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TABLE OF CONTENTS

Titles and Authors	Pages
Situation and Solutions for Tourism Development in the New Normal: A Case Study in Da Lat City, Vietnam <i>Vo Ngoc Hien</i>	120 - 127
Does Coordination Flexibility Mediates the Relationship Between Strategic Orientation and Innovative Performance? <i>Linus Jonathan Vem, Nancwat Samson, Yilshian Noel Nkup, Arandong Idi Jamoke</i>	128 - 148
Understanding the Factors Affecting the Small and Medium Enterprises Adoption of Cloud computing: A Literature Review <i>Giang Thi Nguyen, Shu-Yi Liaw</i>	149 - 162
Determinants of User Satisfaction with Fixed Broadband Internet Services during the Covid-19 Pandemic <i>Trinh Thi Thu, Truong Thi Hue</i>	163 - 184
Strategy of Former Indonesian Migrant Workers From Qatar in The Era of The Covid-19 Outbreak <i>Dedeh Rochmaedah, Basrowi, Bambang Dwi Suseno</i>	185 - 195

Situation and Solutions for Tourism Development in the New Normal: A Case Study in Da Lat City, Vietnam

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Abstract

Tourism is one of the important human needs, and it is becoming more and more essential when the quality of life of Vietnamese people, in general, is increasing significantly. The desire to visit and experience new lands with a cool, fresh climate and beautiful nature like Da Lat city is increasing, especially when the COVID-19 pandemic has kept many people for quite a while. When the new normal state was established in many provinces and Da Lat city, many tourists chose this place as their first destination after many days of living and working at home, in areas with hot and smoky climates such as in large cities lowlands of Vietnam. This research paper is completed from comparative and comparative studies, past and present documents, and a combination of surveys and actual interviews. Research results show that tourists' satisfaction level when traveling in Da Lat city during the new normal period is generally relatively low because of worries about being adversely affected by the pandemic. Meanwhile, the need to return to this tourist destination is very high, of course, when everything has been remedied to create a safer destination. This opens up the massive potential for tourism of Da Lat city in the coming period.

Keywords: Da Lat, New Normal, Tourism Development.

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1. Introduction

The COVID-19 epidemic in 2020 and 2021 has severely affected many tourist accommodation businesses, tourist attractions, and service business activities, causing a sharp drop in tourism revenue. However, in the recent period, the number of tourists flocking to Da Lat city has brought many sources of income to the city. According to Mr. Le Anh Kiet, Head of Da Lat Culture and Information Department, the number of tourists staying in Da Lat in November 2021 reached nearly 63,000 arrivals, increasing 2-3 times over the same last month; in which 480 international guests stayed. The city welcomes 32,330 visitors, of which

international guests are 240 turns (According to dantri.com.vn). According to Vnexpress.net, recorded on famous booking websites like Agoda or Booking, famous luxury hotels such as Dalat Palace Heritage, Terracotta, Ana Mandara Villas Dalat, Colline, Golf Valley... are all fully booked, or double the price of the previous two weeks. Whole-house villas for large groups of about 10-15 people like An's Villa Da Lat or Han Thuyen Villa, etc are also complete from December 13 to 19.

However, in order to develop tourism sustainably and to continue to have more opportunities opened up for the smokeless industry following this new normal trend, there are still many things that the authorities, the Tourism business units, direct and indirect tourism suppliers, local people need to pay attention and earnestly implement. Because if we do not truly care about safety in the context of a pandemic with its new strains that can return at any time, then no tourist will dare to travel in general or return to Vietnam or back to Dalat in particular. In the research paper, the author will mention this issue and proposes solutions to continue developing tourism in Da Lat city, even in such limited conditions as this new normal period.

2. Literature review

Talking about the impact of the COVID-19 pandemic on social life in general and the tourism economy in general, Brouder et al (2020) argued that the pandemic had increased people's need to express themselves as a person. Ways to relieve anxiety and frustration caused by having to learn to work from home for too long; and travel is one of the solutions to help people have the opportunity to increase the opportunity to express themselves. Perhaps for that reason, as soon as the new normal state was established in many places in Vietnam, including Da Lat city, the number of tourists flocking here increased dramatically, despite the risks of disease spread. The disease is still lurking, the risk of being trapped in this city when the city leaders issue an urgent block down directive is as possible as it once was.

According to Cuomo et al (2021), for most people, there are three very stressful aspects of life which are cultural aspects, social aspects and economic aspects. The cultural and social aspects are relatively easier to overcome, the economic aspect because it is most impactful, it concerns the sustainability of the lives of people and their entire families. Therefore, when COVID-19 devastated the world economy, the demand for travel also decreased drastically. This is not only a story about the safety or travel restrictions of governments and regions, but even the most frequent travelers have to postpone trips because of their own wallets. they are also exhausted. Therefore, as soon as the pandemic situation was relatively stable and the concept of "new normal" appeared, many economic sectors were revived, continuing to do business and trade. And the inevitable result is that the demand for travel also increases accordingly.

According to Anh (2019), word-of-mouth is one of the four most important factors influencing the choice of Da Lat as a destination for the majority of tourists. That is why tourism in the new normal state in this tourist city is being organized quickly to the ears of potential customers. In case there are too many potential risks in this destination, very quickly, this negative news will quickly spread and surely make this place quickly become deserted and lack tourists serious. In the opposite direction, if in Da Lat, many effective measures are taken to ensure safety against epidemics, then even though it is inconvenient for

tourists, most people will appreciate the safety. people pay attention. From there, through word-of-mouth, the development of tourism in Da Lat city in this new normal period will be sustainable tourism, to some extent.

3. Research Method

In this study, the author used a synthesis of two main methods, qualitative and quantitative, namely, synthesizing information from studies, books, and articles with content related to developing tourism, tourism development in the new normal state, and tourism in general in Da Lat City, Vietnam; observing, interviewing, exchanging ideas with 28 tourists who traveled to Da Lat in the period from October to December 2021. After that, the author conducted a situation analysis based on the assessment of These tourists and their observations, and other studies can then suggest practical solutions to help develop tourism in Da Lat City in a sustainable way, especially in the context that has been and may continue to be significantly impacted by the COVID-19 pandemic. The time to conduct the survey and research the topic for more than two months, by sending the survey questionnaire through many different media channels such as Facebook, Zalo, Viber, Gmail, etc.

4. Results and discussion

In the present time, when it comes to everyone's wishes, their safety and their families and loved ones will be the top priority. However, people cannot stay in one place forever to find security (Bauman, 2013), especially when the COVID-19 epidemic has generally been controlled in many places worldwide, and a new normal has been established in many places, including Vietnam and Da Lat city. Accordingly, the travel demand of the majority of people also increases. However, we cannot rush to conclude that this is a sustainable situation, that people will continue to travel to many places as they did before the pandemic. Because, after only one or a few first trips, many people realize that society in general still has many potential risks of unsafety for their health and that of their relatives and friends; So should we keep postponing trips? A survey of 28 random tourists of various ages and professions, who came to Da Lat from October to December 2021, produced the results as shown in Figure 1 below.

This Figure 1 clearly shows that although travelers' first trip after at least half a year of not traveling anywhere is full of excitement and anticipation, 37% of the respondents answered is neutral; in other words, the trip is normal, there is nothing to talk about satisfied or not. Meanwhile, up to 38% of tourists surveyed answered that they were not satisfied with the trip, 5% answered that they were very dissatisfied. The rate of satisfied and very satisfied is only one-fifth. These figures more or less show us that the picture of Da Lat tourism is quite bleak if there are still no corrective actions to improve the current inadequacies. And the following presentation will show the findings on the rationale for the presented results.

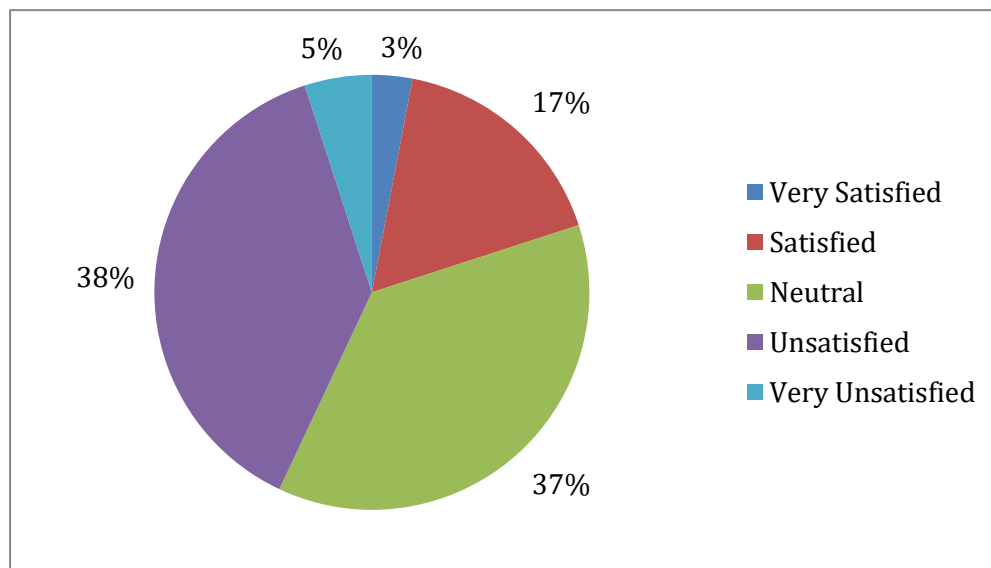


Figure 1. Satisfaction level of tourists when traveling to Da Lat during the new normal period

According to Ha and Thao (2017), destination image and positive word of mouth are the two most important factors affecting tourists' intention to return to Da Lat. Destination image is a theory many researchers are interested in and have given different definitions. Also discussing this concept, Tasci et al. (2007) argue that destination image is often understood as an essential aspect of successful tourism development and destination marketing due to its impact on supply and demand. More specifically, according to a study by Beerli et al. (2004), the elements that form the image of a destination can be mentioned as Natural Resources, General Infrastructure, Infrastructure. Tourism infrastructure, Recreation and leisure tourism, Culture, History and Art, Political and Economic Factors, Natural Environment, Social Environment, Atmosphere of the Place. And under the impact of COVID-19, Kreiner and Ram (2020) have come up with many strategies to maintain and develop tourism, including strengthening equipment for tourist destinations to make them safe in many ways. In addition, many measures should be taken to raise public awareness of disease prevention, including tourism providers and tourists.

From these theoretical points of view, the author has selected Natural resources, Tourism infrastructure, Rest and leisure tourism, The safety of the destination, People's awareness in epidemic prevention to survey the satisfaction of tourists after traveling in Da Lat, on that basis, continue further research. The details of these factors and the survey results of 28 tourists are shown in Table 1 below.

Table 1. Satisfaction level of tourists after traveling to Da Lat City

Factors	1	2	3	4	5	Total Reply	Total Score	Average Level
1. Natural resources	0	0	6	13	9	28	115	0.27
2. Tourism infrastructure	1	2	4	13	7	27	104	0.24
3. Rest and leisure tourism	1	9	3	9	6	28	94	0.22
4. The safety of the destination	7	14	6	1	0	28	57	0.13
5. People's awareness in epidemic prevention	8	9	7	4	0	28	63	0.15
							433	1

The results from the table above show that if there is no raging epidemic in the normal social context, in terms of conditions for tourism development of Da Lat, this destination is a great place, excellent natural tourism resources. Up to 79% of visitors are satisfied and very satisfied with this destination, with a relatively high score of 115. In terms of tourism infrastructure, this place has also received positive reviews; only 25 % of the answers are very dissatisfied, satisfied, and neutral, in which neutral accounts for the most - 0.14%; and the total score of satisfied and very satisfied for this factor is 104 points. These results are not surprising when Da Lat is inherently one of 52 attractive destinations globally that tourists should choose in 2016 (according to The New York Times, USA). However, when we consider the third element of the survey, we begin to notice inadequacies. Although a land located on the plateau with suitable climate and natural conditions for rest and leisure tourism, nearly half of the respondents answered very dissatisfied, dissatisfied, or neutral - accounting for 46%, with a total score of only 94. One of the reasons identified for this situation is that many people have to stay in place after a very long time due to the epidemic; when traveling, visitors expect to have a new, beautiful, spacious place to rest and entertain. However, the fact that the number of tourists spiked as mentioned above has made many tourists experience another suffocating deprivation; even if they are traveling, they can escape the cramped quarters of a familiar house.

The following two factors discussed in this survey are The safety of the destination and People's awareness in epidemic prevention. These factors achieve relatively low total scores, 57 and 63 respectively, with average levels of only 0.13 and 0.15. In the context that the whole world has to bear the heavy effects of COVID-19 in many fields, the above figures reflect more or less the limitations of the organization of social life in general and awareness of sustainable development in tourism in particular. People and potential tourists will inevitably be willing to postpone their trips or not return to this tourist city when their safety needs are not met. This becomes apparent according to Maslow's hierarchy of needs, travel. According to Simková and Holzner (2014), each tourist destination must satisfy two basic needs, namely physiological needs and safety for tourists, before considering other needs in tourism at a higher level, for example, social needs - such as being part of a particular group, cognitive and aesthetic needs, etc.



Figure 2. Maslow's hierarchy of needs

Thus, individuals and organizations involved in tourism activities must take appropriate corrective actions to improve the aforementioned difficult situation.

5. Conclusion

Changing an individual's behavior is not easy (Heimlich and Ardoin, 2008), and this becomes even more difficult when we want to change the behavior of a group of people. Therefore, if we want to change people's awareness of epidemic prevention, it requires the participation of many individuals and groups, especially those directly related to the organization and use of tourism services. As mentioned above, in Da Lat city, this place has not been evaluated as a safe destination in this new normal state. Because somewhere, there are still many open shops as if there was no pandemic. Almost no 5K-regulation was followed (The Ministry of Health has officially announced a message featuring 5K (in Vietnamese) no gathering – health declaration to help citizens get used to living safely with the COVID-19 pandemic in 'new normal' state.) Thus, all government levels must first check strictly control tourism activities in the area to comply with 5K. State management agencies need to strengthen propaganda work among the people, aiming at each tourism business unit about the sense of the application of directives, even being ready to apply sanctions for intentional violations. These strict moves will certainly encounter varied reasons that negatively affect tourism development. However, we need to consider on a large scale, with a longer view that it is necessary to develop sustainable tourism, not a few months, then the epidemic broke out, we will close again as before, this is terrible, causing much damage to tourists and the safety of the community.

For travel suppliers, in the organization of travel programs, with a closed tour schedule, strictly managed and prepared in advance, visitors are tested for COVID safety before, during, and right at the end of the tour. If a case arises, it will be zoned right in that group; the destinations in that itinerary should be easy to trace, limiting the spread in the community or spreading to other tours. This is also an opportunity for travel businesses to organize tours and take responsibility under the control of State management agencies. It is necessary to pay

attention to finding solutions to limit the exploitation of retail and self-sufficient customers because these are the customers who use the service less, operate a lot, and the scope is difficult to control if there is a problem, the trace is complicated and caused the disease to spread widely.

Another object that must be mentioned is the tourists themselves when coming to this city. Da Lat is a plateau with excellent climate conditions, even very cold in the evening or the last months of the year. Therefore, tourists often tend to cluster together; Plus, the weather conditions just mentioned are more favorable for the Coronavirus to survive, spread, and develop. Then it is essential to increase the awareness of tourists when traveling to this city. Of course, this is not a quick and straightforward job; it needs the cooperation of everyone. Authorities at all levels need to strengthen communication and reminders through mass media channels; Tourism businesses and travel agencies need to promote the announcement, establishment, and monitoring of the strict implementation of epidemic prevention regulations for tourists. Willing to refuse customers who intentionally do not comply. This may at first be seen as going against the business philosophy (according to Brown, 1916). However, rejecting a customer is necessary for the context of the new normal and the severe harm that COVID-19 has caused, but keeping many other customers and maintaining long-term tourism activities is perfect.

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Does Coordination Flexibility Mediate the Relationship Between Strategic Orientation and Innovative Performance?

