



Global Scientific and Academic Research Journal of Economics, Business and Management

ISSN: 2583-5645 (Online)

Frequency: Monthly

Published By GSAR Publishers

Journal Homepage Link- <https://gsarpublishers.com/journals-gsarjebm-home/>



Customer Focus and Innovation Performance of I-tech Companies in Lagos State, Nigeria

By

¹Bolatito Oluwajinmi, PhD, ²Rahidat Olabimtan, PhD

¹Department of Management Sciences, Dominion University, Ibadan

Department of Maritime Transport and Business Studies,

²Federal University of Technology, Ilaro



Article History

Received: 01/04/2026

Accepted: 06/04/2026

Published: 07/04/2026

Vol –5 Issue – 4

PP: -01-07

Abstract

Innovation and customer focus are key drivers of success in the technology industry, and companies must invest in both to remain relevant and competitive. An organization is required to continually seek new ways of doing and managing all matters, thus resulting in the innovation of products, processes, and ultimately the organization. This study investigated the relationship between Customer Focus and Innovation Performance of I-Tech Companies in Lagos State, Nigeria. The study adopted cross sectional survey research design, whereby four hundred and fifty copies of the research instrument were administered to the respondents who are top management staff, senior officers and junior staff of selected organizations in the sector. Data collected were analysed using both descriptive and inferential statistics. The result of the analysis which showed an ANOVA coefficient of 0.121 and the p-value of 0.093 indicated that customer focus does not have a statistical significant effect on innovation performance, The study recommended that organizations in this sector should be proactive in the implementation of customer focus and consider other strategies that contribute more significantly to innovation performance in this industry.

Keywords: Customer Focus, Innovation Performance, Organizations,

1.0 Introduction

Irrespective of the size of a business, whether it is a small-medium enterprise or a big organization, it is very crucial to understand the importance of customer focus. Its correct implementation can give an edge to an organization amongst its competitors. The most successful companies are never satisfied with the status quo. They constantly have their eye on the next innovation, the next level of performance. They know the importance of customer focus in all areas of the business. Even if things are going really well, such organizations are always on the lookout for what could be improved upon so that they can perform better. They are always finding ways to work smarter, not harder, in order to be more efficient and profitable. The most successful companies are always innovating and developing new ways to deliver top-notch quality to their customers, but some organizations prefer to stay in their comfort zones, never questioning the way things are done.

In today's highly competitive business environment, customer focus and innovation have become critical factors for the success of I-Tech companies. Customer focus refers to the

ability of a company to understand and meet the needs and expectations of its customers. Innovation performance, on the other hand, relates to a company's ability to introduce new and improved products, services, or processes. The technology industry refers to all companies, businesses, and organizations that produce, develop, or market technology products and services. This industry is composed of various sectors such as computer hardware, software, telecommunications, electronics, semiconductors, and internet services. It is characterized by its constant innovation and evolution. This industry is driven by the need to create new products, improve existing ones, and develop new applications that will enhance people's lives. Technological advancements such as artificial intelligence, machine learning, robotics, and the Internet of Things (IoT) are some of the most significant trends in this industry. The technology industry has a significant impact on the global economy. It generates massive revenue streams, creates jobs, and stimulates innovation in other industries. Some of the most prominent companies in the technology industry include Microsoft, Apple, Amazon, Facebook, and Google.



In this digitalized era, organizations must be able to pay attention to how they constantly improve their level of performance through innovation. Customer focus plays a critical and strategic roles in organizations. Its processes and innovative ideas can help in addressing enormous challenges of financial constraints, talent management, and streamlined business operations. To remain competitive, technology companies must have a culture of continuous learning and innovation (Harvard Business Review, 2018). Innovation and customer focus are key drivers of success in the technology industry, and companies must invest in both to remain relevant and competitive. Customer focus plays a critical and strategic role in the organizations. Its processes and innovative ideas can help in addressing enormous challenges of financial constraints, talent management, and streamlined business operations. Customer focus is vital to staying ahead in the highly competitive technology industry (Forbes Magazine). Innovation performance is a top priority for technology companies, and many are investing heavily in research and development to drive growth (Sanchez-Ruiz et al, 2020).

