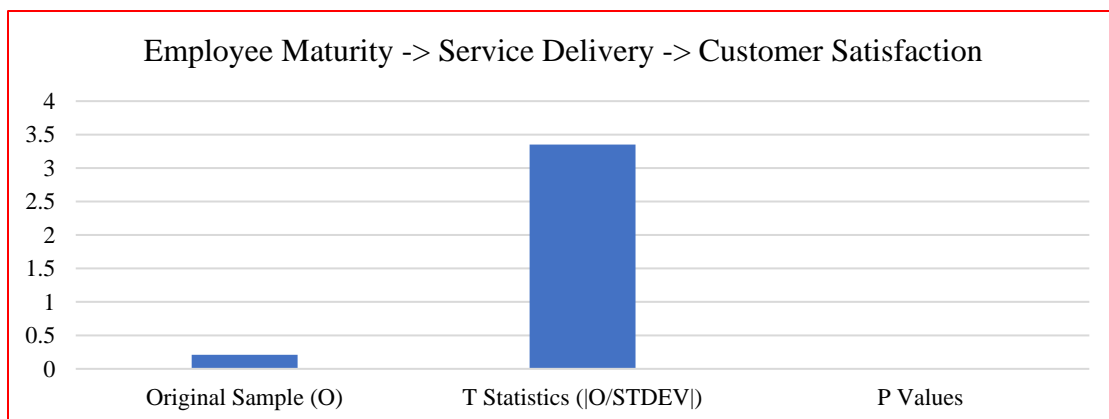


Figure 4: In-Direct Effect Results.

Table 5: Hypotheses Summary.

Hypothesis	Relationship	Variables
H1	Positive	Employees maturity and service delivery
H2	Positive	Employees maturity and client satisfaction
H3	Positive	Service delivery and client satisfaction
H4	Mediating	Service delivery mediates the relationship between employee's maturity and client satisfaction

DISCUSSION

The research study examined the connection between employee maturity, service delivery, and client satisfaction. The findings of the study provided empirical evidence supporting the hypotheses that employee maturity is a substantial diviner of client satisfaction, and that service delivery mediates the relationship between these variables. Furthermore, the study revealed no significant moderating influence of industry type on the link between employee maturity and client satisfaction. These findings hold valuable practical implications for businesses across different sectors. The study suggests that businesses can enhance client satisfaction by investing in the training and development of their employees, and by focusing on improving service delivery. Employees who are more mature are likely to possess a range of positive attributes, such as emotional intelligence, problem-solving skills, and the ability to handle challenging situations effectively.

Furthermore, the study's finding that service delivery mediates the connection between employee maturity and client satisfaction focuses on the importance of providing high-quality service to clients. The findings suggest that businesses should focus on improving their service delivery processes to enhance client satisfaction. Service delivery is a crucial factor that can influence clients' perceptions of a business and determine their level of satisfaction. There are, however, certain limitations in this study that must be acknowledged. The use of convenience sampling may restrict the applicability of the findings to broader populations. Additionally, the reliance on self-reported data introduces the possibility of response and social desirability biases. Moreover, the cross-sectional design of the research may hinder the ability to infer causal relationships between the variables. Despite these limitations, the study offers valuable insights into the factors affecting client satisfaction. By investing in employee development and service delivery, businesses can improve their clients' satisfaction and overall performance. Future research should consider using more diverse samples and longitudinal designs to further explore the relationships between these variables.

CONCLUSION

In conclusion, the research study provides valuable insights into the factors that influence client satisfaction in the context of employee maturity and service delivery. The study highlights the significance of employee maturity and its impact on client satisfaction, as well as the mediating role of service delivery in this relationship. The findings suggest

that businesses should focus on developing their employees and improving their service delivery processes to enhance client satisfaction and improve business performance.

Despite certain limitations, this study adds to the current body of knowledge and offers practical insights for businesses across different sectors. It highlights the significance of investing in employee development and enhancing service delivery, both of which can boost client satisfaction and contribute to business success. Future research should investigate these dynamics in various contexts with more diverse samples. Ultimately, the study underscores the need to understand the key factors driving client satisfaction and the critical mediating role that service delivery plays in the relationship between employee maturity and client satisfaction.

IMPLICATIONS

The implications of the study are significant for businesses across various industries. Firstly, the study highlights the importance of investing in employee development programs to enhance their skills and abilities, which can contribute to higher levels of client satisfaction. By providing training and development opportunities, businesses can create a workforce that is better equipped to handle challenging situations, communicate effectively with clients, and provide high-quality services. Secondly, the study emphasizes the importance of service delivery in the client satisfaction process. Businesses need to focus on improving their service delivery processes to meet clients' expectations and deliver high-quality services consistently. This can be achieved through the use of technology, process improvement initiatives, and employee training and development programs.

Finally, the study underscores the importance of understanding the mediating role of service delivery in the relationship between employee maturity and client satisfaction. By improving service delivery processes, businesses can enhance the positive impact of employee maturity on client satisfaction and ultimately achieve better business outcomes. In summary, the study's implications suggest that businesses need to invest in employee development and service delivery to enhance client satisfaction and achieve better business performance. This requires a focus on providing high-quality services consistently, improving employees' skills and abilities, and understanding the mediating role of service delivery in the client satisfaction process.

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