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Abstract

The current global events have posed a great challenge to the survival of SMEs. This study is motivated to identify the factors that enhance innovative performance among SMEs by exploring the path of Strategic orientation (SO) and coordination flexibility (CF). A total of 400 copies of the structured questionnaire was administered to top managers and Supervisors in Nigeria. Out of the 400 copies administered to top managers, 200 were completed, while 217 were completed and returned by the supervisors out of 400 administered to them as well. Partial Least Square (PLS) software 3.3.3, a variance-based Structural Equation Modelling was used to analyse the data. The results indicate that SO, CF in employee skill but not HR practice was found to relate significantly with IP as well as mediate the relationship with SO. Thus, we concluded that IP can be enhanced through SO and explained through CF in employee skills.

Keywords: Innovative Performance, Strategic Orientation, Coordination Flexibility

JEL Code: M, M1, M12

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1. Introduction

The business environment of the 21st century is ever-changing and mostly characterized by uncertainties. These include the heightening of terrorist activities, upsurge of health challenges (Lassa fever, SARS, Ebola and recently covid-19, etc), aggressive competitive business environment occasioned by rapid technological changes. Amidst these developments, firms are expected to learn new strategies and unlearn themselves of outdated

practices to ensure the development of a sustainable business strategy that suits the changing business ecosystem. Firms operating in a knowledge-driven economy no longer position themselves based on financial and capital assets (Jovanovic, & Djokic, 2020), rather their ability to innovate (Naidoo, 2010). In doing so, Small and Medium Enterprises stimulate societal wellbeing and economic growth bedrock for industrial development (Jovanovic, & Djokic, 2020; Tom, Glory, & Alfred, 2016), through creating numerous goods and services and by widening the means of employment.

A report from United Nations Industrial Development Organization's Investment and Technology Promotion office in Nigeria (2017) claimed only 20% of SMEs managed to survive. Despite the investment in business support through entrepreneurial education (Olorundare, & Kayode, 2014) to instill the needed innovativeness, the SME sector in Nigeria is yet to achieve the desired leadership through innovation. Since a firm's level of innovation according to Anning-Dorson and Nyamekye (2020) determines its competitiveness, SMEs in emerging economies who genuinely seek improvement in their overall business model must pay attention to the factors that enhance their innovative performance (Xerri, & Brunetto, 2011).

The debate on firms' performance has established strategic orientation as a strong correlate. Researchers on strategic orientation have proffer three approaches to understanding the construct, namely; narrative, classificatory and comparative approach (Pour & Asarian, 2019). Most studies (Beliaeva et al., 2020; Sahi et al., 2020; Didonet et al., 2020) that focus on the narrative approach, found SO a function of (entrepreneurial orientation and market orientation) as a correlate of business performance generally. According to Morgan and Strong (2003) SO is also classified based on Mile and Snow's strategic typology, (prospector, defender, analyzer, or reactor strategy). This study aligns with Pour and Asarian (2019), in adopting the comparative approach suggested by Venkatraman in 1989, where SO is seen as a function of six dimensions under business strategy assessment tool namely; aggressiveness, defensiveness, pro-activity, analysis, riskiness, and futurity. It was established that these dimensions influence firm performance (Pour & Asarian, 2019)

Departing from the current debate, this paper relates SO with innovative performance among firms. The literature is very clear about the role of SO on firm performance generally. Meanwhile, firm performance is a multi-dimensional construct, and a function of financial, customer, learning and growth, internal business process (Gupta & Gupta, 2020). However, there is insufficient literature on innovative performance which according to Hariyati et al. (2019) forms a minute component of internal business process performance. In addition, a study conducted by Shah et al. (2019) on the relationship between SO and strategic performance, called for future research to explore the intervening role of flexibility between SO and strategic performance. Consistent with the call, this study has a core mandate of establishing the intervening role of coordination flexibility in bolstering the relationship between the SO and innovative performance. In addition, SO is treated in this study as a hierarchical component model (HCM) (Becker, Klein, & Wetzels, 2012). This makes the study different from Pour and Asarian (2019) who explored the effect of each dimensions of

SO on firms' outcome. We expect the result of SO as a HCM on innovative performance to be more robust bearing the in mind the cumulative effect of each dimension on the latent variable.

This study gleans on the theoretical contributions of the upper echelon and dynamic capability theories in explaining the link between the predictor and the outcome. Where top management strategic posture is expected to influences innovative activities. In addition, dynamic capability in terms of flexibility in employee skills and HR practice explains the extent to which the SO is effective in influencing IP. This paper is presented in four parts, first is the introduction, second, the theoretical foundation and hypotheses development, thirdly, the methodology, analysis, and result presentation, fourthly, is the conclusion which comprises discussion, implication, limitations, and direction for future research.

2. Theoretical Foundation and Hypotheses Development

To appreciate the conjuncts that hinged this study, a multi-theoretical approach through the lens of Top Echelon as underpinning theory and dynamic capability as a supporting theory. Thus, Hambrick and Mason's (1984) Upper Echelon Theory made an important theoretical contribution in this study by proffering understanding on innovative performance and how it flows explicitly from top managements' SO. While Dynamic Capability Theory (Teece, Pisano & Shuen, 1997) in this study explains a firm's response to a set strategic direction through flexibility in HR practice and employee skill.

According to top echelon theory by Hambrick and Mason (1984), Hambrick (2007), organizational outcomes, both strategies, and effectiveness are reflections of the values and cognitive biases of powerful actors in the organization. Thus, firms' choices and performance are functions of the experience, values, idiosyncrasies, cognitive frames, personalities, and preferences of the founder (Hambrick, 2007; Sekiguchi, Bebenroth, & Li, 2011). Their competencies support, strengthen, and orientation influences Strategic choices (Lee, Shiue, & Chen, 2016), collaborative performance (Agnihotri & Bhattacharyam, 2015), and competitive advantages (Barney, Wright, & Ketchen Jr, 2001). The comparative approach to strategic options according to Pour and Asarian (2019) adopted from Venkatraman (1989) reflects in the decision maker's cognitive biases. This manifests in the level of knowledge or assumptions about future events, knowledge of alternatives, and knowledge of consequences attached to alternatives.

Dynamic capability theory on the flipped side, explains how firms integrate, build and reconfigure their internal and external specific competencies into new competencies that suit the ever-changing internal and external business environment (Teece, Pisano, & Shuen, 1997). Proponents believe that firms with greater dynamic capabilities tend to lead those with minimal capabilities in responding to demands in the business and entrepreneurial ecosystem.

Backed by these theoretical lenses, we argue that, top management who are knowledgeable about challenges befalling their businesses now and in the future are prone to search for the

best options. The ability to generate options and assess the consequences therein tends to greatly rob the entire focus of the organization. Proactive managers have begun planning for the future's possible business posture in terms of operational requirements and customer expectations. This underscores the need for coordination flexibility in HR practice and employee skills. This gives dynamic capacities to respond to the top echelon's choices. Evidence of such capability is usually apparent in the level of firm's innovative culture (Stock, Groß, & Xin, 2019), behaviour toward risk and uncertainty (Redelinghuys, 2019) which enhances innovative performance

2.1 Strategic Orientation and Innovative Performance

Innovative performance (IP) is the extent to which an organization is visibly involved in research and development, production and citations of patents, as well as the unveiling of new products. A broader perspective comprises of the components of performance which involves the deliberate introduction and use of the idea, from conception, implementation, and the introduction of product/services to the buyers (Karakitapoğlu-Aygün, Gumusluoglu, & Scandura, 2020; Harari, Reaves, & Viswesvaran, 2016). Thus, innovative performance involves, getting the innovative idea actualized and introducing the same into the market and excludes the economic success of innovations.

Several studies have been conducted to establish the antecedents of innovative performance, among firms. For example, leadership style was found to determine the kind of orientation that dominates organizational focus (Harris & Ogbonna, 2001; Shao, 2019; Jami Pour & Asarian, 2019). This underscores the importance of top echelons or their representatives in shaping organizational culture and process. Where leaders prioritize innovation, they express this through an aggressive search for opportunity and options, taking risks through careful deployment of resources, to ensure that broader range of ideas. Innovation-oriented firm direct resources by supporting human resource who champions new ideas. To actualize its grand strategy, a firm explores any of these paths namely; aggressiveness, defensiveness, pro-activity, analysis, riskiness, and futurity depending on the strategic direction and the environmental exigencies being. This puts it on a vantage than their competitors knowing that the innovative process is a long-term investment which requires commitment Consistent with the theoretical and empirical evidence, we hypothesize that;

H1: Strategic orientation to a larger degree influences firm's innovative performance

2.2 Mediating role of Coordination Flexibility

The quality and quantity of human resources possessed by an SME determine how it responds to the strategic choices along with the firm's grand strategy. Strategy-employee skills fit scholars have advocated the need for the interconnection between a firm's strategy and knowledge skills and ability or its human resources. This is based on the findings that knowledgeable and skilful employees are highly flexible (Beltrán-Martín & Roca-Puig, 2013) and can easily adjust to new job demands. Since different situations require different strategies, hence "different strategies require different types of skills for effective

performance" (Olian & Rynes, 1984: 171). In a time of global emergencies such as the covid-19 pandemic and other life-threatening events like fear of terrorism, small businesses are facing an existential threat. Thus, firms must have to reconsider their business strategy, knowing that people have built new habits while they live in isolated households with normal routines upended. Many are still scared about the risks of contagious diseases. Therefore, increased emphasis will be on online business operations than the face-to-face approach hitherto. Some of these new habits will persist after the pandemic, which means coordination flexibility will remain the most important antidote and a survival key during and after the crisis.

It is established that innovative small firms are generally flexible to changes (Sawers, Pretorius, & Oerlemans, 2008), and their ability to respond faster to the ever-changing environments depend on the quality of resources. In addition, much of the empirical works on fit; have examined the strategy-skill linkage. Arthur (1992) demonstrated an association between types of strategy/orientation adopted and the relationship with the workforce. In addition, Lynch and Mors (2019) established a strong correlation between strategy implementation and flexibility informal organizational structure. This implies that organizational strategic options can trigger a response in the entire organizational process, hence the importance of coordination flexibility as a mechanism.

Coordination flexibility as a process enables enterprises to adjust to changes through internal reorganization of human resource practice and workplace to meet the internal and external expectations (Arvanitis, 2005). Thus, it involves being flexible in strategy, employees' skills, and behaviour. Employees' skill flexibility is very critical in a turbulent business environment (Camps, Oltra, Aldás-Manzano, Buenaventura-Vera, & Torres-Carballo, 2016), as such, it leads to superior firm performance (Bhattacharya, Gibson, & Doty, 2005). This is consistent with the dynamic capability theory by Teece, Pisano, and Shuen (1997), which explains how firms create and blend their specific competencies to suit the dynamic internal and external business environment.

Studies have demonstrated a positive relationship between employees' flexibility and innovation. Organizational psychological research suggests that specific internal labour flexibility practices (i.e. job rotation, multi-skilling, job autonomy) can have beneficial effects on individual-level outcomes, such as employee-driven innovation (De Spiegelaere, Van Hootegeem, & Van Gyes, 2014; Hammond, Neff, & Schwall, 2011; Shalley and Gilson, 2004; Shalley et al., 2004) and creativity/innovation (Chen, Madjar, & Greenberg, 2011; Dorenbosch, Van Engen, & Verhagen, 2005). This stimulates the process of generating organizational knowledge, which again is favourable for innovation and productivity (Hu & Zhao, 2016). Indeed, innovation has been widely considered as the outcome of successful collaboration (Fagerberg, 2004), and knowledge sharing in the innovation process has been discussed as an important factor for performance (Iqbal, Latif, Marimon, Sahibzada, & Hussain, 2019).

A cursory survey of the literature shows a lack of empirical evidence establishing coordination flexibility, particularly in HR practice and employee skills in strategic orientation and innovative performance literature. Hence, the construct is proposed to mediate the relationship based on the integration of the top echelon and dynamic capability theories. That is, the selection of employees with a vast repertoire of skills and behaviour, development of those required skills, quick redeployment of resources within the value chain, and the subsequent display of innovative performance by employees is a reflection of the values and the cognitive biases of the top managers. We, therefore, hypothesise that:

H3: Coordination flexibility in HR practice mediate the relationship between strategic orientation and innovative Performance

H4: Coordination flexibility in employee skills mediate the relationship between strategic orientation and innovative performance

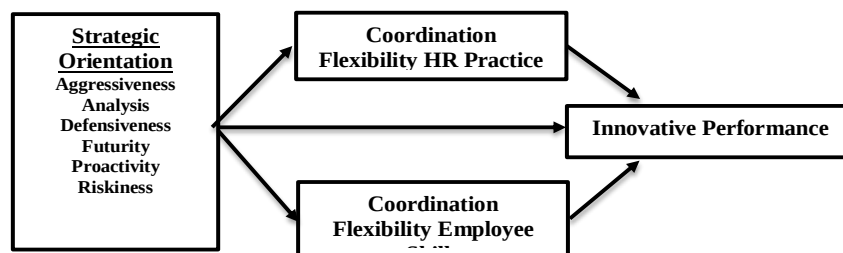


Figure 1. Conceptual Framework

3. Research Method

3.1 Participants

Participants in this study comprise small and medium-scale enterprises operating in North Central Nigeria. The region besides being a miniature of the country is backward in terms of industrial growth. In this region, all ethnic nationals in Nigeria are well represented because of its central location which also houses the federal capital territory. Based on the report of Small and Medium Enterprises Development Agency of Nigeria SMEDAN (2013), the population of SMEs in the states that form the region is 8,852. This is composed of 7990 small and 862 medium-scale enterprises. We arrived at a minimum sample size of 368 based on Krejcie and Morgan's (1970) table for an approximate SMEs' population of 9000. Two sets of questionnaires were adapted to elicit data from employees and managers of SMEs. In all, 800 copies of the questionnaire were administered 400 to top managers and supervisors with an expectation of at least a 50% response rate. Thus, managers reported on employees' innovative performance and firms' coordination flexibility, while employees through the supervisors reported on their perception of the strategic orientation prevailing within the organization.

The respondents' profile in Table 1 reveals that 56% and 72% of supervisors and management participants are male. 41% of the supervisors are between the age group 30-39 years while 51% of the management are between 40-49 years. In addition, 25% of both supervisors and management staff work in chain stores.

Table 1: Respondent Demographic Profile

INDICES PERCENTAGE			FREQUENCY	
<u>Gender</u>	Supervisor s	Mgrs	Supervisors	Mgrs
Male	122	145	56	72
Female	95	55	44	28
<u>Age</u>				
20-29	59	2	27	1
30-39	90	52	41	26
40-49	43	101	20	51
50-above	25	45	12	22
<u>SME type</u>				
Chain stores	54	50	25	25
Restaurant	40	38	18	19
Bakers	45	39	21	20
manufacturers	50	45	23	23
Others	28	27	13	14

3.2 Assessment of Common Method Variance

Conforming to Podsakoff, MacKenzie, Lee, and Podsakoff (2003), we assure respondents of the confidentiality of the responses in a cover letter that accompanied each questionnaire to reduce evaluation apprehension. This attenuates the tendency of editing their responses, hence avoiding social desirability, typical with the study of this nature. In addition, the two sets of questionnaires administered to supervisors and top managers enable us to avoid the problem of obtaining data from the same source (Podsakoff, Mackenzie, & Podsakoff, 2012). In addition, we also ran a full collinearity evaluation to determine whether common method bias is a concern in our study. This was suggested by Kock and Lynn (2012) to assess the issue of common method bias. In doing so, we created a dummy variable using a random function in Excel, then all the constructs were regressed (including the dependent variable) in the model against this common variable. The outcome in Table 2 reveals no serious concern as the VIFs are all below the threshold of 3.3 (Diamantopoulos and Siguaw 2006).

Table 2. Full Collinearity Assessment

Strategic Orientation	Coordination Flexibility Employee Skills & HR Practice	Innovative Performance
1.000	2.321 2.352	1.075

3.3 Measures

First, the *strategic orientation* measure was adapted from Venkatraman (1989). The scale was used in the study as a 6-dimensional variable (Aggressiveness, Defensiveness, Proactivity, Riskiness Futurity, and Analysis). Second, *Coordination flexibility*, we adopted two measures from Way et al. (2015) that are most relevant to the firms' practice in this context. Therefore, flexibility in Hr-practice (4-items) and employee skills and behaviour (4-items) were considered. Finally, the *Innovative performance* scale was adopted from Laihonon et al. (2015), the authors applied multiple performance measures to assess different aspects of innovation performance, and consists of 5-items. The constructs were measured on a Likert-typed scale, either 5 or 7-point, ranging from strongly agree to strongly disagree and highly strongly disagree to highly strongly agree respectively.

