

The role of employee communication skills on sustainable export performance

Sudarat Pimonratanakan^{a*}, Tanawat Wisedsin^a, Mano Prachayapipat^a, Prumsub Wetsukum^b and Kittisak Jermittiparsert^c

^aCollege of Logistics and Supply Chain, Suan Sunandha Rajabhat University, Thailand

^bDharmmiti Internal Audit Co. Ltd., Thailand

^cFaculty of Social and Political Sciences, Universitas Muhammadiyah Sinjai, Indonesia

ABSTRACT

Article history:

Received April 22, 2022

Received in revised format June 22, 2022

Accepted July 3 2022

Available online

July 3 2022

Keywords:

Employee Communication Skills

Client Understanding

Client Satisfaction

Client Attraction

Export Performance

The objective of this study is to examine the role of employee communication skills in sustainable export performance. Furthermore, this study also examined the mediating role of client understanding, client satisfaction and client attraction. Therefore, the relationship between employee communication skills, client understanding, client satisfaction, attraction and sustainable export performance was examined. Population of the study is logistic companies of Thailand. The logistic company employees involved in export activities were selected as respondents. Therefore, data were collected from the export related employees of Thai logistic companies. Finally, data were analyzed and found that communication skills are playing a major role in export performance. Export performance is majorly influenced by the communication skills of employees working in logistic companies. Furthermore, communication skills have a positive role in client understanding. Client understanding has a positive effect on client satisfaction and client attraction. This whole mechanism increases the sustainable export performance.

© 2022 Growing Science Ltd. All rights reserved.

1. Introduction

In any country, the exports and imports play key importance role for the economy. Various nations export different products to the different countries and generate revenue. The exports of any country provide a significant effect on the balance of payment and play an important role in the maintenance of the currency of any country. As Thailand is a developing country having weak currency as compared to the different other countries. Therefore, in this direction, the role of exports in Thai currency has an important role. Thus, exports of Thailand have a vital role in the economic development and also increase the current account balance. It has the ability to decrease the current account deficit. Hence, export of any country has a vital influence on the economy (Hong, Hien, Thu, & Lebailly, 2017; Stoedinova, 2017). That is the reason most of the countries always focus on increasing their exports. As the increase in exports has several benefits to the economy. Along with this decrease in imports also has several benefits. There must be a balance between imports and exports. Imports should not remain below exports. In this case, the balance between exports and imports is also important.

To get maximum benefits from exports, the export performance has a major role. Thailand should have high exports performance as compared to imports. A reasonable export performance is always required for the nations to get considerable benefits. An export in international trade is goods as well as service formed in one country that is sold these goods and services into another country for the sake of various benefits. Financial benefits are the major benefits which are concerned with exports. The seller of various goods and services is an exporter; the foreign buyer is an importer. Export of goods often needs the participation of customer authorities. Therefore, export performance is one of the major elements connected with the nation's development (Hughes et al., 2019; Jraisat, Gotsi, & Bourlakis, 2013). In this direction, the rise of export performance is not sufficient for the economy. The consistency in export performance is required by the nations to compete

* Corresponding author

E-mail address sudarat.pi@ssru.ac.th (S. Pimonratanakan)

in the competitive market in which the hundreds of nations are participating. Consistency is the sustainability which should be maintained in export performance. Therefore, sustainability in export performance is required in Thailand. There are the major issues in Thailand that the sustainability in export performance is providing significant performance. The increase or decrease in export performance cannot provide the vital benefits to the nation, however, sustainability in export performance can provide the higher benefits to the country (Ditkaew, Jermstittiparsert, & Kaliappen, 2021).

Export performance can be further increased with the help of better communication. In Thailand, the sustainability in export performance can be maintained with the help of better employee communication. Actually, logistics companies export the goods to other countries. Logistics has an important role in export performance. Logistics companies deal with the other countries for the sake of transferring the goods. While dealing with the other companies in various countries, the employee communications skills have a vital role to capture the customers. Better communication by the employees of logistic companies has the potential to capture the customers. However, weak communication skills will decrease the influence on the customers. Therefore, communication skills of various employees have vital importance for companies in relation to the business activities (Keeratitvutisest & Hanson, 2017; Nabi, Foysool, & Adnan, 2017). Further to this, communication skills have a vital role in understanding by the client. Because while discussing the matters with the international clients, English is the language for communication, that is why the representative of logistic companies must have better communication in relation to the English language. It shows positive influence on the client and increases the level of client understanding. Furthermore, increase in the level of understanding also increases the client satisfaction and satisfaction has a positive role among the organizations and business performance (Harter, Schmidt, & Hayes, 2002). Along with this, client understanding has an important role in client attraction. Both the client satisfaction and client attraction show a positive role to enhance sustainable export performance.