In recent years, there has been a growing concern over the impact of the technology industry on the environment, privacy, and cyber security. Many companies are actively working to address these issues and to create more sustainable and secure products and services. Overall, the technology industry plays a vital role in shaping the world we live in, and its influence will likely continue to grow in the coming years. The technology industry is known for its fast-paced and rapid innovation, but these companies must focus on the need to improve their products and services in order to meet customers' demands at all times (McKinsey & Company, 2021). The organizations in this sector must understand the value and importance of customer focus and build it into every aspect of the business as a disciplined strategy. They must train their employees to study internal processes and create ways to make them more efficient. They must study their successes and failures regarding their customers and act based on those learnings to go above and beyond customer satisfaction. In today's fast-moving and competitive landscape, this is a critical factor of most leading companies.

Effective interaction with customers had been reported as a key for an organization to be an innovative organization. An organization is required to continually seek new ways of doing and managing all matters, thus resulting in the innovation of products, processes, and ultimately the organization. There is a need for more research that focuses on how a culture of customer first operates within firms. (Ayodeji, Emmanuel, & Olajire, (2021). Hence, the need for this study. Consequently, this research was focused on the employees of selected Technology companies in Lagos State Nigeria. In view of this, the study explored three organizations from the sector, namely: Interswitch Limited, Victoria Island, Andela Technology Company, Ilupeju, and Flutterwave Lekki Phase I, Lagos State. Interswitch and flutterwaves are fintech companies that provide payment solutions for businesses and individuals in Africa, while

Andela is a technology company that trains and hires software developers across Africa to work remotely for companies in the United States of America and Europe.

Objectives of the Study

The main objective of the study was to investigate the influence of Customer Focus on Innovation Performance.

Research Question?

What is the statistical significant influence of Customer Focus on Innovation Performance?

Research Hypothesis

H₀₁: Customer Focus does not have a statistical significant influence on innovation Performance.

2.0 Literature Review

2.1 Customer Focus

Customer focus has been widely recognized as a key driver of business success. It involves understanding customer needs, preferences, and expectations, and aligning business strategies accordingly. Previous studies have shown that companies with a strong customer focus tend to have higher customer satisfaction, loyalty, and financial performance. In today's competitive marketplace, companies around the globe require some form of strategy to enable them achieve organizational goals. They need to identify both current and future customers' needs, in line with the customer requirements, and attempt to exceed the customer expectations since any organization depends on the customers (Ishola & Olusoji, 2020) Customer focus becomes an important factor for the success of an organization, because it is a starting point of any quality initiative. Today customer-focus strategies are needed in all types of organizations regardless of their size, at all levels, and work areas. Because customer focus is widely needed, improving the way an organization is managed is one of the keys to success, and the importance of customer focus strategies to achieve this goal is recognized around the world (Pambreni, Y., Khatibi A, Azam S, & Tham, J.J, (2019).

Firms with strong practice on customer focus exceed the objective products and services delivery, that meet customer expectations and demand. Also, the practice of customer focus requires firms to have adequate attention across the entire supply chain operations, such as looking for qualified suppliers, designing products following customers' expectations, timely delivery to the customer, reasonably priced products, and effective after-sales service. In other words, becoming a customer-focused firm requires the organization to continuously improve all the processes involved (Zaidin, Diah, Yee, & Sorooshian, (2018). For a successful implementation of customer focus, an organization must draw extensively on customer data which typically provides information that enables employees to engage more fully to address customer-related issues (Al-Qahtani, Alshehri, & Aziz, 2015). It requires the relevant organization to improve their production processes this, in turn, would probably bring about greater effectiveness and innovation within the organization the strategy of customer focus is most likely of value to the customer by eventually improving the

whole quality of the products. Innovation is arguably more prevalent within firms that emphasize customer-oriented strategies.