3.4 Data Analysis

The analysis was conducted via Partial Least Square (PLS) software 3.3.3, a variance-based Structural Equation Modelling (VB-SEM), and results were presented as required. We report results from two models namely; the measurement model, and the structural model.

3.4.1 Measurement model

This model assesses the convergent validity and the discriminant validity (Henseler, et al., 2016). Convergent validity seeks to establish the extent to which multiple indicators measuring the same concept agree (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Under this, we determined the indicators' factor loadings, composite reliability (CR), and average variance extracted (AVE). The results presented in Table 3 shows all the indicators evaluated met the threshold values (Hair, Hult, Ringle, & Sarstedt, 2017; Nunally & Bernstein, 1978). This is established in the composite reliability (CR) and convergent validity through the average variance extracted (AVE) (Hair, et al., 2013) of 0.7 and 0.5 respectively (Hair et al., 2017) as such are not violated.

Table 3: assessment of composite Reliability and AVE

Construct	Items	Factor Loading	Composite Reliability	AVE
Strategic Orientation	Aggressiveness	0.653	0.837	0.500
	Analysis	0.741		
	Defensiveness	0.675		
	Futurity	0.692		
	Proactive	0.650		
	Riskiness	0.668		
Coordination Flexibility Employee Skills	EMPLOY1	0.826	0.889	0.668
	EMPLOY2	0.711		
	EMPLOY3	0.858		
	EMPLOY4	0.864		
Coordination Flexibility HR Practice	PRACTICE1	0.824	0.887	0.663
	PRACTICE2	0.821		
	PRACTICE3	0.852		
	PRACTICE4	0.755		
Innovative Performance	INNOV1	0.868	0.931	0.729
	INNOV2	0.880		
	INNOV3	0.866		
	INNOV4	0.835		
	INNOV5	0.820		

Criteria: composite reliability>0.708 (Hair et al. 2011: Hair et al (2014) AVE>0.5 (Hair et al 2011: Hair et al. 2014)

The following were removed; aggressiveness 1 and 4 and riskiness 5 for low loading consistent with Hair et al (2011) submission.

Researchers have adopted various criteria for evaluating discriminant validity to establish dissimilarity among constructs (Henseler, Hubona, et al., 2016; Henseler, Ringle, & Sarstedt, 2014; Hair, Ringle, & Sarstedt, 2011) within a given research framework. Our preference for Heterotrait and Monotrait (HTMT) criterion to other criteria is consistent with Henseler, Ringle, and Sarstedt (2015) who confirmed its superiority in a Monte Carlo simulation experiment. It was established that HTMT achieved higher specificity and sensitivity rates of (97% to 99%) while cross-loadings criterion recorded (0.00%) and Fornell and Larcker (1981) criterion (20.82%). Based on the results in Table 4 it can be seen that the discriminant validity

requirement among all the constructs is not violated since all the values fall within the acceptable region of -1 and 1.

Table 4 Discriminant validity, Heterotrait and Monotrait (HTMT) Criterion

	1	2	3	4
1 Coordination Flexibility in Employee Skills				
2 Coordination flexibility HR Practice	0.899			
3 Innovative Performance	0.759	0.685		
4 Strategic Orientation	0.491	0.466	0.727	

3.4.2 Evaluation of the structural model

The structural model was assessed through a bootstrapping procedure using 2000 re-sampling iteration to establish the Path Coefficient (β). The model fit (SRMR, NFI), coefficient of determination (R^2), effect size (f^2) was determined through the PLS algorithm while the predictive relevance Q^2 (Hair Jr et al., 2014; Yeap, et al., 2016) was evaluated via a blindfolding analysis. Smart-PLS 3.2.7 software reports GoF as standardized root mean square residual (SRMR) and or root mean square residual covariance RMS_{θ} and NFI (Henseler et al., 2016; Hair et al., 2017). The goodness of fit index is not violated when either $SRMR \leq 0.08$ and or $RMS_{\theta} \leq 0.12$ (Lohmöller, 1989) and NFI is > 0.90 (Byrne 2008) respectively. Meanwhile, the current model establishes an SRMR value of 0.017 and RMS_{θ} value of 0.105, while the NFI is 0.971 affirming the model's fitness.

Results based on hypothesized relationships are presented in Table 6. Findings indicate that: (H1) the direct relationship between strategic orientation and innovative performance was supported with ($\beta = 0.383$, $t\text{-value} = 4.604$), suggesting a statistically significant relationship. That is for every one standard deviation increase in strategic orientation, innovative performance increases by a standard deviation of 0.383. Furthermore, we ascertained the substantive significance of the structural relationships as explained in R^2 , f^2 and Q^2 values in line with the literature (Henseler et al., 2016; Hair, et al., 2011). Based on the result in Table 5, the coefficient of determination R^2 as seen in the predictive power (Hair et al., 2017) of strategic orientation on

innovative performance is 0.565 and coordination flexibility HR practice and employee skills as 0.227 and 0.276. Basing it on (Cohen, 1988) criteria R^2 of 0.565, 0.276, and 0.227 are substantial. In addition, we assessed the effect size (f^2) in Table 5, which is the effect of a latent variable on the structural model (Henseler, Ringle, and Sarstedt, 2016). The values of 0.382 and 0.302 are considered substantial, while 0.237 is medium, (Cohen, 1988). Similarly, the predictive relevance Q^2 of the indicators in the structural model was evaluated, through a blindfolding procedure at the 7th omission distance. Q^2 values of 0.397 are considered as large while 0.179 and 0.147 are medium based on Hair et al., (2017) criteria.

Table 5 Assessment of F^2 and Q^2

	f^2	Q^2	R^2
Strategic. Orient -> Innovative Performance	0.237	0.397	0.565
Strategic. Orient -> Coord. Flexibility HR Practice	0.302	0.147	0.227
Strategic. Orient -> Coord. Flexibility Employee Skills	0.382	0.179	0.276

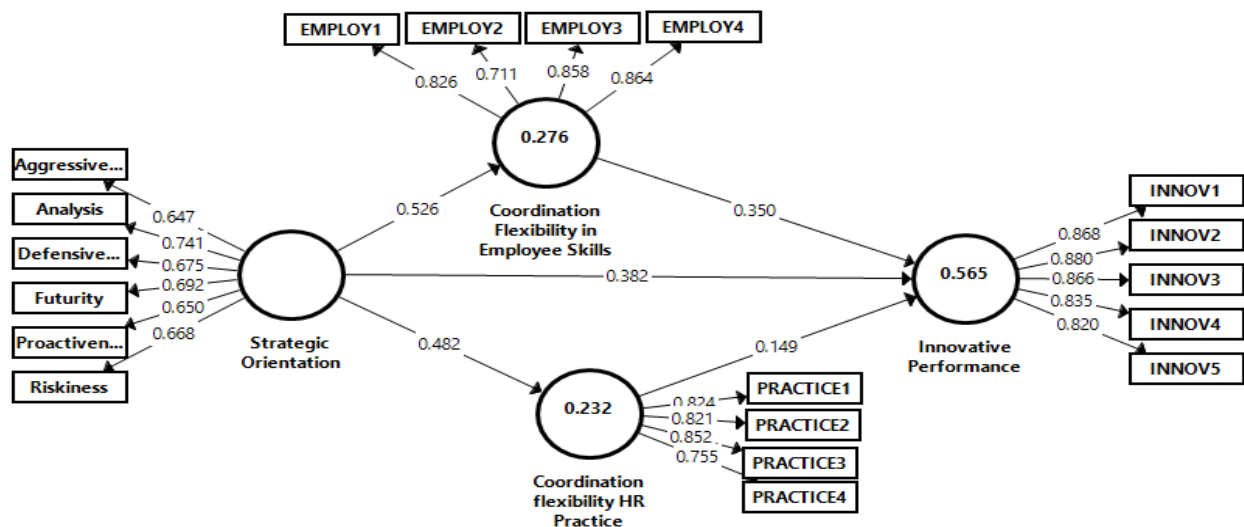


Figure 2; Structural Model

The mechanism roles of coordination flexibility in HR practice and employee skills between strategic orientation and innovative performance were evaluated through a bootstrapping procedure to ascertain the indirect effects. Results in Table 6 reveals ($\beta = 0.072$, t -values= 1.807; $\beta = 0.184$, t -values=3.424) for H2 and H3 respectively. The two mediating roles were supported based on the first condition of mediation which requires that the t -value is ≥ 1.65 for a one-tailed test. The second condition according to Preacher and Hayes (2008) requires that zero should not straddle between the upper-class interval [UCL] and lower class interval [LCI]. Therefore, CF in Employee skills and HR practice mediate the relationship between SO and IP since LCI = 0.004, 0.104; UCI = 0.136, 0.281 do not have zero (0) straddling between upper and lower class interval. This, therefore, suggests that coordination flexibility in Hr practice and employee skills are complementary mediators (Hair et al.,2017). This is so when both direct and indirect relationships are significant as seen in Table 6

Table 6 Direct and Indirect Effect of Strategic Orientation On Innovative Performance

Hyp	Direct Relationship	STD Beta	STD Error	T Stat	LCI	UCI	P Values	Decision
H1	Strategic Orientation -> Innovative Performance	0.384	0.083	4.604	0.298	0.515	0.000	Supported
	Indirect Relationship							
H2	Strategic Orient-> HR Practice -> Inno. Perform	0.072	0.040	1.807	0.004	0.136	0.035	Supported
H3	Strategic Orient-> Emp Skills -> Inno. Perform	0.184	0.054	3.424	0.104	0.281	0.000	Supported

4. Discussion

The study evaluated the antecedent role of firms' strategic orientation (SO) which is explained in emphasis on aggressiveness, defensiveness, proactivity, riskiness, futurity, and analysis on the level of innovativeness among supervisors of SMEs in North-Central Nigeria. This is done within a subjective mechanism of coordination flexibility (CF). Following the analyses conducted in line with the hypothesized relationships, we established a significant direct relationship between strategic orientation (SO) and innovative performance (IP). This result is consistent with a study by Soda, Tortoriello, and Iorio (2018) on the link between orientation at the strategic level (arbitraging and collaborating) and brokerage performance, suggesting that such orientations have a positively influences firm's outcomes. It also aligns with related studies where leadership practices is found to create strong cultural consensus around values (Jaskyte, 2004) resulting in positive actions such as innovative activities (Ruiz-Palomino et al., 2019). The finding, therefore, underscores the importance of chief executives or their representatives in shaping a firm's strategic direction and translating the same on the firm's outcome.

On the mediating roles of CF in HR practice and employee skills, we established a robust indirect relationship in employee skills while HR practice. That is, the paths connecting SO and CF employee skills, as well as the path connecting CF employee skills and IP, were significant. This further affirms the position of Hair Jr et al. (2014) and Hair et al. (2017) that in a real-world, relationships are not always in a course-effect pattern, other factors combined to provide a clearer understanding of a phenomenon. In this case, CF employee skills CF in HR practice explain the mechanism through which SO relates with IP. Meaning that, the significant relationship between SO and IP is a result of firms' ability to adjust to new skills demand and HR practice as managers respond to environmental challenges. This involves adopting flexible internal labour practices (such as job rotation, multi-skilling, job autonomy), utilizing latent workforce capacity which was developed over time, relying on contingent workers to respond to the short-run increase in market demand. These and many more have been found to stimulate effective response to firm-level strategy, that stimulates beneficial individual-level outcomes, as seen in employee-driven innovation and creativity (Chen, Madjar, & Greenberg, 2011; Dorenbosch et al., 2005; Patterson, et al., 2009). In a way is

consistent with Schuler and Jackson's (1987) position that, the different strategy calls for a different role behaviour (CF) of both the management and the employees. Equidistantly, CF (Employee Skills) significant influence on IP, also aligns with our earlier argument on how knowledge about future events can generate options and the consequences on the entire focus of the organization. Such capability has influenced the level of the firm's innovative culture in line with Stock et al. (2019) explained its IP

4.1 Implication of the Study

This study established the mechanism role of CF in the relationship between SO and IP, which portends implications to theory and practice as thus;

4.1.1 Theoretical implication

Theoretically, this study established that CF in HR practice and employee skills mediate the relationship between SO and IP. Previous literature is yet to establish the role of CF as a mediator in the relationship between SO and IP. This implies that in the phase of changing demand by customers, the strategic direction of an organization as set by the top management has to be internalized by reorganizing the human resource practices, re-evaluation of employee skills in line with the strategic direction of the firm. On the flip side, IP is stimulated when the system is flexible and responsive. This is in line with the Upper Echelons Theory which posits that organizational outcomes (both strategies and effectiveness) are reflections of the values and cognitive bases of powerful actors in the organization. Hambrick and Finkelstein (1987) further clarified that chief executives make significant contributions towards the strategic direction. Furthermore, the strategic direction crafted is translated into desirable work outcomes through the firm's dynamic capability in HR practice and employees' skill flexibility. This study can justify that the extent to which this is achieved depends on the organization's ability to blend strategy with its available human resources.

4.1.2 Practical implication

Practically, this study has proved the positive effects of SO and CF on IP. It underscores the importance of leader/supervisors' strategic choices on employee and firm outcomes. When any of these options such as aggressiveness, defensiveness, proactivity, riskiness, futurity, and analysis is considered of top importance to management, it must be borne in mind the implications on innovative activities within the firm. The result gleaned from a previous study revealed that high aggressive orientation is helpful in new market opportunities (Kauppinen, 2019) and where resource flexibility exists, innovative activities are further enhanced.

Furthermore, a defensive strategy requires managers to consolidate and focus their energy in an identified niche. This strategy is commonly used by the incumbent firm to defuse increased competition from both domestic and global competitors (Karakaya & Yannopoulos, 2010). It is a useful strategy that managers need in today's business environment that is characterized by shrink market size, and market growth rates with many companies seeking opportunities in global markets. Here the incumbent's response-ability determines the success or otherwise of the new entrant. The significant relationship makes it necessary for managers to be sensitive

to market changes, and with flexible and innovative employees, they should have the ability to effectively detect and respond to the new entrant.

Proactivity is a useful complement in defensive SO (Karakaya & Yannopoulos, 2010). Incumbent firms that are proactive could prevent the entry of competitors into their sphere of influence. The defense could also take the form of retaliation, that is, soon after a competitor gains entry into a market (Chen & Miller, 1994), an incumbent with high resource flexibility could react innovatively to eliminate the effect created. This may frustrate new entrants who do not have the resources to counter the offenses of the incumbent. In addition, aversion or tolerance of managers to risk can induce or undermine willingness to venture into new business opportunities. Evidence from our study is consistent with Flemig et al. (2016) which reveal inextricable links existing between uncertainty and innovation. Thus, managers with high-risk tolerance tend to spur creativity in resource application. Similarly, the result also implies that a manager who engages in deep thinking through analytical evaluation of available options tends to make a potentially viable business decision and influence his associates to do the same consistent with available resources. Therefore, Managers of SMEs are encouraged to apply analytical evaluation of business ideas before venturing into it to minimize the rate of business failure typical to our context.

The mediating role of CF in HR practice and employee skills opens a nuanced insight for SMEs considering the current challenges in the global business environment posed by covid-19. There is no-gain-say that business activities and customer expectations have been tinkered with, making it mandatory for SMEs to recraft new strategies that will enable them to pull out of the current quagmire. To succeed through this path, SMEs must pay attention to their HR practice and skill flexibility in management and operational activities. This underscores the importance of coordination flexibility as a mechanism that pulls strategic choices to the path of innovation.

4.2 Limitations and Direction for Future Studies

This study took a cross-sectional approach using a self-response questionnaire based on positivist philosophy. Though we adopted a multi-sourced data collection as a procedural remedy, we are aware of the drawback associated with a self-response questionnaire (Podsakoff, et al., 2003). Future studies could adopt a mixed-method based on critical realism or a qualitative approach in line with Constructivist philosophy to further investigate the hypothesized relationships.