Several studies examined the export performance (Ferrerias-Méndez, Fernández-Mesa, & Alegre, 2019; Freixanet & Churakova, 2018; Hong et al., 2017; Jraisat et al., 2013; Li et al., 2017), however, the role of employee communication in export performance is very rare which is discussed in the current study. Therefore, the objective of this study is to examine the role of employee communication skills in sustainable export performance. In this direction, the relationship between employee communication skills, client understanding, client satisfaction, attraction and sustainable export performance was examined.

2. Literature Review

Logistics companies and export of goods have major relationships with each other. Logistics companies facilitate export of various goods to a number of countries. Therefore, the importance of logistic companies in relation to the exports has vital importance. Various companies receive orders from other countries, prepare the finished goods and send them to the required destination. To transfer these goods to the required destination, these companies also support various other companies to deliver goods to the ultimate destination. In this direction, the delivery of goods in the required place and delivery of goods in the required time is most important to satisfy the customers. Logistic companies provide the timely delivery of goods which is important in export performance. Therefore, logistics has an important role in export performance (Kim, Kim, Moon, & Han, 2017). Consequently, in this way, the availability of a logistic employee is most important. Inflecting the performance of employees has a major influence on performance. In various logistic companies, the performance of employees is based on their communication skills. Employees work in logistic companies and deal with customers from other countries which require vital communication skills. Strong communication can increase the performance of employees. Therefore, communication skills have the most important role in performance (Pascual-Ramos et al., 2019). Employee communication has a vital influence on client understanding. Better communication skills help the customer to understand the features. Client understanding has a positive role in client satisfaction and client attraction. Therefore, Fig. 1 shows the relationship between employee communication skills, client understanding, client satisfaction, attraction and sustainable export performance.

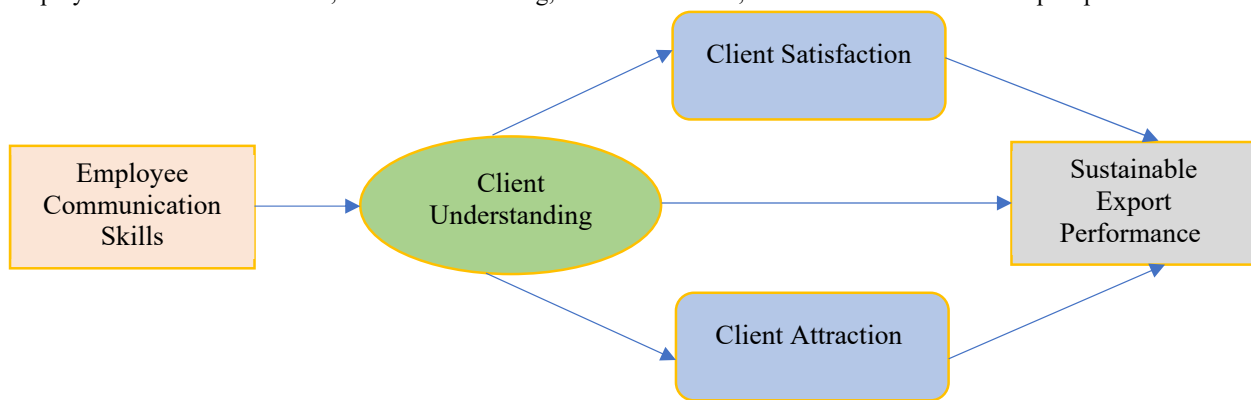


Fig. 1. Theoretical framework of the study showing the relationship between employee communication skills, client understanding, client satisfaction, client attraction and sustainable export performance

2.1 Employee Communication Skills and Client Understanding

Communication skills are the most vital skills of any employee. Particularly, those employees who are dealing with the customers. Better communication skills are vital to participate in better performance. The dealing of employees with the customers is the key for the success of business. The successful employee deals with the employees in an accurate way which causes to increase the satisfaction of employees. In the logistics companies, several employees participate in the process of dealing with the customers. These customers from various countries require high quality English language. Better skills by the employee increases the clarity in communication which further leads to higher performance. Therefore, the level of understanding by the customers is also based on the communication skills. Thus, employee communication has an influence on customers (Gremlera, Gwinnerb, & Brown, 2000; Kang & Hyun, 2012). Therefore, the logistic companies should recruit the employee having better communication skills to deal with customers in a better way. The logistic companies should also train the employee for better communication skills. As better communication with customers increases the understanding level of customers and affects positively on the dealing.

Hypothesis 1. Employee communication skills have a positive effect on client understanding.