The organization ought to ascertain both current and future customers' needs, comply with the customers' requirements, and attempt to exceed customer expectations since any organization depends on the customers (Sader, & Daróczy, (2017). In order to attain customer satisfaction, organizations through their products and services must be able to fulfill customers' needs and expectations. Customer focus is one of the major factors for the success of an organization because it is a starting point of any quality initiative.

2.2 Innovation Performance

Innovation performance refers to a company's ability to generate and implement new ideas, products, or processes. It is also the ability to transform innovation resources and capabilities into outputs that result in innovative market success. Innovation performance underscores the notion that achieving market success is reliant on the efforts of other innovators in one's environment (Triantafyllidou, 2021). It is crucial for companies to continuously innovate in order to stay competitive in the rapidly evolving I-Tech industry. Previous research has highlighted the positive impact of innovation on a company's growth, profitability, and market share. Over the years, the concept of innovation has been strongly linked to economic ideology, with countries embracing innovation as a source of international competitiveness and a solution to meet economic challenges. Innovation can occur as a result of seeking improvement in existing products and processes, which can lead to innovation opportunities, both technological and organizational (Antunes et al, 2017; Lizarelli, et al. 2019). It can also occur through component or design technologies, via platforms, or business models (Golgeci, et al. 2019). Innovation performance is a result of multiple influencing factors and represents all achievements and results derived from innovation. Extant conceptions rely on input-output relationships to describe innovation performance, defining it as the outcome resulting from an innovation process comprising the development and implementation of innovation activities.

Although innovation performance has been a subject that has received great attention in the literature, it is difficult to be measured. To comprehensively capture aspects of innovation performance, product and process innovation can be measured based on the number of innovations, the speed of innovation, the level of innovativeness (novelty) and the level of aggressiveness in adopting or generating innovation, including being 'first' in the market (Edquist, 2018). The concept of innovation performance has increasingly drawn the attention of industrial marketing and management scholars (Aarikka-Stenroos, 2017; Autio & Thomas 2014, Moller & Halinen 2018, Valkokari et al. 2017). Research indicates that capabilities to innovate faster, better and smarter, to transform and adapt to new contexts through managing knowledge, provides competitive advantage (Peris-Ortiz, et al. 2019). The successful transformation of innovation resources and capabilities, into innovation activities, leads to innovative

market success (Charterina et al, 2016; Peris-Ortiz, et al. 2019). Research suggests that innovation performance is impacted by the ability to interact with one's environment, and its knowledge-sharing routines (Golgeci, et al. 2019). Innovation capability has been identified as a driver of innovation performance that acts to enable the development and application of resources to transform knowledge into innovative outcomes (Fernando et al. 2019). In terms of outcomes, increased innovation performance stimulates enhanced customer value relationships and positive financial outcomes (Dekoulou, and P. Trivellas, 2017).

Innovation is a critical driver in the enhanced performance and economic growth of firms and the wealth of countries. Due to its association with economic growth, innovation performance in particular, has long been a topic of interest in contemporary business fields (Charterina et al, 2016; Dekoulou, and P. Trivellas, 2017). This, in turn, reflects the systems view of innovation, highlighting that it is an interactive process that requires a cooperative network (Radacic, et al. 2020). For innovation to be useful, literature is increasingly asserting that it must involve the sharing and application of knowledge (Kumar, 2019)

Moreover, with the accelerated change in the business environment, organizations increasingly realign their structures to keep pace, remain competitive and create capabilities that will enable them to seize opportunities linked to innovation performance (Guerrero, 2019). Successful innovation necessitates knowledge integration across a broad set of competencies within the innovation environment, with collaborators exchanging and combining different combinations of knowledge to foster innovation. In a rapidly changing world where markets, products, and technology are in constant flux, the dynamics of knowledge as a valuable, and irreplaceable resource, have increasingly gained prominence as a driver of innovation performance (Gupta, et al. 2012; Tsai, & T.T Hsu, 2014)