Secondly, the study considered SO being multi-dimensional constructs as reflective-reflective higher-order constructs (HOC) (Becker, Klein, & Wetzels, 2012) and was analysed using a two-step approach. In the future, research can evaluate each dimension to establish in terms of performance and importance, their influence on the structural model. Similarly, researchers can also evaluate the moderating role of workplace climate between SO and IP. Organizational climate according to (Pandey, Gupta, & Arora, 2009) has been found to influence one's work outcome.

This study focused on IP as an outcome and contextualized it within the SMEs with emphasis on the mechanism that sustains the relationship. Thus, future researchers could extend the discussion in a longitudinal study to the consequences of IP among SMEs. This will help us determine the extent to which IP impinges on SMEs' bottom-line and long-term survival.

5. Conclusion

This study addresses a critical area of SMEs development in an emerging economy, with a focus on the North-Central region of Nigeria. Based on sensory experience, we attributed the low level of innovative activities among the SMEs, to the strategic orientation prevalent among them and the inability to rapidly respond to a new direction through CF. Riding on top echelon theory and dynamic capability theory and dynamic capability, we hypothesized that strategic orientation directly influences IP and indirectly through CF in HR practice and employee skills. From the results of the hypotheses tested, we inferred that, SO is a strong correlate of IP while CF in employee skills and HR practice mediates between SO and IP. Therefore, SMEs who desire to engender innovative activities must carefully integrate their strategic options with employees' flexibility in skills and knowledge bases to ensure their survival and competitiveness in today's turbulent business environment.

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Understanding the Factors Affecting the Small and Medium Enterprises Adoption of Cloud computing: A Literature Review

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Abstract

Cloud computing is increasingly popular and brings many benefits to organizations. However, the adoption of cloud computing (CC) is influenced by many different factors. The current study is based on the Technology-Environment-Organization (TOE) framework to discover the influencing factors in the decision to adopt CC in SMEs. Quantitative methods have been used to analyze relevant articles. The findings of this study suggest that 28 factors influence the decision to adopt CC in SMEs. Moreover, top management support, technology readiness, security concern, and relative advantage have a stronger impact on CC adoption in SMEs. The findings of this study add to the present CC literature and help practitioners better comprehend the elements that drive CC adoption. As a result, they can develop a clear strategy for enhancing CC adoption in their enterprises.

Keywords: Cloud Computing Adoption, Environment Context, Organization Context, Technology Context

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1. Introduction

Cloud computing adoptions bring many benefits for organizations such as cost savings, increased flexibility, and simple access to data sources (Gangwar, Date, & Ramaswamy, 2014). However, to use cloud computing, enterprises need to invest in information technology infrastructure systems. Therefore, they expect to make a profit when they apply cloud services (Priyadarshinee, Raut, Jha, & Gardas, 2017). The application of new technology helps organizations increase their competitive advantage and have many development opportunities. The globalization process is happening quickly. Therefore, the strong development of technology plays a huge role in developing the national economy in general and the business environment of enterprises in particular (Ezer Osei Yeboah-Boateng, 2014). Enterprises also face challenges such as information security, risks during use when they apply new technologies. Therefore, firms always have to consider carefully before they choose to adopt new technology. CC has brought many positive benefits in various fields such as sustainable construction (Oke, Kineber, Al-Bukhari, Famakin, & Kingsley, 2021), the banking industry (Niazmand, 2015), healthcare (Ali, Shrestha, Soar, & Wamba, 2018), manufacturing industry (Oliveira, Thomas, & Espadanal, 2014; Wang, Gao, & Fan, 2015), service sector (Jianwen & Wakil, 2020). SMEs account for a large proportion and have an important contribution to the economies. However, SMEs are currently facing many difficulties in terms of having insufficient investment capital, low quality of human resources, limited access to new technologies, and difficulties in finding markets for products (Kumar, Samalia, & Verma, 2017a). Many previous studies determined the actors influencing CC adoption in organizations (Akar, Mardiyan, & Systems, 2016; Rahimli, 2013; Stieninger et al., 2018). However, there is still a lack of comprehensive studies on the factors affecting the adoption of CC in SMEs. Therefore, this study will contribute to providing an overview of the factors influencing the decision to use CC in SMEs from the application of the TOE framework.

This study consists of five main parts. The first section contains an introduction that includes the reasons for conducting this research. An overview related research issues constitutes the second part. The research methods are presented in the third part. The fourth part presents the findings and discussion of the research on the factors affecting the choice to adopt CC in SMEs results and the final part is the conclusion.

2. Literature review

2.1 What is cloud computing?

Currently, CC is mentioned by the authors in many different aspects. Many perspectives on CC focus on specifications. Cloud computing is a model that makes computer resources available to users. It is classified as a technological service that consists of hardware and software. Users can access any resource in the cloud anytime and anywhere just connected to the internet (Ali, Warren, & Mathiassen, 2017; Armbrust et al., 2010). According to Novais, Maqueira, and Ortiz-Bas (2019), CC provides three main types of services including Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS). IaaS provides computing infrastructure such as servers, networks, operating systems,

and storage, through virtualization technology. Companies are the person who directly manages and controls the entire infrastructure. The most significant advantage of using IaaS is that firms can scale up and down based on their needs and capabilities. IaaS also saves businesses money and time by eliminating the need to purchase and manage physical servers and other data center infrastructure. In contrast, when firms use SaaS they will be in charge of managing aspects such as their applications, runtime, operating systems, middleware, and data. PaaS provides an environment for organizations to create applications that can be customized and developed to meet their specific needs. Firms can easily develop applications and save costs without having to pay attention to the network, storage, and servers when using this service. SaaS is a service that firms that need any application will rent and will use it directly via the internet environment. Most are web applications, so companies won't need to install any other software. When this service is used, the enterprise's data is saved on the server, ensuring data security. Companies are not responsible for updating hardware or application software. Recently the explosion of big data and information technology has made many researchers as well as businesses interested in exploiting and using CC as well as the benefits that it brings (Abd Elmonem, Nasr, & Geith, 2016).

2.2 Structure of cloud computing

Public clouds, private clouds, hybrid clouds, and community clouds are four CC models in use today. The characteristics of each cloud type are different. Public CC is the most popular cloud deployment model. The public cloud's services and applications are all hosted on the same cloud system. Public cloud can be accessed by multiple users at the same time. Data on the cloud will be managed and protected directly by service providers. These resources are available to the public so operating costs are lower. However, the security of this type of cloud is also lower. Businesses that require high security often choose to re-apply the private cloud (Vafamehr & Khodayar, 2018). Private cloud computing is often used for businesses. Enterprises can proactively use, upgrade, manage, and ensure information security when using private cloud resources. However, organizations often have difficulty in applying the service. The cost of building and maintaining the system is high. Private cloud internal use is limited to businesses, external users can not use it. Hybrid clouds are a combination of private clouds and public clouds. They are typically created by the enterprise, and management is shared by the enterprise and the public cloud provider. The purpose of combining platforms like this will bring higher performance to businesses. Applying enterprise hybrid cloud can cut internal storage capacity because they can move all unnecessary data to their external cloud and only store the most important data on the spot. Community clouds are CC services built by companies that work together and provide services to the community. However, to build a community cloud, businesses need to have many similarities such as the same business sector and common concerns about security policies. And the cost of building and deploying community clouds is very expensive.

2.3 The technology-organization-environment framework (TOE)

The TOE structure is one of the most mainstream and valuable structures for data innovation frameworks execution look in organizations. According to Tornatzky and Fleischer (1990), the application of technological innovation in organizations is affected by three main contexts including the technology, organization, and environment (Tornatzky & Fleischer, 1990). The technology context refers to the technology-related factors inside and outside the organization (Trigueros-Preciado, Pérez-González, & Solana-González, 2013). Ming, On, Rayner, Guan, and Patricia (2018) proposed a research model in which technology context includes relative advantage and cost saving. Gangwar et al. (2014) developed a research model that technology context consists of relative advantage, compatibility, and complexity while Karkonasasi, Baharudin, Esparham, Mousavi, and Suhaimi Baharudin (2016) mentioned three factors, cost saving, security concern, and reliability in the technology context. The organizational context describes the resource factors within the organization that influence the decision to adopt innovation within the organization. Kumar, Samalia, and Verma (2017b) proposed a research model in which the organization context includes top management support and firm size. Hani Al-Mascati and Al-Badi (2016) suggested a research model in which organization context contains technological readiness, top management support, IT management support, and firm size. Environment context includes factors outside the organization that influence an organization's decision to adopt cloud computing. Gangwar (2018) provides a research model with two factors (competitive pressure and vendors support) belonging to the environmental context. Lai, Sun, and Ren (2018) proposed a research model in which environmental context includes competitors and government policy while Lian, Yen, and Wang (2014) mentioned two factors, government policy and industry pressure in this context.

3. Research Method

3.1 Research methods

The study uses a quantitative method and a framework based on the TOE framework. The aim of the current study is to find out the factors influencing the adoption of CC in SMEs. This study uses the analysis frequency to show variables that have an impact to adopt CC in SMEs from related articles.

3.2 Paper selection

This study uses keywords such as factors, affecting, cloud computing, adoption, and SMEs to find relevant publications. In the first step, the authors read titles and abstracts to select papers that have the keywords appear (86 articles). Then, the authors read full articles to choose papers concerned with factors that have an impact on SMEs when they adopt CC. In the end, 30 papers were selected from five main sources of scientific paper databases: Science Direct, Research gate, Emerald Insight, Springer Link, and Academia (Figure 1). The papers were carried out in twenty countries (Figure 2.). This shows that CC has been applied in SMEs in many countries in the world.

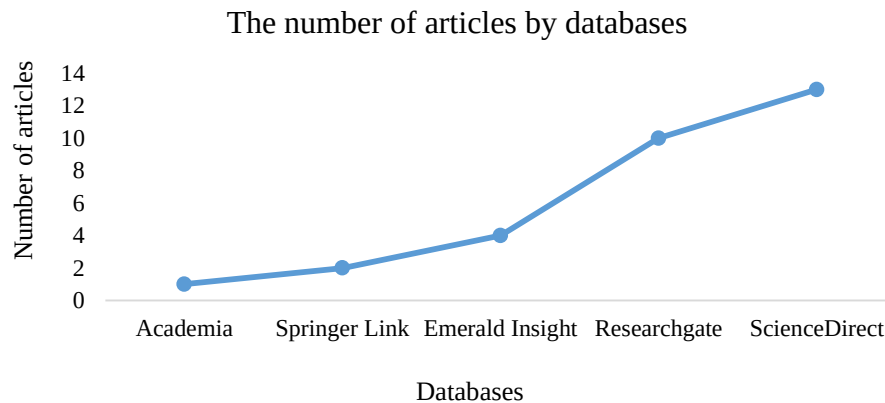


Figure 1. The number of articles by databases

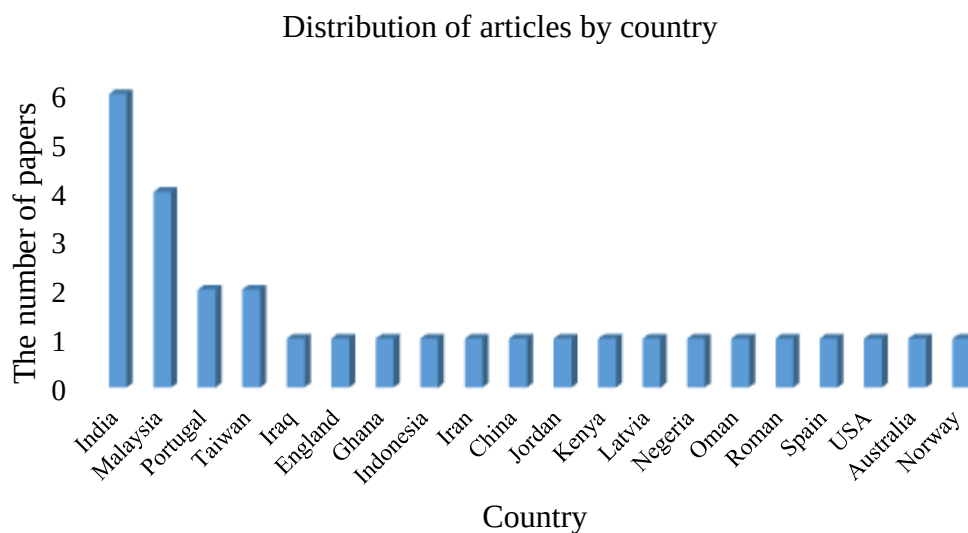


Figure 2. Distribution of articles by country

4. Findings and Discussion

Table 1 and Figure 3 present 28 factors recognized through frequency, cumulative, and rank for each factor. From the four highest-ranked factors, top management support ranked first followed respectively by technology readiness, security concern, and relative advantage. These four factors all have the percentage of the article mentioned higher than thirty percent of the total review articles. The cumulative percentage of these four factors is 38.562%. These factors were the most important factors that influence the adoption of CC in SMEs. Some factors elasticity, ecological sustainability, risk analysis, integrity, data sensitivity, strategy, and geo-restriction ranked lowest.

Table 1. Factors Affecting the Adoption of CC by SMEs

Variables	Category	Freq.	Cumulative	Rank
Top management support ¹	OC	18	11.765	1
Technology readiness ²	TC	16	10.458	2
Security concern	EC	14	9.150	3
Relative advantage	OC	11	7.190	4
Organization readiness ³	OC	9	5.882	5
Knowledge and training	OC	8	5.229	6
Compatibility	TC	8	5.229	6
Competitive pressure	EC	8	5.229	6
Vendor support ⁴	EC	7	4.575	7
Cost issues	OC	7	4.575	7
Size of organization	OC	6	3.922	8
Complexity	TC	5	3.268	9
Ease of use and convenience/simplicity	TC	5	3.268	9
Reliability	TC	4	2.614	10
Trialability	TC	4	2.614	10
Trust	OC	4	2.614	10
Sharing and collaboration	OC	4	2.614	10
Governmental support	EC	2	1.307	11
Organizational risk	OC	2	1.307	11
Partner pressure	EC	2	1.307	11
Competitive advantage	OC	2	1.307	11
Elasticity	TC	1	0.654	12
Ecological sustainability	TC	1	0.654	12
Risk analysis	TC	1	0.654	12
Integrity	OC	1	0.654	12
Data sensitivity	TC	1	0.654	12
Strategy	OC	1	0.654	12
Geo-restriction	EC	1	0.654	12

* OC: Organization context, TC: Technology context, EC: Environment context

¹ Including top management support, transformational leadership, management style

² Including technology readiness, IT resources, computer self-efficacy, facilitating conditions, availability of good internet connection, adequate telecom services

³ Including organization readiness, competency of the enterprise, previous technological experience, business concern, prior experience, the organization support

⁴ Vender support, supplier efforts, service providers' support, efficient service delivery.

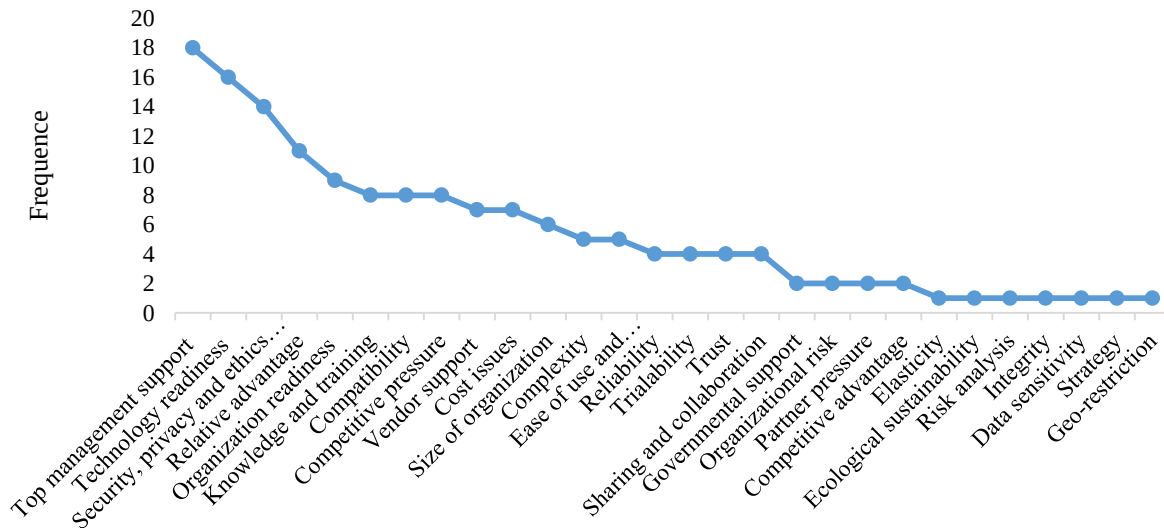


Figure 3. Factors frequency affecting the SMEs adoption of CC

Figure 4 presents the factors influencing the decision to adopt CC of SMEs based on the TOE framework. The organization context includes top management support and the other eleven factors. Top management support is the most important in the organization context. Moreover, organization context is a category that has the greatest influence on the adoption of CC in SMEs. Because the number of factors in organization context is the largest and many factors have high ranks. Technology context incorporates technology readiness and the other nine factors. According to, the number of factors ranked second after organization context. In this technology context, technology readiness ranked first. Technology readiness is an indispensable element for firms to apply new technology. Security concerns and the other five factors are included in the environmental context.