2.2 Client Understanding and Client Satisfaction

To increase the customer interest in the logistics company product, the client understanding is the most important. Client understanding has a vital role in business activities. Particularly, the success of business activities is also based on the client's understanding. The client should have a full understanding of dealing which is going to be signed between two parties. Before this, the marketing practices also had a positive influence on client understanding in which communication is the most important factor. While marketing activities by the logistic companies, the understanding of the customers towards the product or services are most important. Lack of the understanding of the customers about the product also decreases the interest in the company or product. Therefore, client understanding leads to client satisfaction. It is important because customer satisfaction is vital for the business (Hammouda & Junoh, 2019; Matzler, Bailom, Hinterhuber, Renzl, & Pichler, 2004).

Hypothesis 2. Client understanding has a positive effect on client satisfaction.

2.3 Client Understanding and Client Attraction

Customer attraction is the part of customer satisfaction in which customers attract because of the features of the products, quality of the product or price of the product as well as services. The attraction of a client could be because of any reason related to the product or company. Attraction of clients is very important for the company because customer attraction leads to the customer interest in the product or services and after that customer purchases the required product which shows positive effect on performance of the company. As the customer attraction has vital importance for the companies (Agolla, Makara, & Monametsi, 2018; Jabbari, Kashef, & Keshkar, 2020), therefore, it shows a positive role in business performance. Increase in the level of customer attraction increases the performance of business.

Hypothesis 3. Client understanding has a positive effect on client attraction.

2.4 Client Satisfaction and Sustainable Export Performance

Client satisfaction is described as a measurement that regulates how happy clients of the company are with a different product, services, as well as capabilities of the firm. Customer satisfaction information, with surveys as well as ratings, can assist a company to determine how to best advance or change its products as well as services. Client satisfaction is the most vital part of higher business performance among the companies. It has a direct relationship with the export performance by the logistic companies. A satisfied customer led to the long-term relationship with the company and helped to increase the sustainability in the exports. As the customer satisfaction has a positive effect on performance (Abdallah, Phan, & Matsui, 2016; Ali, Danish, & Asrar-ul-Haq, 2020). Therefore, client satisfaction leads to the export performance sustainability.

Hypothesis 4. Client satisfaction has a positive effect on sustainable export performance.

2.5 Client Attraction and Sustainable Export Performance

Along with the positive role of client satisfaction of export performance, client attraction has a major effect on export performance. The Thai companies involved in the exports require a better level of customer attraction. The logistics companies dealing with the export of product also require high level of customer interest which can attract the customer to deal with these logistic companies and avail the services of Thai logistic companies which has major influence on export performance. It can increase export performance. Provision of high-quality services to the client increases the satisfaction level among them which finally causes to increase the logistic company performance. Therefore, customer or client attraction

has a positive role in performance of the companies (Auh, Menguc, Katsikeas, & Jung, 2019; Jermstittiparsert, 2020). Therefore, client attraction has a vital influence on the sustainability of export performance.

Hypothesis 5. *Client attraction has a positive effect on sustainable export performance.*

2.6 Client Understanding and Sustainable Export Performance

Above discussion shows that client understanding has a positive role in client satisfaction which causes to increase the export performance sustainability. Furthermore, it is also examined that client understanding has a positive role in client attraction. Increase in client understanding increases the client satisfaction and client attraction. Moreover, this section shows that client understandings have a positive role in export performance. Therefore, client understanding has both a direct and indirect effect on export performance. Therefore, client understanding has a major role among the companies (Chu, Cao, Yang, & Mundel, 2019) and export performance among the logistic companies. Furthermore, the current study also examines the mediating role of client understanding by following the instructions of Baron and Kenny (1986). Therefore, the following hypotheses are proposed.

Hypothesis 6. *Client understanding has a positive effect on sustainable export performance.*

Hypothesis 7. *Client understanding mediates the relationship between employee communication skills and sustainable export performance.*

Hypothesis 8. *Client satisfaction mediates the relationship between client understanding and sustainable export performance.*

Hypothesis 9. *Client attraction mediates the relationship between client understanding and sustainable export performance.*

3. Methodology

To examine the relationship between employee communication skills, client understanding, client satisfaction, attraction and sustainable export performance, this study designed a survey questionnaire. The survey questionnaire was designed to measure the effect of employee communication skills on export performance sustainability with the help of previous studies. Therefore, for primary data collection, a survey questionnaire was designed (Bowling, Bond, Jenkinson, & Lamping, 1999), and scale items were adapted from previous studies. Population of the study is logistic companies of Thailand. The logistic company employees involved in exports activities were selected as respondents. Therefore, data were collected from the export related employees of Thai logistic companies. 450 questionnaires were used in this study for data collection. All these questions were designed on a 5-point Likert scale and the questionnaire was divided into various sections including the profile of respondents and questions related to the employee communication skills, client understanding, client satisfaction, attraction and sustainable export performance. For the distribution of questionnaires, various clusters were made by following the cluster sampling (Ul-Hameed, Mohammad, & Shahar, 2018) and questionnaires were distributed in each cluster by using simple random sampling (Siuly, Li, & Wen, 2011).