2.3 Past Empirical Studies on Relationship between Customer Focus and Innovation Performance

In a related study on Indonesian manufacturing firms, customer focus was found to have no significant effect on product innovation (Hee, Cheng, Yaw, Gee, Kamaludin, & Prabhakaran, 2016). Similarly, another study emphasized the significance of customer interaction in service innovation. The interrelationship between service features, job satisfaction, and customer satisfaction was examined, findings revealed that customer satisfaction positively affects innovation performance in the transport sector (Evans, 2017). Furthermore, a research was conducted and it was found that customer orientation significantly affects marketing innovation. The study confirmed that an important factor in improving the innovativeness of organizations is customer orientation. Thus, continuous or periodic marketing innovation should be a norm among firms. This is because when a market driven organization anticipate customer needs, they respond to them through marketing innovation by bringing on board innovative products and services. Thus,

innovation is an essential element of customer focus (Mamman, Samson & Yakubu & Jirgi).

3.0 Methodology

The research investigated the extent to which customer focus influences the innovation capabilities of the selected companies. The study utilized a quantitative research approach, collecting data through cross sectional surveys and analyzed it using statistical techniques. The study population, according to the company register as at the time of this research, was Two thousand, seven hundred and fifty (2,750) employees of selected I-Tech companies in Lagos State, the organizations involved were three in number. Four hundred and fifty (450) copies of the questionnaire were administered to the respondents, four hundred and eight (408) were returned, three hundred and eighty nine (389) questionnaire were found useful for the analysis, giving a response rate of 86.4%. The research instrument was self-administered by the researcher, with the help of three trained research assistants. The primary data gathered from the respondents were coded, verified and analysed using descriptive and inferential statistics. Research hypotheses were subjected to regression statistical analysis to establish the relationship between the independent and dependent variables used in the study.

4.0 Discussion of Findings

The demographic information of the selected I-Tech companies in Lagos State, Nigeria. Results showed that male

respondents 225(58.1%) dominated the study while the remaining 164(42.4%) are females. The demographic information about the respondents' age revealed that majority of the respondents 210(52.7%) are under 30 years of age, 106(27.4%) are between 31- 40 years of age, 47(12.1%) are between 41-50 years of age while the remaining 26(6.7%) are 50 years and above. Information about the educational qualification of the respondents reveals that the study is dominated by respondents with HND/First degree certificates 263(67.9%) respondents, followed by 98(25.3%) with masters' degree certificate, 19(4.9%) possessed national diploma certificates while the remaining 9(2.3%) are Ph.D. holders. In terms of employees cadres, respondents who are junior staff with 215(55.5%), constituted majority of the study, followed by senior staff with 121(31.3%) while the remaining respondents are management staff 53(13.7%).

It was also found that with regard to the work experience of the respondents, majority of them 178(20.1%) have been on the job for about 5-10 years now, followed by 108(27.9%) who have spent close to 10-15 years on the job, 69(17.8%) have garnered at least 15-20 years of work experience while the remaining 34(8.9%) have spent about 20 years and above on the job.

Research Question?

How does Customer Focus influence Innovation Performance?

Table 4.1: Descriptive Analysis of the Respondents on Customer Focus

S/ N	Items	A	S	R	N	\bar{x}	Std Dev
1.	We usually seek customers' opinion to identify their needs and expectations from time to time.	59	150	60	120	2.38	1.077
		15.20%	38.60%	15.40%	30.80%		
2.	Our customers give us feedback on quality and delivery performance.	30	150	59	150	2.15	1.029
		7.70%	38.60%	15.20%	38.60%		
3.	Consumers' complaints are used as inputs to improve our processes.	30	150	104	105	2.27	0.945
		7.70%	38.60%	26.70%	27.00%		
4	We follow up to ensure customers' satisfaction on a regular basis.	75	164	60	90	2.58	1.047
		19.30%	42.20%	15.40%	23.10%		