Technology context. The results of current study reveal that the technology context consist of technology readiness, compatibility, complexity, ease of use and convenience, reliability, trialability, elasticity, ecological sustainability, risk analysis, data sensitivity. In this category, technology readiness and compatibility are two factors that have the most important influence on SMEs' decision to apply CC in SMEs. Technology readiness refers to the readiness of information technology infrastructure and IT professionals. This is considered an important factor in affecting the decision of enterprises to adopt CC (Ming et al., 2018). If businesses are ready for the technology, implementing CC will have many advantages. According to Calisir, Altin Gumussoy, and Bayram (2009) compatibility refers to the suitability of the innovation to consumer requirements. Compatibility is a significant factor in the adoption of CC (Alshamaila, Papagiannidis, & Li, 2013; Raut, Gardas, Jha, & Priyadarshinee, 2017). Organizations will consider the compatibility of new technology with business needs when deciding whether or not to implement it. As a result, vendors must have a clear strategy for delivering CC products that meet the needs of their customers. Next, complexity is also an key factor influencing CC adoption. Complexity refers to how difficult it is to understand and

operate the system (Sohaib, Naderpour, Hussain, & Martinez, 2019). Therefore, complexity is considered a barrier for businesses when applying new technology. On the contrary, the ease of use factor will have a positive influence on the decision to adopt the technology of enterprises.

Organization context. Our findings show that organization context includes top management support, relative advantage, organization readiness, knowledge and training, cost reduction, size of organization, trust, sharing and collaboration, competitive advantage, organizational risk, integrity, strategy. Top management support and relative advantage are the two most important factors influencing decision to use CC in SMEs. Top management support is an important factor affecting the decision to apply CC in SMEs. This is consistent with finding of Alshamaila et al. (2013); Carreiro and Oliveira (2019); Kumar et al. (2017b); Ming et al. (2018). If the leaderships understand benefits of CC they will support in applying to create value for the company. Support from upper management can assist ensure that all of the resources needed to implement new technologies are available (Premkumar & Potter, 1995).

Relative advantage is an important factor that influence to adopt CC in SMEs. Rogers (1995) defined relative advantage as “The degree at which an innovation is perceived as better than the idea it supersedes”. According to the Diffusion of Innovation (DOI) theory of Rogers (2003) relative advantage was the factor that has a great influence on the application of information technology innovation. As companies identify the relative advantages of adopting CC, they will develop a clear strategy to adopt this technology. Enterprises' decisions to use CC are also influenced by their knowledge and training. Employees that know how to use CC will be more confident in their usage of new technology and will be less likely to take risks. Therefore, before applying CC, businesses need to have a training plan to help employees understand the benefits and how to use CC. Similarly, Gangwar et al. (2014) found that training and education as significant determinants of CC adoption.

Environment context. The results of this study indicate that the environment context contain security concern, vendor support, competitive pressure, governmental support, partner pressure, geo-restriction. Security concern has an important impact to adopt CC in SMEs. This finding is similar to some previous studies (Abubakar, 2014; Gupta, Seetharaman, & Raj, 2013; Raut, Priyadarshinee, Gardas, & Jha, 2018; Sohaib et al., 2019). Information technology infrastructure systems that protect and store data and access control of unrelated parties are always a concern for data accesses. This shows that organizations are very concerned about security, privacy, and ethics when they apply CC. Competitive pressure has an influence on the application of CC SMEs. Competitive pressure refer to the amount of competition an organization faces in its industry (Zhu & Kraemer, 2005). Competition promotes organizations in finding new solutions to improve production efficiency. Sohaib et al. (2019) found competitive pressure has a critical impact on CC adoption in SMEs. Vendor support is critical when organizations come to implementing new technologies. Many SMEs lack high-quality human resources, businesses frequently encounter technical difficulties when implementing new technology. Vendor support will assist them in promptly and efficiently resolving technology-related difficulties. Alshamaila et al. (2013) evidenced that the active support of vendors plays an important role in promoting the application of CC.

According to Tan, Chong, Lin, Eze, and Systems (2009), SMEs can run more efficiently if they use the correct information technology. Nonetheless, SMEs often lack information technology experts as well as budget sources for investment in building and maintaining the information technology infrastructure. Therefore, finding reputable suppliers is a very important factor for SMEs when they apply new technology. The government should provide information on reputable and quality cloud service providers for SMEs. Thanks to that, SMEs can easily find suitable suppliers.

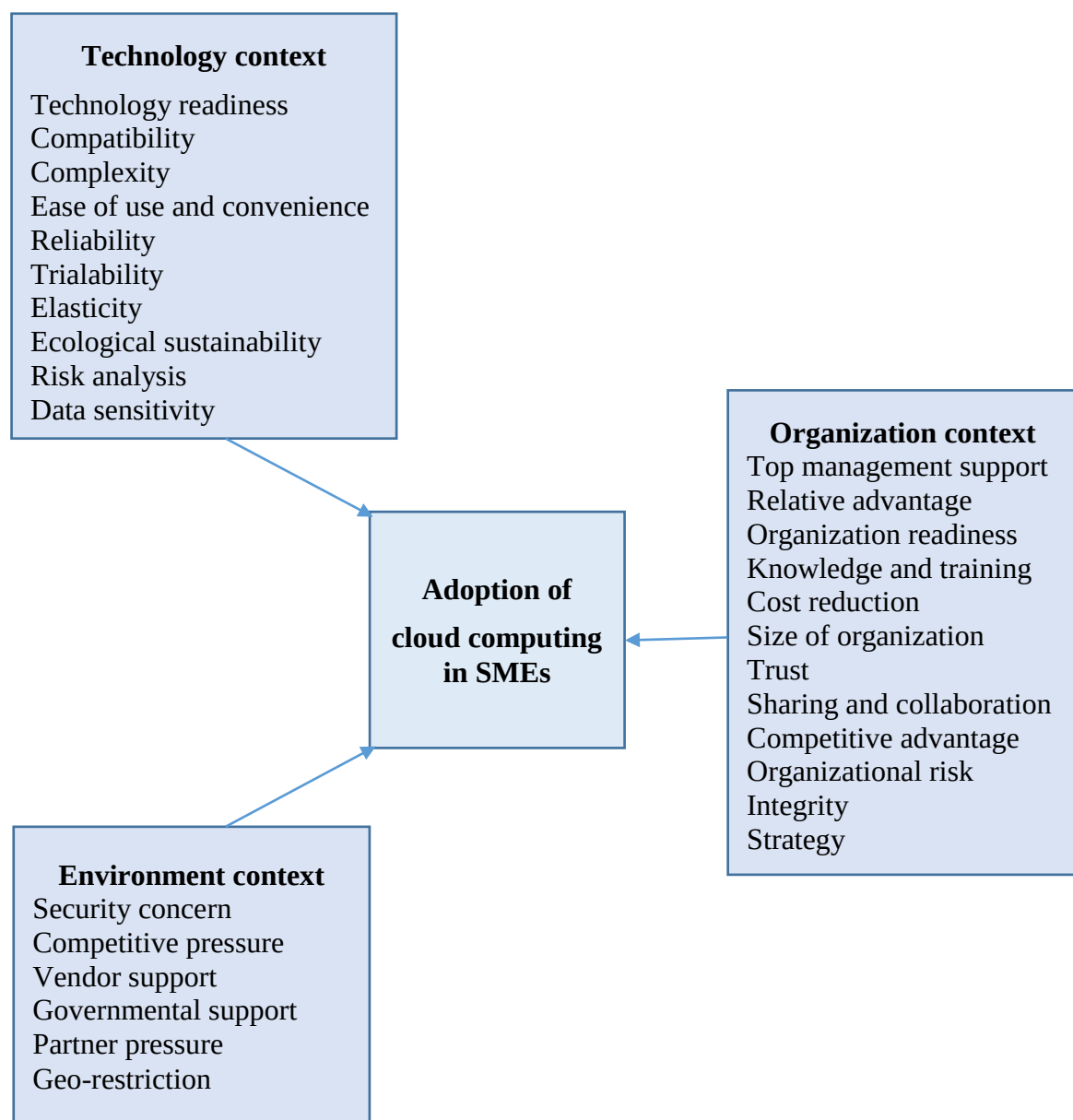


Figure 4. The conceptual framework

5. Conclusions

The purpose of this study conducted a review of the factors affecting CC adoption in SMEs. This study analysis of articles with relevant content according to CC and is based on the TOE framework. In this study, 28 factors affecting CC were identified. Some factors have high frequency and cumulative that are top management support, technology readiness, security concern, and relative advantage. The findings of this study are important to help managers, suppliers, policy makers understand the factors affecting the decision to adopt CC in SMEs. Therefore, they can build detailed strategies to enhance CC adoption. This study also has some limitations. First, the number of related articles reviewed in this study is limited. There may be a lot of research related to the research problem that has not been covered. In the future, it is advisable to expand the dataset source. Second, the factors that influence the application of CC in different types of enterprises are different. Hence, studies that provide an overview of the elements affecting the application of CC in each specialized industry should be conducted in the future.

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Determinants of User Satisfaction with Fixed Broadband Internet Services during the Covid-19 Pandemic

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Abstract:

The internet has made the world a smaller place and has several functions in providing exposure to other individuals, locations, ideas, global access and opportunities all over the world. Arguably all these functions require users to be satisfied with internet services to achieve their objectives. This paper reports findings from 171 users with fixed broadband services during Covid-19 pandemic in Danang, Vietnam. It argues that in certain disruptive and unfavorable events, satisfaction involves the conative, which is to continue the commitment with the current provider, and not likely to switch to new services or other brands. The study identifies that the customer services, value-added services, price structure, network quality, the convenience and responsiveness are important determinants and significantly adjuncts to the generation of satisfaction.

Keywords: Broadband Services, Users, Satisfaction, Vietnam, Covid-19 Pandemic

JEL: Consumer Marketing, Enterprise, Business Studies

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1. Introduction

COVID-19 outbreak has posed multi-facet effects and challenges to medical, social, and economic aspects worldwide. Emerged as an epidemic, the high rate of transmission of nCov (WHO, 2020), it has become a global health issue that causes sudden halt, the immobility of people (Chinazzi, Davis, Ajelli, Gioannini, Litvinova, Merler, & Vespignani: 2020). In particular, social distancing norms or the lockdown turned to be mandatory during this Covid pandemic that has produced adverse impacts on household income, economic well-being, health-related quality of life and human behavioral changes (Sheth, 2020). In some instances, disruptive events, such as the Covid-19 pandemic and similar experience of behavioral changes to adapt within the lockdown. Individuals have increased the use of the internet and internet-based services to communicate, continue their job, do home-based responsibilities concurrently (Ramos, 2021; Ishfaq, & Mengxing, 2021) and such is the

context of this paper.

Various research from different disciplines have focused on social and economic consequences on a global, national, regional level on preventive and health behaviors, including consumer behaviors. However, research on consumer behavior about how the crisis scenario has profoundly created the frustration to customers and shifted consumer behavior toward one based on technology has received less attention (Laato, Islam, Farooq, & Dhir, 2020) and has not fully explored (Sheth, 2020). Customers are likely to always demand certain requests on the wireless, fixed broadband services more than expected results for what they pay. It therefore has become a crucial issue for service providers to keep their customers content and happy with the services and with packages they provide (Ramos, 2021).

As Covid-19 began to spread in Vietnam, schools have let their students study online and companies have allowed employees to work from home. Demands in internet usages from different ages in a variety of aspects have increased dramatically that pose both opportunities and challenges to internet providers (Srikanjanarak, Omar, & Ramayah, 2021). Meanwhile, it is noted that there are dynamic activities in the Vietnam Telecom Market as the government has acknowledged the Vietnam communications industry. There is not a traditional monopolistic environment, but now there is an aggressive competition between the telecom service providers. Two government-owned providers, namely VNPT and MobiFone are of the famously-used in Vietnam while Vietnam's telecom market is also fragmented by Viettel, FPT, CMC, Hanoi Telecom, NetNam, and several foreign firms (Vietnam Express, 2020). Companies are in constant efforts to create customer-oriented strategies to attract new subscribers, to amplify productivity and profitability in the service business. It is of prime importance to diagnose the determinants which create satisfaction and also identify which cause customer dissatisfaction. Given the importance of customer satisfaction in today's competitive consumer market and increasing customer complaints about fixed broadband services, there is a great need to explore the important factors behind it that this study is aiming to.

Due to the impact of the COVID-19 pandemic, households in Danang have similar experience of behavioral changes to adapt and switch to online learning, working, shopping, entertainment and thus demand for the Internet access increased dramatically (Tran, Vu, T., Latkin, Pham, Phan, Le, & Ho, 2020). The adapting to such situations in conducting classes on Zoom, Google Meet, and other online meeting platforms have increased the demands of households for better internet speed and stability. Users' adaption to digital know-how and online approach has made telecommunications services become a part of professional services which have also witnessed a rapid digital transformation taking place within weeks (Crawford, Butler-Henderson, Rudolph, Malkawi, Glowatz, Burton, & Lam, 2020). Considering these above clarifications, this study continues to give a better understanding on household's, user's behaviors in choosing, perceiving internet access services in certain disruptive and unfavorable events like Covid 19 pandemic. The paper is to explore and examine the perceptions and determinants of satisfaction of users with fixed broadband services in Danang, Vietnam. Thereby, telecommunication businesses in Da Nang will have foresight; better understand the desires of consumers to plan, implement appropriate strategies, support concurrently to serve users better during the epidemic or any in certain

disruptive, unfavorable events.

2. Literature review

2.1. Internet-based consumer behavior and the impact of Covid-19

Scholars have long noted that consumer behavior encompasses people's behavior in their search, purchase, usage, and disposal of goods and services. Through the analysis of psychological factors, motivations, behaviors, research outcomes direct and predict affects the actions, preferences and satisfaction of consumers towards certain products, services or experiences. Research on consumer behavior seems “an on-going process (Ishfaq, & Mengxing, 2021; Naylor, Pritchard, & Ilgen, 2013) as to secure, select, and arrange experiences, products, services, experiences, or ideas to satisfy the consumer and society (Kuester, Homburg, & Hess, 2012). Four basic types of behavior that are the most commonly found in the literature review include technical behavior, instinctive behavior, intellectual behavior, and responsive behavior and consumer behavior is highly predictable that enables many good predictive models and consumer insights based on past repetitive buying behavior at the individual level (Borg, 2018; Sheth. 2020).