4. Findings

Findings of the study was approached with the help of Partial Least Square (PLS)-Structural Equation Modeling (SEM) as recommended in number of studies (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. F. Hair, Ringle, & Sarstedt, 2013; J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018). However, before to approach findings of the study, data screening was carried out in which missing value (Aydin & ŞENOĞLU, 2018) was examined along with the data outlier. Data screening is given in Table 1 which indicates that data has no outlier as well as no missing value.

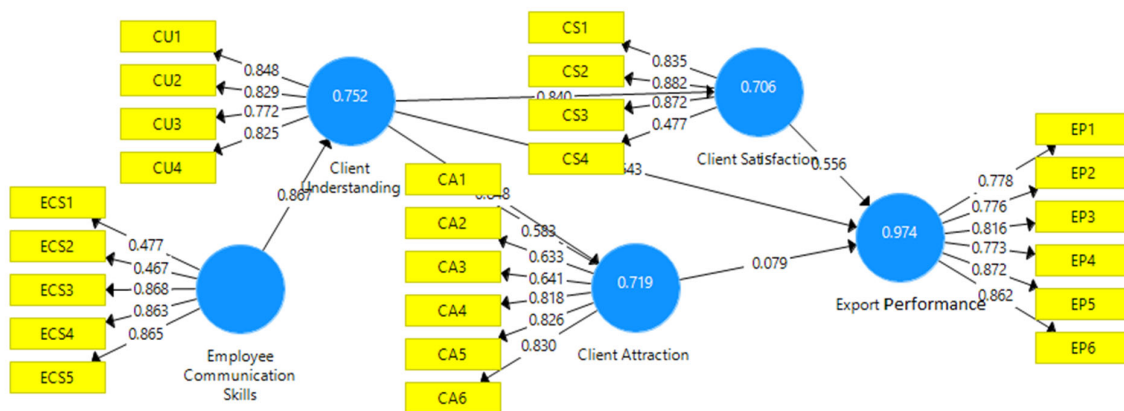


Fig. 2. Measurement Model

Table 1
Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
ECS1	1	0	3.458	4	1	5	1.242	-0.818	-0.429
ECS2	2	0	3.406	4	1	5	1.252	-1.903	-1.384
ECS3	3	0	3.378	4	1	5	0.926	-0.745	-0.477
ECS4	4	0	3.325	4	1	5	1.287	-0.924	-0.376
ECS5	5	0	3.285	4	1	5	1.272	-1.03	-0.289
CU1	6	0	3.349	4	1	5	1.293	-1.922	-1.415
CU2	7	0	3.422	4	1	5	1.2	-0.678	-0.424
CU3	8	0	3.494	4	1	5	1.179	-0.795	-0.399
CU4	9	0	3.558	4	1	5	1.355	-0.909	-0.582
CS1	10	0	3.526	4	1	5	1.242	-0.755	-0.522
CS2	11	0	3.418	4	1	6	1.272	-1.88	-1.327
CS3	12	0	3.41	4	1	6	1.189	-0.767	-0.346
CS4	13	0	3.51	4	1	5	1.28	-0.948	-0.456
CA1	14	0	3.498	4	1	6	1.342	-0.949	-0.352
CA2	15	0	3.526	4	1	5	1.127	-1.617	-1.379
CA3	16	0	3.534	4	1	5	1.123	-0.587	-0.394
CA4	17	0	3.426	4	1	5	1.217	-0.65	-0.538
CA5	18	0	3.369	4	1	5	1.274	-0.889	-0.403
CA6	19	0	3.297	4	1	5	1.264	-1.984	-0.311
EP1	20	0	3.45	4	1	5	1.218	-0.721	-0.432
EP2	21	0	3.498	4	1	5	1.186	-0.82	-1.388
EP3	22	0	3.554	4	1	5	1.353	-0.904	-0.581
EP4	23	0	3.522	4	1	5	1.248	-0.75	-0.53
EP5	24	0	3.41	4	1	6	1.265	-0.865	-0.341
EP6	25	0	3.434	4	1	6	1.171	-0.643	-0.399
EP7	26	0	4.052	4	1	5	0.962	0.986	-1.059
EP8	27	0	3.948	4	1	5	1.034	-0.066	-0.794

In the current study, six variables were measured. Therefore, Fig. 3 shows that employee communications skills are measured by using five scale items, client understanding was measured by using four items. Client satisfaction is measured by using four items. Client attraction is measured by using six items and export performance is measured by using six items. Few items were deleted due to low factor loadings. Therefore, factor loadings is given in Table 2 which shows that factor loadings for employee communication skills, client understanding, client satisfaction, client attraction and export performance is above 0.5 (J. Hair, Hollingsworth, Randolph, & Chong, 2017). Few items have factor loadings above 0.4 but below 0.5 which is also acceptable as few studies also show that factor loadings above 0.4 is also acceptable. Moreover, the composite reliability (CR) and average variance extracted (AVE) is also above 0.5 in the presence of 0.4 factor loadings for few items. In this case, if the AVE is above 0.5 and CR is above 0.7, factor loadings of a few items below 0.5 is also acceptable.