Weighted mean=2.35; Std. dev =1.02

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

Table 4.2: Descriptive Analysis of the Respondents on Innovation Performance

S/ N	Items	A	S	R	N	\bar{x}	Std Dev
1.	We usually introduce new products to the market	186	167	36	0	3.39	.0650

	from time to time.						
		47.80%	42.90%	9.30%	0.00%		
2.	The use of latest technological innovations in our new products is high	240	133	14	2	3.57	0.591
		61.70%	34.20%	3.60%	0.50%		
3.	The technological competitiveness ability of our firm is high.	167	190	27	5	3.33	0.663
		42.90%	48.80%	6.90%	1.30%		
4	The speed of a new product development of our firm is high.	222	144	21	2	3.51	0.624
		57.10%	37.00%	5.40%	0.50%		

Weighted mean=3.45; Std. dev =0.63

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

Research Hypothesis

H₀₁: Customer Focus does not have a statistical significant effect of on innovation Performance.

The hypothesis examined the significant influence of customer focus on innovation performance. The independent variable, customer focus was regressed against the dependent variable, innovation performance of I-Tech companies in Lagos State, Nigeria.

Table 4.1 ANOVA Result for the influence of Customer Focus on Innovation Performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.823	1	2.823	2.836	0.093 ^b
	Residual	385.177	387	0.995		
	Total	388.000	388			

Source: Author’s Computation using SPSS 26, (2023)

Table 4.1 presents the ANOVA table which shows that the regression model is not statistically significant at 0.05 level of significance, as indicated by the p-value of 0.093. The Regression Sum of Squares of 2.823 indicates that the model explains a very small amount of variation in the dependent variable (innovation performance). The Residual Sum of Squares of 385.177 indicates that there is a large amount of unexplained variation in the dependent variable.

Table 4.2 Regression Result for the Effect of Customer Focus on Innovation Performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.823E-17	0.051		0.000	1.000		
	Customer Focus	0.121	0.072	0.085	1.684	.093	1.000	1.000

Source: Author’s Computation using SPSS 26, (2023)

From the table, it shows that the standardized coefficient (Beta) of 0.085 indicates that customer focus has a positive effect on innovation performance. The p-value of 0.093 indicates that this coefficient is not statistically significant at 5 percent. The coefficient for customer focus is 0.121, which means that for every one-unit increase in customer focus, there is a 0.121 unit increase in innovation performance. The implication of this is that organizations in this sector may need to focus on other areas besides customer focus to improve their innovation performance. Meanwhile, the test for multicollinearity examined by the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which imply the absence of multicollinearity in the model.

Table 4.3 Model Summary for the Effect of Customer Focus on Innovation Performance of

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.085 ^a	0.007	0.005	0.99764254	1.908

Source: Author's Computation using SPSS 26, (2023)

The model summary for the regression of the effect of customer focus on innovation performance. Table 4.3 above. This shows that the regression model has an R value of 0.085, which indicates a very weak positive correlation between customer focus and innovation performance. The R Square value of 0.007 indicates that only 0.7% of the variation in innovation performance can be explained by the variation in customer focus. The Std. Error of the Estimate of 0.99764254 indicates that the model's predictions are, on average, 0.9976 standard deviations away from the actual values. The Durbin-Watson statistic of 1.908 indicates that there is no autocorrelation in the residuals. Consequently, the t-statistics is 1.684 while the p-value of the t-statistics is 0.093 which implied a unit higher than 0.05 adopted level of significance. Hence, the study accepted the null hypothesis which states that there is no significant influence of customer focus on innovation performance.

This implies that there may be other factors that contribute more significantly to innovation performance in this industry. The selected I-Tech companies may need to focus on other areas besides customer focus to improve their innovation performance. The insignificant effect of customer focus on innovation performance is consistent with the findings of several studies. For example, in a related study on Indonesian manufacturing firms, customer focus was found to have no significant effect on product innovation (Hee, Cheng, Yaw, Gee, Kamaludin, & Prabhakaran, 2016). Similarly, another study emphasized the significance of customer interaction in service innovation. The interrelationship between service features, job satisfaction, and customer satisfaction was examined, findings revealed that customer satisfaction positively affects innovation performance in the transport sector (Evans, 2017).