However, all consumer behaviors in terms of consumer's consumption are bound and anchored to location and over time about what to consume, when and where (Sheth.J; 2020) within the process of searching for information, shopping and post consumption waste disposal. In particular, consumer behavior studies have been done in the context of disruptive events such as COVID-19 pandemic (Arora, Charm, Grimmelt, Ortega, Robinson, Sexauer, Staack, Whitehead, & Yamakawa, 2020). Actually, prior outbreaks from recent decades like SARS, Influenza A, and H1N1 present another type of disruptive event, which consumer behavior scholars have largely ignored (Laato et al. 2020). Current knowledge on human behavior during disease outbreaks stems from other social and human sciences. Two consumption-behavior types have been noted: purchasing necessities and protective equipment, and curbing leisure outside the home (Sheth, 2020). For example, Goodwin, Haque, Neto, & Myers, (2009) found that the purchase of protective items (e.g., masks and personal hygiene items) and food rose significantly during the influenza A, and H1N1 outbreaks, as people engaged in stockpiling. Many consumers also intend to shift their spending largely to essentials, such as grocery and household supplies and cut back on discretionary categories. Thus, regarding Covid 19 in Vietnam, people also altered their daily activities to use the modes of internet-based services more regularly than usual.

On the other hand, Ishfaq, & Mengxing, (2021) indicated that Covid-19 as a disruptive event can also be classified by their nature (e.g., pandemic, war, natural disaster, extreme social violence and terrorism and personal calamity) that remind them of difficult times and, thus, buy new products (Cruz-Cárdenas, Arévalo-Chávez, 2018). Thus, the failure to shed enough light on consumer behavior during the COVID-19 crisis encourages continuous research to contribute to understanding the pandemic-induced consumer behavior, because they affect a greater number of consumers simultaneously and in similar fashion (Ishfaq, & Mengxing, 2021). Consequently, recent research in COVID-19 pandemic argues that Covid-19 has affected consumer behavior in key ways, some of which will have a lasting and long-term impact. Specifically, people have been witnessing the extensive and continuing use of the internet and such information systems at the same pace to communicate, interact, and work online from home (Kamal, 2020). There is the shift to value and essentials. Studying and working are crucial concerns in meeting basic life needs for satisfaction and stability as there is a dramatic shifting of traditional classes, meetings to the online mode of conducting classes, meetings (Tang, Abuhmaid, Olaimat, Oudat, Aldhaeebi, & Bamanger, 2020). Similarly, there

is a flight to digital and Omni channels. Actually, some natural disasters are carefully monitored and the anticipation of such events also induces a behavior of stockpiling basic necessities (Pan, & Zhang, 2020) while others cannot be anticipated in the short.

In particular, a recent research on impact of Covid-19 on consumer behavior, Sheth (2020) similarly indicated that lockdown and social distancing resulted in location constraint and location shortage while working, schooling and shopping all have shifted and localized at home. Consumers' choice and satisfaction of the place to shop is restricted. Consumers, thus, seem to have mobility shifts and mobility shortages. Meanwhile, eight Immediate Impact of Covid-19 on Consumption Behavior have been explored in Sheth (2020) research include: 1. Hoarding. 2. Improvisation 3. Pent-up Demand 4. Embracing Digital Technology 5. Store Comes Home. 6. Blurring of Work-Life Boundaries. 7. Reunions with Friends and Family. 8. Discovery of Talent.

This research also emphasized the major driver of consumer behavior is technology. It has transformed consumer behavior significantly since the Industrial Revolution with the invention of automobiles, appliances, and airplanes. This was followed by the telephone, television, internet and now social media and the user generated content as today the internet is as important as electricity and more important than television.

The next section is going to further discuss factors determining the satisfaction of internet-based users'.

2.2. Fixed broadband users' satisfaction

Roberts, Vivienne, (2005) has defined broadband as any technology – currently, cable, telephone-based (DSL), wireless, or through electric power lines – that permits users to communicate at rates substantially faster than older generation “dial-up” services, and unlike dial-up services, is “always on.” Meanwhile, Lee, (2008) explained that communication technologies which provide high-speed, always-on connections to the Internet for large numbers of residential and small-business subscribers are commonly referred to as broadband. For many people, the term “broadband” conjures up images of individuals plugged into their PCs, browsing the Internet, and frequently downloading songs or even movies at speeds once thought to be impossible (Roberts, & Vivienne, 2005)

It is important to understand citizens' use of, and satisfaction with telecommunications services during COVID-19, especially, owing to the availability of internet-based services, individuals and organizations are able to work from home and the workplace on alternative days with an exemption of attendance (Hasan, Mahi, Hassan, & Bhuiyan, 2021). The internet becomes crucial for most services in the field of education, health, financial institutions, press, social media, electronic/smart commerce, and many more (Dutta, & Fischer, 2021). Internet-based services are likely to become the new normal in every household globally, in individuals of different ages. Therefore, research, projects, organizations have made continuous efforts and tried to understand the usage patterns and behaviors of individuals involved in adaptation and use of technology particularly internet-based services (Pandey, & Pal, 2020) within Covid-19 disruptive events.

In fact, the competition in the broadband internet services market is dramatically increasing but research conducted in the telecommunication industry's customer satisfaction has not fully explored or in telecom broadband services (Ishfaq, & Mengxing, 2021). Various areas are taken as research areas on customer satisfaction generally assumed to be a significant determinant of repeat sales, positive word-of-mouth, and customer loyalty. Satisfied

customers return and buy more, and they tell other people about their experiences Fornell, Johnson, Anderson, Cha, & Bryant, 1996).

The original interest in customer satisfaction research was on customer's experience with a product episode or service encounter (Anderson, Fornell, & Lehmann, 1994; Semley, Horner, & Brunt, 2017). Customer satisfaction also refers to the customer's overall evaluation of patronage experience. It can also be defined as "customer satisfaction as the overall retrospective judgment about how far the customer expectations concerning a service have been fulfilled in use of situations" (Gerpott, et al. 2001; Salmiah, 2012). Some researchers found that high customer satisfaction will lead to repeat visitation to store, repurchases, and also encourage positive word-of-mouth" (Fornell et al., 1996; Trinh, & Ryan, 2013). In contrast, a customer with dissatisfaction will always associate with frustration. As far as customer satisfaction is concerned, not only looking at cumulative satisfaction, the role of emotions, emotional reactions as satisfaction has gained attention in the literature (Bigné, J.E., Mattila, & Andreu, 2008). Satisfaction is not attribute based but is 'experiential' and 'emotions may intervene or act as a mediator between performance and satisfaction' (Fornell et al., 1994; Trinh, & Ryan, 2013). As such, satisfaction can be seen as a state of mind, an individual's cognitive-affective state that can be derived from the customer's perception he or she has consumed and experienced a product or service (Trinh, & Ryan, 2013).

Satisfaction has been used in the settings of telecommunication industry and broadband services (Rahhal, 2015). Rind, Shaikh, Kumar, Solangi, & Chhajro, (2018) contributed empirical studies in the context of service quality, customer retention and customer satisfaction of broadband service and argued that recent studies have focused on cumulative satisfaction defined as customer's overall experience to date with a product or service provider. This approach to satisfaction concept provides a more direct and comprehensive measure of a customer's consumption utility, subsequent behaviors and economic performance (Ashfaq, 2019; Saroha, & Diwan, 2020). Measurements of satisfaction of customers including the use of internet-based services tended to be based on evaluations of product attributes, but over time these measures have been measured by repeat purchasing, willingness to pay/buy and recommendation/Internet continuance intention/ not switching to another internet brand/providers (Ashfaq, 2019).

There is a lack of similar research work in developing economies like Vietnam, specifically in the context of telecommunication and other related service industries within Covid- 19-disruptive events that become more significant to be explored. Satisfaction with the use of internet-based services can be determined by many factors such as a direct/indirect effect of an individual's attitude and direct/indirect effect of perceived usefulness, perceived ease of use and other external factors which leads to the actual perception that will be addressed in next section.

2.3. Determinants of fixed broadband users satisfaction, Conceptual Model and Hypotheses Development

2.3.1. Network quality

The network is referring to a quality of network provided by the telco. It is measured by the frequency of drop calls in the network coverage area of the network (Sharma, 2004). Research's Ocloo and Tsetse (2013) had proposed that a customer service improvement and network quality improvement plan was believed to be able to maintain the consumer's satisfaction and to retain the existing customers. Network quality encounters the stability, reliability of system/ service under stated conditions in use and over a specified time by means of error freeness, information richness, speed connection, signal strength, reach of the

network, signal disturbance as the determinants of satisfiers (Wang, Lo, & Yang, 2004; Johnston, 2005; Negi, 2009; Finley, 2017).

2.3.2. Customer service

Customer service, which is derived from a service provider's ability to provide a service or product to the customer as promised, included in the service quality dimension. For example, "what and how is product/ service delivered to the users?" is the outcome component of user satisfaction or dissatisfaction. Jeng, & Bailey, (2012) mentioned that the service provider should provide comprehensive solutions while interacting with the customer. Therefore, customer service quality should be determined by the customer representative skills set, such as knowledge, courteousness, and excellent listening skills, among others Chee, & Husin, (2020). The nature of the interaction between the users and the service providers, the utility and guidance of the information booklet to the customers relate to purchase service aspects. Telecommunications service providers are making efforts from tariff competition to service competition (Kwizera, Mico, Nayebare, Garba, Saint, Deen, 2018; Hajar, Ibrahim, Darun, M. & Al-Sharafi, 2020) as it is closely related to consumer satisfaction as it reflects the customers' evaluation of the performance of service providers (Zhao, Lu, Zhang, & Chau, 2012; Ashfaq, 2019).

2.3.3. Convenience

Consumer demand for convenience has continuously risen and is closely attributed to socioeconomic change, technological progress in more competitive business environments. Its convenience relates to consumers' time costs, opportunity costs that have risen with all types of convenience that reduce both consumers/ time or effort in purchasing, transacting, operating hours or credit availability that belong to the domain of service convenience. up-to-date equipment, convenient operating hours that positively create satisfaction for service users (Gagliano, & Hathcote, 1994; Berry, Seiders, & Grewal, 2002).

2.3.4. Price structure

Pricing is also able to influence customer satisfaction. Reasonable price, variety, and flexibility of pricing plan are among the content that affects pricing structure (Kim, Park, & Jeong, 2004). Santouridis, & Trivellas, 2010; Shafei, & Tabaa, 2016). In addition to that, the accuracy of the bill, billing content and billing issues rectification are also considered as part of customer satisfaction (Gerpott, Rams, & Schindler, (2001).). The pricing is more attractive, customer satisfaction will be increased and further influenced customer loyalty (Ranaweera and Neely, 2003).

2.3.5. Responsiveness

Responsiveness has been defined as a quicker way to assist customers for bringing the service back in action (Wang et al. 2004; Rahaman, & Rahman, 2011). The willingness to help customers in time and provide prompt service can be called responsiveness (Cronin, Brady, & Hult, 2000). Responsiveness focuses on the provision of post service assistance for customer care and is most of the time part of pre service provision agreement between consumers and service providers. Customers demand immediate, soon response in case of any failures or disruption in service (Cronin, et al. 2000). The responsiveness shows the flexibility, politeness, professional approach of staff to put propriety with customers during, even the sudden issues customers have experienced with broadband services (Ishfaq, & Mengxing, 2021). In another research of telecom services, it was found that service provider's responsiveness, quality of service and behavior towards customer are important factors of customer satisfaction and behavior intention (Wang, Lo, & Yang 2004).

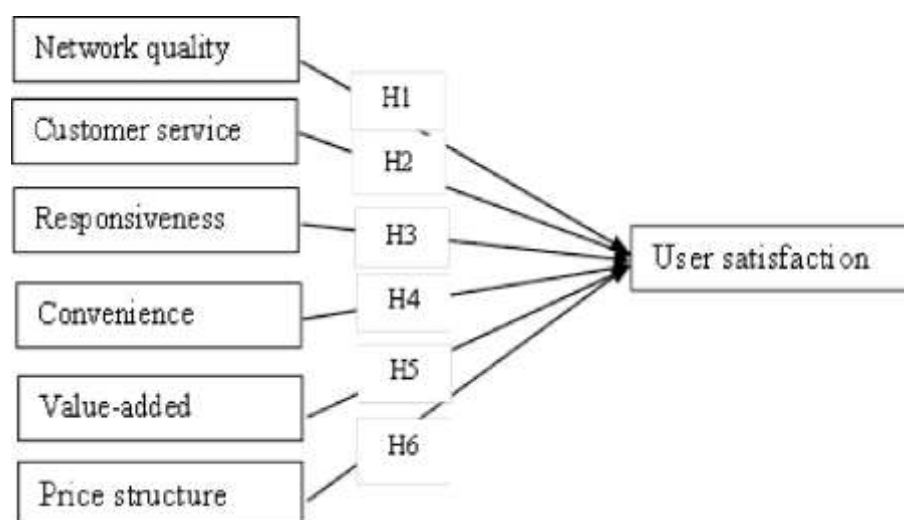
2.3.6. Value-added service

There has been continuous improvement in customer satisfaction in the telecommunication industry. In particular, various value-added services have been added, such as communication services, entertainment services, information services, money transfer services or in after sales service (Srikanjanarak, Omar, & Ramayah, 2021). Some research in mobile broadband has value-added service provided by the company such as caller tunes or customized ringtones, the jokes, astrology topics, daily of news update, and sport regardless domestic, international, and customized as user need ((Santouridis et al., 2010; Kim et al., 2004). Other researchers have defined value-added service as the precision of billing service, and the ease of access service provider (Lee, & Feick, 2001; Ishfaq, & Mengxing, 2021). Value-added service is actually identified in terms of the focus of the additional services, supplementary, customer care (Gronroos, 1984) in order to fulfill customers' needs, expectation and satisfaction (Hajar, 2020; Srikanjanarak, Omar, & Ramayah, 2021)

Consequently, it can be hypothesized that

- H1: Network quality is positively associated with user satisfaction of fixed broadband service.
- H2: Customer service is positively associated with user satisfaction of fixed broadband service.
- H3: Responsiveness is positively associated with user satisfaction of fixed broadband service.
- H4: Value-add service is positively associated with user satisfaction of fixed broadband service.
- H5: Convenience is positively associated with user satisfaction of fixed broadband service.
- H6: Price structure is positively associated with user satisfaction of fixed broadband service.

Figure 1 provides a graphical summary of the conceptual framework that this study examines:



3. Methodology

3.1. Research approach

There were two rounds of data collection. The first, a preliminary round that obtained qualitative data and the second, a more focused round of data collection that formed the major component of the study. To fulfill the aforementioned goals, according to Oktay, (2012), grounded theory is one of the best-known qualitative research methods, both within and outside of social work that combines the advantages of quantitative and qualitative techniques. Similar work by Hashim, Hamid, Kiram, & Sulaiman, (2017) adopted this approach to investigate demand for broadband and the level of satisfaction among broadband customers in the South East Coast of Sabah of Malaysia. Sharma, & Ojha, (2004) also approached both qualitative and quantitative measures to investigate service performance in mobile communications. In particular, the initial approach of this research that take the discussion with staff, gaining approval from the VNPT Danang management board and with current customers of the company to ensure they were aware of the research project and what it involved; The outcomes of this qualitative phase are also to test, screen, and identify the link between the variables in a theoretical model, on this basis, to suggest a model research form; meanwhile to rectify and develop the scales of that are adapted to the Vietnamese research setting. It is basically exploratory and flexible (Oktay; 2012).

From reading previous research specific to the research objectives and VNPT company that enabled to establish items, concepts incorporated into the formal questionnaire and that was finally used for the study. This process is a crucial tool for analyzing the strategic conduct of those elements to fill upscale and questionnaires. Then, designing and then testing an initial questionnaire with a sample of 40 respondents was undertaken, collecting a sample of 411 respondents over a three-month period in 2021 that determined the elements/determinants of choice and perception of satisfaction from users' the fixed broadband services during the Covid. The respondents for this survey were selected as current customers using fixed broadband services.

The questionnaires were sent in person after calling to respondents to ask for their permission in advance and then through the Internet, email or social media (google form) to the research objectives. This market research format enables to obtain accurate information from respondents, and facilitate data analysis (Brunt, Atkinson, Nefau, Martinez, Lahaie, E., Malzcewski, & Brandt, 2017) emphasized that a well-presented and engaging online survey is likely to increase the number of successful responses generated.