Table 2
Factor Loadings

	Client Attraction	Client Satisfaction	Client Understanding	Employee Communication Skills	Export Performance
CA1	0.583				
CA2	0.633				
CA3	0.641				
CA4	0.818				
CA5	0.826				
CA6	0.83				
CS1		0.835			
CS2		0.882			
CS3		0.872			
CS4		0.477			
CU1			0.848		
CU2			0.829		
CU3			0.772		
CU4			0.825		
ECS1				0.477	
ECS2				0.467	
ECS3				0.868	
ECS4				0.863	
ECS5				0.865	
EP1					0.778
EP2					0.776
EP3					0.816
EP4					0.773
EP5					0.872
EP6					0.862

Fig. 2 also shows the AVE and CR and the results are given in Table 3. These results show that CR values for employee communication skills, client understanding, client satisfaction, client attraction and export performance are above 0.7. Moreover, it is found that AVE value for employee communication skills, client understanding, client satisfaction, client attraction and export performance is above 0.5 which confirmed the discriminant validity. In addition to CR and AVE, discriminant validity is given in Table 4 with the help of cross-loadings (Fornell & Larcker, 1981).

Table 3
Reliability and Convergent Validity

	Alpha	rho_A	CR	(AVE)
Client Attraction	0.836	0.876	0.87	0.532
Client Satisfaction	0.78	0.848	0.859	0.616
Client Understanding	0.836	0.838	0.891	0.671
Employee Communication Skills	0.789	0.869	0.844	0.538
Export Performance	0.897	0.9	0.922	0.663

Table 4
Cross-Loadings

	Client Attraction	Client Satisfaction	Client Understanding	Employee Communication Skills	Export Performance
CA1	0.583	0.449	0.353	0.428	0.373
CA2	0.633	0.404	0.388	0.458	0.365
CA3	0.641	0.401	0.383	0.463	0.366
CA4	0.818	0.72	0.777	0.762	0.774
CA5	0.826	0.705	0.76	0.736	0.759
CA6	0.83	0.688	0.778	0.762	0.73
CS1	0.651	0.835	0.65	0.661	0.776
CS2	0.695	0.882	0.781	0.701	0.867
CS3	0.665	0.872	0.763	0.709	0.855
CS4	0.557	0.877	0.342	0.474	0.348
CU1	0.761	0.689	0.848	0.799	0.729
CU2	0.734	0.668	0.829	0.757	0.775
CU3	0.622	0.689	0.792	0.615	0.777
CU4	0.655	0.71	0.825	0.663	0.815
ECS1	0.47	0.369	0.292	0.477	0.302
ECS2	0.471	0.385	0.286	0.667	0.296
ECS3	0.795	0.717	0.781	0.868	0.763
ECS4	0.832	0.718	0.78	0.863	0.774
ECS5	0.83	0.687	0.78	0.895	0.733
EP1	0.734	0.667	0.82	0.76	0.878
EP2	0.621	0.684	0.765	0.607	0.776
EP3	0.667	0.707	0.826	0.677	0.86
EP4	0.656	0.826	0.649	0.661	0.873
EP5	0.699	0.869	0.787	0.706	0.872
EP6	0.677	0.866	0.764	0.721	0.892

The next section of PLS shown in Fig. 3 in which the relationship between variables were examined to test the hypotheses developed in the literature review.