Furthermore, a research was conducted and it was found that customer orientation significantly affects marketing innovation. The study confirmed that an important factor in improving the innovativeness of organizations is customer orientation. Thus, continuous or periodic marketing innovation should be a norm among firms. This is because when a market driven organization anticipate customer needs, they respond to them through marketing innovation by bringing on board innovative products and services. Thus, innovation is an essential element of customer focus (Mamman, Samson & Yakubu & Jirgi. 2019).

5.0 Conclusion and Recommendations

In conclusion, as a result of the statistically insignificant influence of customer focus on innovation performance,

organizations in this sector need to consider other factors that contribute more significantly to innovation performance in this industry. Also in order to enhance their customer focus strategies. They need to adopt customer-centric approaches, fostering a culture of innovation, and investing in research and development. By aligning their business strategies with customer needs and expectations, I-Tech companies can achieve sustainable growth and competitive advantage in the dynamic market environment.

This study contributes to the existing literature by examining the relationship between customer focus and innovation performance in the context of I-Tech companies in Lagos, Nigeria. The findings provides valuable insights for practitioners in this sector to enhance their customer focus strategies and improve their innovation capabilities. However, more research is required to investigate the relationship between customer focus and innovation performance, while identifying other influential factors. Focused research in other industry and different geographical location can be considered for future investigations.

References

1. Aarikka-Stenroos L., & Ritala P. (2017), *Network Management in the Era of Ecosystems – Systematic Review and Management Framework*, Industrial Marketing Management, 67, 2017, .23-36.
2. Autio E., & Thomas L (2014). *Innovation ecosystems: Implications for Innovation Management*, Dodgson, M., Philips, N. and Gann, D. M. (Eds.), The Oxford Handbook of Innovation management, Oxford University Press, Oxford. 34, 204–228.
3. Ayodeji, I. O., Emmanuel, O. O., & Olajire, E. O. (2021). *Impact of Total Quality Management on Organisational Performance*. International Journal of Research in Commerce and Management Studies, 3(3), 21-32.
4. Charterina J., Basterretxea I., & Landeta J. (2016), *Types of Embedded Ties in Buyer- Supplier Relationships and their Combined Effects on Innovation Performance*, Journal of Business & Industrial Marketing, 31(2), 152-163.
5. Dekoulou P., & Trivellas P. (2017), *Organizational Structure, Innovation Performance and Customer Relationship Value in the Greek Advertising and Media Industry*, Journal of Business & Industrial Marketing, 32(3), 385-397.
6. Evans J. R. (2017). *Quality & Performance Excellence: Management, Organization, and*