A form indicating the nature of the research was also provided to them. In particular, during this time interval, all Vietnamese people were told to stay indoors and could only go out for essential services, such as buying food, medicine, and other emergency cases. The citizens were required to maintain a two-meter distance between individuals; gathering in groups of more than two people in public places were prohibited; and all non-essential businesses were shut down (VOV, 2020). This maximum social distancing strategy was implemented in the second stage of fighting COVID-19 in this country with most of the cases imported from overseas and community transmission emerged (Nguyen, 2020). The inclusion criteria of respondents in our study include (1) Agreeing to participate in the study by approving the

online consent form; (2) Having the ability to access the online questionnaire; (3) Having full capacity to answer the questions.

3.2. Questionnaire design

The questionnaire is carefully prepared to satisfy the purpose of this study. The questionnaire consisted of three main sections. Section 1 contained open-ended questions on users' expectations of fixed broadband services and the geographical context of the Covid. These parts of the data are not used in this paper. Section 2 was about the users' opinions and evaluations of their experiences. The study used a 5-point Likert Scale to assess the level of agreement of the respondents. To raise response rate and quality while lowering respondents' "frustration level" (Babakus, & Mangold, 1992), a 5-point Likert-type scale (Strongly disagree -Strongly agree) that gauges whether the user agrees or disagrees with the statement, was adopted. There has emerged a debate as to whether Likert-type scales represent ordinal or nominal data, and objections have been made to the use of parametric testing on scales which have described a specific meaning, arguing that such scales are nominal or discrete in character (e.g. see discussions by Göb, McCollin, & Ramalhoto, 2007; Norman, 2010; Thompson2012). Preston & Colman (2000) found that 5-point Likert scales had higher reliability A 5-point scale was chosen over a 7-point scale for a range of reasons, including one that is the opportunity to compare reliability coefficients with previous research involving 5-point Likert Scales. Finally, Section 3 sought socio-demographic data.

After completing pilot tests for reliability and validity and ensuring the sections was to meet the objectives of the research, all the items were based on the literature relevant to the research context as indicated in Table 1

Table 1. Items and concepts – prior usage

Concepts	Sources
Customer service (CS)	Goyal, et al (2020), Deekhuntod, & Saknarong, (2019); Gagliano, & Hathcote, (1994); Berry, et al (2002).
Convenience (C)	Goyal, et al (2020), Rahhal, (2015).
Value-added service (VA)	Gronroos, (1984); Hajar, (2020); Srikanjanarak, Omar, & Ramayah, (2021).
Network Quality (NQ)	Sharma, & Ojha. (2004); Rahhal, (2015), Finley, et al (2017); Goyal, et al (2020), Negi, (2009), Wang & Lo, (2002)
Responsiveness (S)	Rahhal, (2015), Parasuraman et al (1988); Rosen and Karwan, 1994, Cronin & Taylor (1992), Goyal, et al (2020), CroninBrady, & Hult, 2000, Ishfaq, & Mengxing, (2021) Wan, (2004)
Price structure (PS)	Lim et al., (2006), Kim et al., (2004), Gerpott et al., (2001); Ranaweera and Neely; (2003).

Users' Satisfaction (US) Finley, et al (2017), Goyal, et al (2020), Rind, et al (2018),
Rahhal, (2015), Saroha, & Diwan, (2020), Ashfaq, (2019).

The sampling frame consisted of a state-owned telecommunications company at VNPT Danang. The customer offices in the selected areas of Danang were approached to provide the list of customers who use their fixed broadband service. Participants were recruited by convenience sampling technique. Non-probability sampling method was used for data collection. Many early recommendations focused on the importance of absolute sample size. The bottom line question is "How large is large enough?" (Kline, & Tamer, 2016) and there is no easy answer to it because like many other statistical procedures both the number of variables analyzed and the absolute number of subjects should be taken into account DeVellis, (2017). In this research, the sample calculation formula can be used to determine the minimum sample size. Using the formula of Cochran (1977), it is suggested that sample sizes greater than 30 and less than 500 are appropriate for most studies. While qualitative research explores the themes in-depth (Vaismoradi, Jones, Turunen, & Snelgrove, 2016), the number was sufficient (Semley, Horner, & Brunt, 2017). Based on the research objectives of the study approaching the previous research about consumer satisfaction and with the allowance of access to consumers, the study adopted the approach of Floyd, & Widaman, (1995) and Gorsuch, (1983) in sampling techniques. In particular, a subjects-to-variables ratio of 4:1 or 5:1 was sufficient for exploratory factor analysis and that there should be at least 5 participants per variable and that a sample size should not be less than 100, of at least 200 is recommended to ensure good data analysis in EFA exploratory factor analysis. The proposed questionnaire has a total of 31 observed variables (questions using the Likert scale), so the minimum sample will be $31 \times 5 = 155$. Therefore, the number of official respondents used for analysis was 200 respondents.

Data processing methods were implemented, including collecting data from questionnaires; encoding the data, evaluating the reliability of the scale with Cronbach's Alpha coefficient; The measurement properties of the items were examined in several ways from the distribution properties, e.g. normality, were assessed for each item by taking histograms with a normal distribution curve, EFA exploratory factor analysis based on KMO coefficient (Kaiser-Meyer-Olkin) and Bartlett test of sphericity; correlation analysis and regression analysis - checking the suitability of the research model.

4. Findings and Discussions

4.1 Nature of characteristics

The entire sampling method, 200 questionnaires, was distributed to fixed broadband users, who are staying in Danang City, collecting 171 samples (gained rate of 85.5%), 29 samples were removed before data processing, because invalid due to lack of information or not being part of the study population, using total 171 reliable samples to observe in this study.

Table 2. Sample characteristics

	Categories	Frequency	Percentage
Gender	Male	92	53.8
	Female	79	46.2
	Other	0	0
Age	18–25	5	2.9
	26–35	26	15.2

	36–50	127	74.3
	Above 50	13	7.6
Occupation	Executive	39	22.8
	Student	36	15.2
	Self-employed	34	19.88
	Housewife	26	15.20
	Workers	23	12.87
Income (million VND)	< 5	53	30.99
	5-10	57	33.39
	> 10 million	61	35.57
How long have you used this fixed broadband service?	> 4 years	41	24.56
	> 3 years	37	21.64
	> 2 years	37	21.64
	1-2 years	32	18.71
	< 1 year	24	13.94

In 171 respondents, 79 are female (accounted for 46.2%), 92 are male, accounting for 53.8%, this shows that the ratio of male and female customers is quite balanced, the difference in numbers between male and female customers is not really significant. According to the obtained results, the income of the in the groups is relatively equal, which shows that the demands in the fixed broadband services are very increasingly necessary no matter how much or little their income is as the needs of using the service for work, study and entertainment during Covid 19 seems basic, crucial and urgent. The majority of respondents in the sample are working in professional majors, accounting for 22.81%, followed by business and trade 19.88%, professional occupation 15.20%, housewife 16.37% remaining other occupations and students, 12.87% for each group.

The table also shows that the number of customers using more than 4 years accounts for the highest proportion of 24.56%, followed by the number of customers using more than 2.3 years reaching 21.64%, customers with a time of use Using less than 2 years accounts for 18.87% and finally the number of new customers using less than 1 year accounts for 13.45%. This shows that the number of long-term customers accounts for the largest proportion, which proves that customers are relatively satisfied with the services of VNPT Da Nang and stick with the company for a long time. Next sections are going to give results of determinants of users' satisfaction in detail.

4.2. Descriptive data and Reliability of the Scale (Cronbach's Alpha)

The scales were examined for reliability measures in a number of ways that included the totality of all items and then broken down into the separate components as shown in Figure 2. In all cases, the Cronbach alpha coefficient remained above 0.70 and split half measures in excess of 0.8, meeting the normally desired values. Variables are used in the subsequent EFA analysis.

Table 3. Summary table of Cronbach's Alpha coefficients of the scales

Items	N of Items	N of Items satisfying	Cronbach's Alpha
Network quality (NQ)	4	4	0.772
Price structure (PS)	3	3	0.874
Value added services (VA)	3	3	0.887
Convenience (C)	5	5	0.910
Responsiveness (R)	3	3	0.817
Customer service (CS)	8	8	0.946
Users' satisfaction (US)	5	5	0.923

4.3. Exploratory Factor Analysis EFA

31 observation variables were included in the EFA factor analysis with the —Principal Componentl method and the —Varimaxl rotation. Mayers, L.S., Gamst, G., Guarino A.J. (2016) indicated that in factor analysis, Principal Components Analysis associated with Varimax rotation is the most-commonly used approach.

Table 4. Kaiser-Meyer-Olkin Measure of Sampling Adequacy.

Kiểm định KMO và Bartlett		
KMO		.890
Bartlett's Test of Sphericity	Approx.Chi-Square ⁱ	3433.727
	df	325
	Sig. .	.000

After analysis, the Barlett test result with a sig.= 0.000 is less than 0.005 and a KMO coefficient of 0.890 is greater than 0.5. For Eigenvalues (1.173) > 1, the total variance extracted is 74.435% > 50% so it is possible to explain 74.435% variations of data. This suggests that the correlation observed variables are strong enough to run EFA.

Table 5. Factor loading

Items	Factor loading					
	1	2	3	4	5	6
CS3	.872					
CS2	.856					
CS4	.815					
CS7	.788					
CS1	.769					
CS5	.712					
CS6	.711					
CS8	.700					
C3		.806				
C1		.800				
C5		.785				
C4		.719				
C2		.712				
NQ2			.794			
NQ3			.779			
NQ4			.730			
NQ1			.508			
PS2				.889		
PS1				.876		
PS3				.771		
VA1					.809	
VA2					.809	
VA3					.731	
R2						.836
R3						.720
R1						.716
The coefficients satisfy the conditions						
Cronbach's Alpha	0.946	0.910	0.772	0.874	0.887	0.817
Eigenvalue	1.173					
Cumulative %	74.435					
KMO	.890					
Barlett's Test	Sig. =0.000					

Table 6. EFA analysis results for the dependent variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.874
Bartlett's Test of Sphericity	Approx. Chi-Square	649.280
	df	10
	Sig.	.000
Total Variance Explained		
Factor	Initial Eigenvalues	Rotation Sums of Squared Loadings

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
US1	3.828	76.558	76.558	3.828	76.558	76.558
US2	.422	8.441	84.999			
US3	.350	7.001	91.999			
US4	.258	5.158	97.158			
US5	.142	2.842	100.000			

The KMO and Bartlett's test in factor analysis show that the KMO coefficient is high (by $0.874 > 0.5$) and the value of Bartlett's test has a significant level (Sig. $0.00 < 0.05$) showing that the EFA analysis is appropriate.

The total variance extracted = $76,558 > 50\%$ proves that 76.558% of the variation of the data is explained by the customer satisfaction group. The coefficient represents the variation explained by the factor Eigenvalue= $3,828 > 1$ and extracts a meaningful factor that summarizes the best information and satisfies the requirements of the data and for further analysis

4.4 Correlation Matrix

Correlation matrix analysis uses Pearson's coefficient to quantify the closeness of the relationship between other components. This coefficient is ranging from -1 to 1, taking the absolute value, if it is greater than 0.6, it can be concluded that the relationship is close, and the closer to 1, the stronger the relationship, if smaller. 0.3 then indicates a loose relationship.

Table 7. Correlation between variables

Correlation between variables								
		US	CS	C	NQ	PS	VA	R
US	Pearson Correlation	1	.430**	.360**	.338**	.135	.383**	.191*
	Sig. (2-tailed)		.000	.000	.000	.079	.000	.012
	N	171	171	171	171	171	171	171
CS	Pearson Correlation	.430**	1	.000	.000	.000	.000	.000
	Sig. (2-tailed)	.000		1.000	1.000	1.000	1.000	1.000
	N	171	171	171	171	171	171	171
C	Pearson Correlation	.360**	.000	1	.000	.000	.000	.000
	Sig. (2-tailed)	.000	1.000		1.000	1.000	1.000	1.000
	N	171	171	171	171	171	171	171
NQ	Pearson Correlation	.338**	.000	.000	1	.000	.000	.000
	Sig. (2-tailed)	.000	1.000	1.000		1.000	1.000	1.000
	N	171	171	171	171	171	171	171
PS	Pearson Correlation	.135	.000	.000	.000	1	.000	.000
	Sig. (2-tailed)	.079	1.000	1.000	1.000		1.000	1.000
	N	171	171	171	171	171	171	171

VA	Pearson Correlation	.383**	.000	.000	.000	.000	1	.000
	Sig. (2-tailed)	.000	1.000	1.000	1.000	1.000		1.000
	N	171	171	171	171	171	171	171
R	Pearson Correlation	.191*	.000	.000	.000	.000	.000	1
	Sig. (2-tailed)	.012	1.000	1.000	1.000	1.000	1.000	
	N	171	171	171	171	171	171	171

**. Correlation is significant at the 0.01 level (2-tailed)

According to the correlation matrix in the table above, there is a linear correlation between US (Users' satisfaction), dependent variables with independent variables Customer service (CS), the Convenience (C), Network quality (NQ), Price Structure (PS), Added services (AS), Responsiveness (R). TF, PVF, CF, because of the Sig significance level less than 0.05. Thus, the use of these linear regression analysis variables is appropriate to test the formal conceptual model below

$$Y = \beta_0 + \beta_1NQ + \beta_2PS + \beta_3VA + \beta_4C + \beta_5R + \beta_6CS + \epsilon_i$$

4.5. Multiple Regression Analysis

According to the formal research model, dependent variable users' satisfaction (US is affected by 6 independent variables: Network quality (NQ), Price structure (PS), Added -added service (VA), Convenience (C), Responsiveness (R) and Customer Service (CS).

To test the research model of the determinants of customer satisfaction, the author uses multiple linear regression methods.

Table 8. Model summary

Model	R	R square	Adjusted R square	Std Error of the Estimate	Durbin–Watson	
1	.794 ^a	.630	.617	.61904603	1.893	
a. Predictor: (Constant) - Responsiveness (R), Value-added service (VA), Price Structure(PS), Network quality (NQ), Convenience (C); Customer service (CS)						
b. Dependent variable: Consumer satisfaction						
ANOVA ^a						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	107.152	6	17.859	46.602	.000b
	Residual	62.848	164	.383		
	Total	170.000	170			
a. Dependent variable: Consumer satisfaction						
b. Predictor: (Constant) - Responsiveness (R), Value-added service (VA), Price Structure(PS), Network quality (NQ), Convenience (C); Customer service (CS)						

Table 9. Estimate the beta coefficient of the model by the Enter method

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	Kiểm tra đa cộng tuyến	
	B	Std. Error	Beta			Tolerance	VIF
1 (constant)	4.890	.047		.000	1.000		
CS	.430	.047	.430	9.063	.000	1.000	1.000
C	.360	.047	.360	7.576	.000	1.000	1.000
NQ	.338	.047	.338	7.126	.000	1.000	1.000
PS	.135	.047	.135	2.840	.005	1.000	1.000
VA	.383	.047	.383	8.064	.000	1.000	1.000
R	.191	.047	.191	4.025	.000	1.000	1.000
a. Dependent variable: User satisfaction							

The adjusted R² value of 0.617 shows that the independent variable included in the regression affects 61.7% of the variation of the dependent variable is explained by the independent variables. value sig = 0.000 proves that the regression model is suitable for the data set. The Durbin–Watson coefficient = 1.893<3, showing no correlation between variables in the model. VIF of all variables has value < 2, it means that no collinearity phenomenon occurs.

Based on the magnitude of the normalized regression coefficients Beta, the order of the level of impact from the strongest to the weakest of the independent variables on the dependent variable is: Customers service (CS) (0.430), Valued-Added services (VA) (0.383), (C)(0.360), Network quality (NQ) (0.338), Responsiveness (0.191); Price structure(0.136). In particular, results showed that the Customer service factor and Value- added services have the strongest impacts on consumer satisfaction, followed by the factor of Convenience, network quality, the Responsiveness and finally the factor Price structure has the weakest impact on customer satisfaction. Therefore, with 6 hypotheses (H1 to H6), the 6 factors that were originally set were accepted.

5. Discussion and implication

The study has systematized the basic aspects of factors affecting user satisfaction in the telecommunications industry in general and in fixed broadband service in particular. Then, the study measured which factors played an important role and the most influential part on user satisfaction, namely VNPT Danang telecommunication within the Covid pandemic.