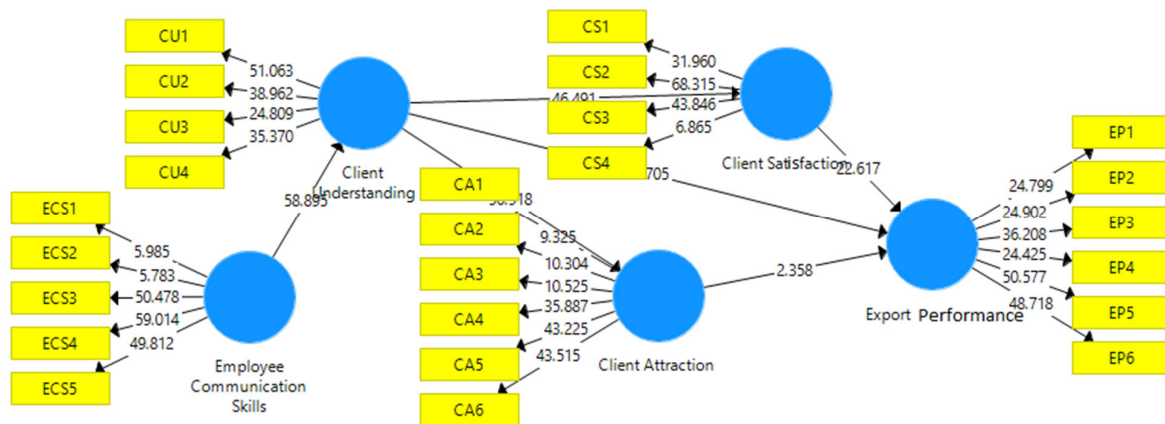


Fig. 3. Structural Model

First of all, the direct effect of employee communications skills was considered on client understanding. The direct effect of client understanding was examined on client satisfaction. Moreover, the direct effect of client understating was examined on

client attraction. Additionally, the direct effect of client satisfaction is examined on export performance. Finally, the direct effect of client attraction was examined on export performance. Results are given in Table 5. Results show that employee communication skills have a positive effect on client understanding. Client understanding has a positive effect on client satisfaction. Client satisfaction has a positive effect on sustainable export performance. Finally, the client understating has a positive effect on client attraction and client attraction has a positive effect on sustainable export performance. The effect of all these variables is positive on export performance.

Table 5
Direct Effect Results

	(O)	(M)	SD	T Statistics	P Values
Client Attraction → Export Performance	0.079	0.08	0.034	2.358	0.019
Client Satisfaction → Export Performance	0.556	0.558	0.025	22.617	0
Client Understanding → Client Attraction	0.848	0.849	0.015	56.918	0
Client Understanding → Client Satisfaction	0.84	0.84	0.018	46.491	0
Client Understanding → Export Performance	0.543	0.543	0.028	19.705	0
Employee Communication Skills → Client Understanding	0.867	0.868	0.015	58.895	0

Furthermore, this study examined the mediation effect of client understanding, client satisfaction and client attraction between employee communication skills and sustainable export performance. This mediation effect was examined through PLS bootstrapping (J. F. Hair et al., 2013; J. F. Hair et al., 2012; Henseler & Chin, 2010; Henseler et al., 2014; Henseler, Ringle, & Sarstedt, 2015; Henseler, Ringle, & Sinkovics, 2009; Iqbal & Hameed, 2020). The mediation effect of client understanding was examined between employee communication skills and client satisfaction. The mediation effect of client understanding was examined between employee communication skills and client attraction. Moreover, the mediation effect of client satisfaction was examined between client understanding and sustainable export performance. The mediation effect of client attraction was examined between client understanding and sustainable export performance. All the mediation effects are given in Table 6. The mediation effect of client understanding between employee communication skills and client satisfaction is significant with t-value 29.95. The mediation effect of client understanding between employee communication skills and client attraction is significant with t-value 30.034. Moreover, the mediation effect of client satisfaction between client understanding and sustainable export performance is significant with t-value 23.361. The mediation effect of client satisfaction between client understanding and sustainable export performance is significant with t-value 2.237. Their mediation effect was examined by following the rules of (Preacher & Hayes, 2004, 2008). Finally, the r-square value is 0.974 which is strong (Chin, 1998). It shows that all the variables; employee communication skills, client understanding, client satisfaction and client attraction are expected to bring 97.4% change in sustainable export performance.

Table 6
Indirect Effect Results

	(O)	(M)	SD	t Statistics	P Values
Employee Communication Skills → Client Understanding → Client Attraction	0.735	0.737	0.024	30.034	0
Employee Communication Skills → Client Understanding → Client Satisfaction	0.729	0.73	0.024	29.95	0
Client Understanding → Client Attraction → Export Performance	0.067	0.068	0.029	2.327	0.02
Employee Communication Skills → Client Understanding → Client Attraction → Export Performance	0.058	0.059	0.025	2.309	0.021
Client Understanding → Client Satisfaction → Export Performance	0.468	0.469	0.02	23.361	0
Employee Communication Skills → Client Understanding → Client Satisfaction → Export Performance	0.406	0.407	0.019	20.821	0
Employee Communication Skills → Client Understanding → Export Performance	0.471	0.471	0.027	17.667	0

5. Conclusion

The objective of this study was to examine the role of employee communication skills in sustainable export performance. Along with this, the current study also examined the mediating role of client understanding, client satisfaction and client attraction. Consequently, the relationship between employee communication skills, client understanding, client satisfaction, attraction and sustainable export performance was examined. It is found that communication skills are playing a major role in export performance. Improvement in the communication skills of employees in logistic companies has a positive role to enhance the export performance sustainability. Export performance is majorly influenced by the communication skills of employees working in logistic companies. It is revealed that communication skills have a positive effect on client understanding. Client understanding has a positive effect on client satisfaction and client attraction. Therefore, communication skills have a positive role in client understanding. Increase in client understanding increases the client satisfaction and client attraction. Finally, client satisfaction and client attraction increase the export performance. This whole mechanism increases the sustainable export performance.