- Strategy* (8th Ed.). Boston, USA: Cengage Learning.
7. Fernando Y., Jabbour C.J.C., & Wah W.X (2019). *Pursuing Green Growth in Technology Firms through the Connections between Environmental Innovation and Sustainable Business Performance: Does Service Capability Matter? Resources, Conservation and Recycling, Written paper*, 141(1), 8-20.
 8. Gonzalez Aleu, F. & Van Aken E.M (2016), *Systematic Literature Review of Critical Success Factors for Continuous Improvement Projects*, International Journal of Lean Six Sigma, Emerald Group Publishing Ltd., Vol. 7(3), 214–232.
 9. Golgeci I., Assadinia S., Kuivalainen O., & Larimo, J. (2019). *Emerging-Market Firms' Dynamic Capabilities and International Performance: The Moderating Role of Institutional Development and Distance*. International Business Review, 28(6), 101593.
 10. Hee O.C, Cheng T.Y, Yaw C.C., Gee W.V, Kamaludin S.M., & Prabhakaran J.R. (2016). *The Influence of Human Resource Management Practices on Career Satisfaction: Evidence from Malaysia*, International Review of Management and Marketing, 6(3), 517-521.
 11. Honarpour A., Jusoh A, & Nor K.M (2018), *Total Quality Management, Knowledge Management, and Innovation: An Empirical Study in R&D Units*. Total Quality Management & Business Excellence, 29(7-8), 798-816.
 12. Ishola, O.A & Olusoji, M.O (2020). *Service Sector Performance, Industry and Growth in Nigeria*. International Journal of Service Science, Management, Engineering, and Technology, 11 (1), 31–45.
 13. Jalilvand, M.R. Pool, J.K. Jamkhaneh, H.B. & Tabaeian, R. A. (2018): *Total Quality Management, Corporate Social Responsibility and Entrepreneurial Orientation in the Hotel Industry*. Social Responsibility Journal.
 14. Mamman J., Samson A. Yakubu J. L. & Jirgi I. M. (2019), *Customer Orientation and Marketing Innovation among Small and Medium Enterprises (SMEs) in Yobe State, Nigeria*. European Journal of Business and Management 11(21). www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) DOI: 10.7176/EJBM
 15. Möller K., & Halinen A. (2018), *IMP thinking and IMM: Co-creating Value for Business Marketing*, Industrial Marketing Management, 69, 18-31.
 16. Nair G.K., & Choudhary N. (2016). *Influence of Critical Success Factors of Total Quality Management on Financial and Non-Financial Performance of Hospitality Industry: An Empirical Study*. International Journal of Productivity and Quality Management, 17(4), 409-436.
 17. Ong F., Purwanto A., Supono J., Hasna S., Novitasari D., & Asbari M. (2020), *Does Quality Management System ISO 9001: Influence Company Performance? Answers from Indonesian Tourism Industries*. Test Engineering & Management, 83, 24808-24817.
 18. Pambreni, Y., Khatibi, A. Azam S., & Tham, J.J., (2019). *The Influence of Total Quality Management toward Organization Performance*. Management Science Letters, 9(9), 1397-1406.
 19. Purwanto A., Asbari M., & Santoso P.B (2020). *Effect of Integrated Management System Of ISO 9001: 2015 and ISO 22000: 2018 Implementation to Packaging Industries Quality Performance at Banten Indonesia*. Journal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi), 4(1), 17-29.
 20. Rashid F., & Taibb C.A (2016), *Total Quality Management (TQM) Adoption in Bangladesh Ready-Made Garments (RMG) Industry: A Conceptual Model*. American Journal of Industrial and Business Management, 6(11), 1085-1101.
 21. Sabet E, Adams E., & Yazdani, B., (2016). *Quality Management in Heavy Duty Manufacturing Industry: TQM vs. Six Sigma*. Total Quality Management & Business Excellence, 27(1-2), 215-225.
 22. Sader S., Husti I., & Daróczy M. (2017), *Total Quality Management in the Context of Industry 4.0. In Synergy International Conferences-Engineering, Agriculture and Green Industry Innovation 4*, 2017, 16-19.
 23. Sweis, R. J. Sweis, N.J. & Elhawa, N.A, (2019), *Total Quality Management Practices and their Impact on Performance: Case Study of Royal Jordanian Airlines*. International Journal of Business Excellence, 17 (2), 245.
 24. Tellis G.J, Chandy R.K, & Prabhu J.C (2012), *Key questions on innovation in the B2B context*”, Lilien, G.L. and Grewal, R. (Eds.), Handbook of Business-to-Business Marketing, Edward Elgar Publishing: Cheltenham, UK. 582-595.
 25. Tortorella G., Giglio R., Fogliatto F.S., & Sawhney R. (2019), *Mediating Role of Learning Organization on the Relationship between Total Quality Management and Operational Performance in Brazilian Manufacturers*. Journal of Manufacturing Technology Management, 31 (3), 524–541.
 26. Zaidin, N. H. M. Diah, M. N. M., Yee, P.H & Sorooshian, S, (2018). *Quality Management in Industry 4.0 era*. Journal of Management and Science, 8(2), 82-91.