References

- Abdallah, A. B., Phan, A. C., & Matsui, Y. (2016). Investigating the effects of managerial and technological innovations on operational performance and customer satisfaction of manufacturing companies. *International Journal of Business Innovation and Research*, 10(2-3), 153-183.
- Agolla, J. E., Makara, T., & Monametsi, G. (2018). Impact of banking innovations on customer attraction, satisfaction and retention: the case of commercial banks in Botswana. *International Journal of Electronic Banking*, 1(2), 150-170.
- Ali, H. Y., Danish, R. Q., & Asrar-ul-Haq, M. (2020). How corporate social responsibility boosts firm financial performance: The mediating role of corporate image and customer satisfaction. *Corporate Social Responsibility and Environmental Management*, 27(1), 166-177.
- Auh, S., Menguc, B., Katsikeas, C. S., & Jung, Y. S. (2019). When Does Customer Participation Matter? An Empirical Investigation of the Role of Customer Empowerment in the Customer Participation-Performance Link. *Journal of marketing research*, 56(6), 1012-1033.
- Aydin, D., & ŞENOĞLU, B. (2018). ESTIMATING THE MISSING VALUE IN ONE-WAY ANOVA UNDER LONG-TAILED SYMMETRIC ERROR DISTRIBUTIONS. *Sigma: Journal of Engineering & Natural Sciences/Mühendislik ve Fen Bilimleri Dergisi*, 36(2).
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173-1182. doi:<https://doi.org/10.1037/0022-3514.51.6.1173>
- Bowling, A., Bond, M., Jenkinson, C., & Lamping, D. (1999). Short Form 36 (SF-36) Health Survey questionnaire: which normative data should be used? Comparisons between the norms provided by the Omnibus Survey in Britain, the Health Survey for England and the Oxford Healthy Life Survey. *Journal of Public Health*, 21(3), 255-270.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- Chu, S.-C., Cao, Y., Yang, J., & Mundel, J. (2019). Understanding Advertising Client-Agency Relationships in China: A Multimethod Approach to Investigate Guanxi Dimensions and Agency Performance. *Journal of advertising*, 48(5), 473-494.
- Ditkaew, K., Jermsittiparsert, K., & Kaliappen, N. (2021). Strategic Cost Management on Success of Logistics Management for Sustainable Performance of Export Businesses. *International Journal of Entrepreneurship*, 25(S2), 22.
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121. doi:<https://doi.org/10.1016/j.jfbs.2014.01.002>
- Ferreras-Méndez, J. L., Fernández-Mesa, A., & Alegre, J. (2019). Export Performance in SMEs: The Importance of External Knowledge Search Strategies and Absorptive Capacity. *Management international review*, 59(3), 413-437.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Freixanet, J., & Churakova, I. (2018). The impact of export promotion programs on firms' export competencies and performance in a transition economy: the case of Russian manufacturers. *Journal of East-West Business*, 24(4), 287-318.
- Gremlera, D. D., Gwinnerb, K. P., & Brown, S. W. (2000). Cultivating positive word-of-mouth communication through customer-employee bonds. *Service quality in the new economy: interdisciplinary and international dimensions*, 183-192.
- Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442-458. doi:<https://doi.org/10.1108/IMDS-04-2016-0130>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. doi:<https://ssrn.com/abstract=2233795>
- Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long range planning*, 45(5-6), 320-340. doi:<https://doi.org/10.1016/j.lrp.2012.09.008>
- Hameed, W. U., Basheer, M. F., Iqbal, J., Anwar, A., & Ahmad, H. K. (2018). Determinants of Firm's open innovation performance and the role of R & D department: an empirical evidence from Malaysian SME's. *Journal of Global Entrepreneurship Research*, 8(1), 29. doi:<https://doi.org/10.1186/s40497-018-0112-8>
- Hammouda, Y. A., & Junoh, M. Z. M. (2019). Causative Investigation of Corporate Social Responsibility to Customers on Employees' Commitment to the Organization and Job Satisfaction in Construction Corporates. *Journal of Economics, Management and Trade*, 1-12.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology*, 87(2), 268.
- Henseler, J., & Chin, W. W. (2010). A comparison of approaches for the analysis of interaction effects between latent variables using partial least squares path modeling. *Structural Equation Modeling*, 17(1), 82-109. doi:<https://doi.org/10.1080/10705510903439003>
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., . . . Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational Research Methods*, 17(2), 182-209. doi:<https://doi.org/10.1177/1094428114526928>

- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135. doi:<https://doi.org/10.1007/s11747-014-0403-8>
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing *New challenges to international marketing* (pp. 277-319): Emerald Group Publishing Limited.
- Hong, N. T. K., Hien, P. T. T., Thu, T. T. N., & Lebaillly, P. (2017). Vietnam's Fisheries and Aquaculture Development's Policy: Are Exports Performance Targets Sustainable? *Oceanography and Fisheries Open Access Journal*, 5(4).
- Hughes, P., Souchon, A. L., Nemkova, E., Hodgkinson, I. R., Oliveira, J. S., Boso, N., . . . Sy-Changco, J. (2019). Quadratic effects of dynamic decision-making capability on innovation orientation and performance: Evidence from Chinese exporters. *Industrial Marketing Management*, 83, 59-69.
- Iqbal, J., & Hameed, W. U. (2020). Open Innovation Challenges and Coopetition-Based Open-Innovation Empirical Evidence From Malaysia *Innovative Management and Business Practices in Asia* (pp. 144-166): IGI Global.
- Jabbari, Z., Kashaf, S. M., & Keshkar, S. (2020). DEVELOPING A MODEL FOR THE RELATIONSHIP BETWEEN CULTURAL FACTORS AND CUSTOMER ATTRACTION IN ELECTRONIC MARKETING OF THE SPORTS INDUSTRY. *Sport Science*, 13(1), 43-49.
- Jermstittiparsert, K. (2020). *The Moderation Effect of Supply Chain Information Technology Capabilities on the Relationship between Customer Relationship Management with Organizational Performance of Thai Restaurants and Hotels*. Paper presented at the Proceedings of the 2020 11th International Conference on E-Education, E-Business, E-Management, and E-Learning.
- Jraisat, L., Gotsi, M., & Bourlakis, M. (2013). Drivers of information sharing and export performance in the Jordanian agri-food export supply chain: A qualitative study. *International marketing review*, 30(4), 323-356.
- Kang, J., & Hyun, S. S. (2012). Effective communication styles for the customer-oriented service employee: Inducing dedicational behaviors in luxury restaurant patrons. *International Journal of Hospitality Management*, 31(3), 772-785.
- Keeratitvutisest, V., & Hanson, B. J. (2017). Developing High Performance Teams (HPT) through Employee Motivation, Interpersonal Communication Skills, and Entrepreneurial Mindset Using Organization Development Interventions (ODI): A Study of Selected Engineering Service Companies in Thailand. *ABAC ODI JOURNAL VISION. ACTION. OUTCOME.*, 4(1).
- Kim, S., Kim, K., Moon, H., & Han, J. (2017). An Analysis of the Impact of Discontinuance of Export Logistics Cost Support on Export Performance for Agricultural Products. *Korean Journal of Agricultural Management and Policy*.
- Li, E. L., Zhou, L., & Wu, A. (2017). The supply-side of environmental sustainability and export performance: The role of knowledge integration and international buyer involvement. *International Business Review*, 26(4), 724-735.
- Matzler, K., Bailom, F., Hinterhuber, H. H., Renzl, B., & Pichler, J. (2004). The asymmetric relationship between attribute-level performance and overall customer satisfaction: a reconsideration of the importance-performance analysis. *Industrial Marketing Management*, 33(4), 271-277.
- Nabi, N., Foyso, K., & Adnan, S. (2017). The Role and Impact of Business Communication on Employee Performances and Job Satisfactions: A Case Study on Karmasangsthan Bank Limited, Bangladesh. *Arabian Journal of Business and Management Review*, 7(301), 2.
- Pascual-Ramos, V., Flores-Alvarado, D. E., Portela-Hernández, M., del Rocío Maldonado-Velázquez, M., Amezcua-Guerra, L. M., López-Zepeda, J., . . . Saavedra, M. Á. (2019). Communication skills in candidates for accreditation in rheumatology are correlated with candidate's performance in the objective structured clinical examination. *Reumatología Clínica (English Edition)*, 15(2), 97-101.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717-731.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Siuly, Li, Y., & Wen, P. (2011). EEG signal classification based on simple random sampling technique with least square support vector machine. *International journal of Biomedical Engineering and Technology*, 7(4), 390-409.
- Stoedinova, S. D. (2017). *The relationship between research & development stock of knowledge and firm performance indicators: size, exports and productivity in the UK economy. Does investing in R&D pay off, when and for whom?* , University of Birmingham.
- Ul-Hameed, W., Mohammad, H., & Shahar, H. (2018). Microfinance institute's non-financial services and women-empowerment: The role of vulnerability. *Management Science Letters*, 8(10), 1103-1116. doi:<https://doi.org/10.5267/j.msl.2018.7.001>



© 2022 by the authors; licensee Growing Science, Canada. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) license (<http://creativecommons.org/licenses/by/4.0/>).