Proposed research framework and hypothesis were formed on the basis of strong significant correlational evidences between the constructs through detailed relevant literature investigation, the study adopted the combination of both qualitative and quantitative research approach, addressing 6 factors affecting consumer satisfaction behavior with fixed broadband services in Danang city during the Covid-19. Exploring these factors is significant for the telecommunication industry, particularly for VNPT Danang Telecommunications Company to have appropriate service quality and customer relationship management policies to better meet the expectations of consumers during the disruptive time as the covid 19 pandemic as well as similar cases in the future.

In fact, findings show that the customer services factor and value-added services have the strongest influence on customer satisfaction and consumer behavior during the Covid-19

pandemic. It is crucial to keep customers with stable satisfaction, they will feel comfortable and satisfied with what is going on and do not want a change or switch to other products and services provided (Ishfaq, & Mengxing, 2021). Therefore, these customers are pleasant, have high trust in services and are willing to continue using the products, services provided by the current provider. In particular, results of the study emphasize the importance of customer service in broadband services (Al-Shammari, & AlShowaikh, 2021). Yet it is known that past studies have indicated that 'value-added services is a crucial factor that consumers take into account when assessing their experiences of fixed broadband services (Saputro, B., Hidayanto, Abidin, & Paoprasert, 2021). Consequently, the inclusion of this question led to some suggestions of consistency, necessities of value-added services to improve and increase the positive emotion, stable satisfaction and recommendation to others.

The findings of the study have contributed to recommendations, key implications, and solutions to improve the quality of services offered and increase customer satisfaction with fixed broadband services at VNPT Danang during the Covid-19 pandemic.

In terms of future research there is much to be done, and the authors are hoping to build upon this paper for future work. There may be possible differences between the different segments that form loyal and potential customers, and the current sample did not permit that to be further assessed. It will also be of interest to examine further why value-added services in the telecommunication services that bring people to the fixed broadband services when other services could be approached. There therefore remains much to be done and it is hoped that such work can be completed in the future.

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Strategy of Former Indonesian Migrant Workers From Qatar in The Era of The Covid-19 Outbreak

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Abstract

This study aims to analyze and investigate former migrant workers who previously worked in the country of Qatar, after the Covid-19 pandemic hit this country. The Qatar government has cut spending by 30% to shore up its finances amid the stress of the pandemic. The impact of the Qatari government's policy has resulted in the termination of the employment relationship of several Indonesian migrant workers in Qatar, some of the Indonesian migrant workers working in Qatar who brought their families while living in Qatar had to return to their homeland. This study aims to describe how retired Indonesian workers from Qatar have adapted to changing socio-economic conditions after they no longer work as migrant workers and return to Indonesia and their families in a state of not having a job during the COVID-19 outbreak. The method used in this research is qualitative research, which describes the problems to be studied based on actual social facts. The author uses primary data in this study, namely, through direct observation and interviews with retired Indonesian migrant workers from Qatar and their families as informants. The results of the study show that the socio-economic adaptation strategies of retired Indonesian workers from Qatar in the pandemic era are first, reducing expenses or living costs, secondly opening entrepreneurship, thirdly increasing productive assets, fourth working again in domestic and foreign companies.

Keywords: Former Indonesian Migrant Workers, Qatar, The Covid-19

JEL: M12, M54, O15, 017

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1. Introduction

Everyone desires his family to live well, and prosper in the present and the future, in order to achieve the welfare of the family, a head of household must have efforts to earn a steady and sufficient income. The thing to do to earn income is one of them by working.

Indonesia is a country rich in natural resources and products, but the reality is that many

people still lack respectable jobs, resulting in economic inequality as the labor force grows faster than the number of jobs available. The current availability of employment in Indonesia has not been balanced compared to the number of job seekers, and the scarcity of employment is one of the factors that encourage the desire of Indonesian people to work abroad. Countries that have diplomatic relations with Indonesia, such as Malaysia and Singapore, as well as countries in the Middle East, are popular destinations for job seekers. Most job seekers are interested in the availability of promising positions with good salaries, (Suseno et al, 2020). Since developed countries can provide high incomes to workers working in their countries, migration of labor from developing countries to developed countries builds profitable connections. (Rusdi, 2018). In 2017 and 2018, Indonesia ranked second only to the Philippines in terms of overseas labor migration, with more than 4 million Indonesians working in countries in Southeast Asia and Middle East (Doi, 2018).

Qatar, one of the countries located in the Middle East is the richest Moslem country in the world, the population of Qatar is about 1.7 million people. Qatar occupies the number one position with per capita income of 129,726 USD or equivalent to Rp. 1.7 billion. The data was posted by the World Bank (2019).

The Government of Qatar and the Government of Indonesia have a cooperation agreement in the field of migrant workers working in Qatar on January 20, 2008. Based on data from the National Agency for The Placement and Protection of Labor in Indonesia (BNP2TKI) in 2015, the number of migrant workers sent to Qatar was 7,380 people (Report on The Working Visit of the House of Representatives Commission IX to the State of Qatar and Saudi Arabia (DPR-RI, 2019). They work in the formal and informal sectors.

By 2020, the Covid-19 pandemic has affected global economic stability. The drop in crude oil prices has damaged the joints of the economy in the gulf state. In order to reduce the spread of new cases of Covid-19, Gulf States impose lock down which also greatly affect economic activities. The Qatari government is asking the entity to cut spending by 30% to shore up its finances amid the pressures of the pandemic. Starting June 1, 2020, Qatar's finance ministry has instructed ministries of state-funded institutions and business enterprises to reduce monthly costs for expatriate workers. As a realization, Qatar's national companies cut and dismissed foreign workers through two-month notices (Kabar 24 Bisnis, 2021). The impact of the Qatari government's policy has resulted in the termination of the employment of some migrant workers working in Qatar, some of the migrant workers who work in Qatar who brought their families during their stay in Qatar must return to their homeland. While working in Qatar with a high income, migrant families fulfilled their living needs, the company facilitated shelter, children's education, bonuses and so on. With that income, TKI has enough power in determining decisions in his extended family in his hometown (Suseno, et al.2021).

The return of migrant workers and their families to the homeland in a pandemic period that is difficult to find a new job or entrepreneurship, making them have to adapt to survive to meet the needs of the household. The negative impact after the return of migrant workers to Indonesia if they do not have skill and business is the increase in the unemployment rate. Adaptation strategies are needed so that Former Indonesian Migrant Workers survive to create opportunities in earning income for the family.

From the background of the problem exposed above, it can be pulled the following problem formulation: (1). What is the socio-economic condition of Former Indonesian Migrant

Workers after no longer working in Qatar?. (2). What is the strategy carried out by Former Indonesian Migrant Workers from Qatar in socio-economic aspects?

2. Literature Review

In article 1 of Law No. 39 of 2004 concerning the placement and protection of Indonesian Workers Abroad. Indonesian Labor Force (TKI) is any Indonesian citizen who is eligible to work abroad in employment relations for a certain period of time by receiving wages.

Work is a mandatory thing in Islam, the meaning of work in Islam is not only aimed at supporting yourself and family by spending time day and night, continuously tireless, but the work in question is included in all forms of deeds or work that have the value of kindness and blessing for themselves, family and the surrounding community, and the state. In other words, work is to contribute soul and energy to create good for yourself, family, society and country without burdening others (Armansyah, 2018).

Behavioral adaptation strategies according to Ahimsa, 2003 in Safitri, 2018 is a behavior that aims to overcome the problem at hand or to get the desired thing. Adaptation strategies can be interpreted as forms of effort planned by humans to meet the minimum requirements needed and to overcome the problems faced.

Change in society is produced by two elements: internal factors, such as the state of the gap between what is expected and what actually happens, which can be utilized as motivation for society to develop to achieve the desired goal. People in this scenario want to make a more valuable contribution, change, or avoid oppression in their daily lives. External factors are caused by policies enacted by third parties that impact their daily lives. New cultures and environments that have never been encountered before have an impact on external influences (Indraddin at al. 2021).

One of the factors humans become passive and active creatures to create goods and develop their thinking is due to social change. All actions taken by humans aim to develop and expand the potential they have. People seek and discover the economy, producing new things in the hope of a better life in the future. As agents of change, this means that, in addition to being the target of social change, the person can also influence the individual to plan, create, and develop ideas and thoughts to achieve the desired outcome (Suseno, et al. 2021).

The strategies of individuals as agents in change according to Suseno and Dwiatmadja (2019) are :

1. Psychoanalysis Strategies

Individuals have the nature of id, ego and superego. It is a human personality acquired from birth. The ego is the psychological trait responsible for overcoming reality on a conscious, primary, and unconscious level. Internalization of moral and ideal internalization acquired in family and social life is accommodated by superego.

2. Strategy of social psychology

Individuals are social creatures who cannot live alone. The social environment has a certain function towards the individual.

3. Strategy of individual modification

An individual changes the direction he wants if in his life there is a basis of punishment and

reward.

4. Educational Strategy

Understanding this strategy is that the individual is a rational being and acts logically in his life. The individual will act aimed at giving him his own pride.

5. Group Dynamics Strategy

Understanding these strategies is the norm of individual behavior will create group interaction.

The right way or plan to deal with a problem to maintain its survival is referred to as a strategy. The tactics put together should take into account the capabilities and resources available. According to research conducted by Kristiyana and Hamidah (2020), the function of Former Indonesian Migrant Workers in Ponorogo went from labor to self-employment through stages, namely:

1. Saving, the results of work abroad partly on the tube
2. Large-scale investments.
3. It's hard to open a bigger business.
4. Involving the family in running an entrepreneur
5. Add employees when the business begins to grow.

According to (Rusdi, 2015) based on the experience of independent full-time migrant workers, some steps to become a successful entrepreneur are, confident, willing to work hard, can work with others, have an attractive appearance, are good at making decisions, there is a desire to add knowledge, ambitious to advance, good at communicating and can carry out the right management.

The lifestyle of an individual or group in carrying out their daily tasks is referred to as lifestyle. The measure of values and conventions that exist in society is described by lifestyle. The contact patterns pioneered by the group are strongly influenced by lifestyle frequency. Individuals and groups will be at risk due to excessive lifestyle. This means that if they don't have a strong defense, the lifestyle can take its toll. (Suseno, 2018).

Family financial management is the responsibility of the wife and husband. Openness, communication and mutual agreement are principles that must be applied in managing family finances (Yusuf and Suseno, 2020). Islam teaches that every Muslim can always manage income in accordance with the teachings of Allah. Muslim families in managing finances in principle must have an Islamic pattern, namely need-oriented and prioritize benefits (utility), and reduce excessive desire (Rosalia, 2020).

Basic principles of financial management of Muslim households (Rusdi, 2018):

1. Trying to make a living that is halal. Families should remind each other and control the income in the family.
2. Frugal and economical. Parents must educate their children so as not to be consumptive, there needs to be communication and commitment together.
3. Get used to saving the afterlife. Get used to each family member to save and give alms

in any situation.

The first step that must be done in managing family finances is to record all the wealth owned by the family ranging from current assets (savings, deposits, etc.), uneven assets (gold, cars, land, houses). Of the total amount of assets, is there outstanding debt? If the total amount of assets is greater than the amount of debt then the household is positive (Suseno, 2018). According to Safitri (2018), financial management must have short-term and long-term goals. Planning must be made to produce a goal. The way to go is to save, invest and allocate good funds, which avoid unlimited behavior.

3. Research Method

This study uses a qualitative descriptive research method, which describes the problem to be investigated based on actual social facts, through direct observation and interaction with informants, reviewing reliable news documents according to the context, discussions with government officials related to former migrant workers. The use of this qualitative research method is to describe and understand the economic adaptation strategy of former Indonesian migrant workers who had worked in Qatar during the Covid-19 pandemic.

The author uses primary data in this study, namely through direct observation and interviews with former Indonesian migrant workers from Qatar and their families as informants. Informants were selected using purposive sampling technique. With this technique, informants are selected based on certain criteria, namely having a family and stopping working from Qatar during the pandemic. The reason for choosing a family is because of the higher economic burden than single people. Informants in the study amounted to 10 people.

4. Findings and Discussions

4.1. The condition of Sosial Ekonomi Former Indonesian Migrant Workers

The state of Qatar which is rich in gas and petroleum reserves, as well as the high per capita income of its population, amounted to 129,726 USD or equivalent to Rp. 1.7 billion making migrant workers in Qatar live on adequacy. But at the time of the pandemic the Qatari government issued a policy of cutting monthly costs for expatriates, one of which was by laying off foreign workers. As a result of this condition, some migrant workers must stop working in Qatar and return home with their families. The family of retired migrant workers from Qatar underwent changes in social and economic processes. There are no more facilities provided by the company, namely homes, vehicles, education and health costs. The Former Indonesian Migrant Workers family must begin to live in the country in the pandemic period. This is a very heavy burden for all Former Indonesian Migrant Workers. Loss of primary income in times of crisis and health threats in the pandemic covid-19.

Former Indonesian Migrant Workers from Qatar and his family carry out social processes in everyday life. However, this social process is limited in the pandemic period. Restrictions on activities outside the home make all family members stay at home, chatting, chatting, strengthening family relationships (Saefudin, et al. 2019)

The heads of households are no longer doing work activities, because they no longer work. This is a stressor felt by all family members. There is an inner conflict of the head of the family changing his role from a worker to a workless one. There is a gap between what is expected as the head of the family and the reality that is happening. The wives who used to

act as housewives while in Qatar, with all-round conditions, should participate in thinking about how to find solutions to help the husband turn the wheels of the family economy. During working as migrant workers in Qatar, most of the heads of families bear the economic burden of their extended family, both parents, sister-in-law and so on. This condition makes its own moral burden because currently Indonesia Migrant Workers former is no longer working (Suseno, 2019).

Most of the children from Qatar are of school age. Children starting with the new school year at a new school in Indonesia online, must be able to adapt to the national curriculum. Previously they were schools in Qatar with an international curriculum, the language of instruction used English language. There are some obstacles in understanding lessons in Indonesia related to language differences, because most of these children since early education in Qatar. This condition requires parents to accompany extra in learning (Suseno et al. 2021).

For families who experience changes in social and economic roles in the pandemic period is very much a burden that is doubled, amid the health issues of Covid-19 that demand vigilance and health threats, increasing concerns about financial security due to the loss of income of the head of the family as a worker (Suseno, et al. 2020)

The impact of job loss from the head of the family is, reduced self-actualization, which affects the purpose of life (Suseno, et al. 2021). When the job loss suddenly, the head of the family feels there is a part of him that is missing, causing anxiety and loss of security for the family's financial condition.

4.2. The strategy carried out in socio-economic aspects.

The socio-economic condition of the full-time migrant household is no longer like when they became migrant workers in Qatar, the circumstances of this change are a critical condition, which makes them have to carry out various efforts to overcome the economic difficulties faced. Husband and wife work together to develop their thinking to create a creative and active thing with the aim to develop and expand the potential they have (Suseno, 2019). Several strategies are carried out in order to meet the needs of the family.

First. Reduce expenses/living expenses. While still working as a Former Indonesian Migrant Workers from Qatar has a high income family is consumptive, at the time of transition at the beginning of return to Indonesia, the Former Indonesian Migrant Workers lost the fixed income that is usually received every month, namely salaries from his company in Qatar. The thing that Former Indonesian Migrant Workers do is suppress the desire to reduce spending that is tertiary, buy something with regard to value and usefulness. Family financial management is open between husband and wife, and is applied to the principle of mutual agreement (Suseno et al. 2020). All full-time migrant workers who become informants have school-age children who require a lot of education costs. In the expenditure prioritized for basic needs and costs of children's education, therefore the strategy carried out by all Former Indonesian Migrant Workers in reducing spending expenditure is to cut costs that are not urgent. All Former Indonesian Migrant Workers is very consensual to the education of children. Although all heads of families no longer have a steady income as workers, in the transition period a few months after returning to Indonesia, the children of Former Indonesian Migrant Workers are sent to a favorite school, which has a good quality of education and the

costs used are mostly from savings or severance from the company (Suseno, 2019). All full-time migrant workers from Qatar have savings as tactical funds that aim to meet the needs when they are no longer working. This is what is utilized by all Former Indonesian Migrant Workers prioritize the cost of education.

Second. Opening entrepreneurial. Nine out of ten informants have decided to entrepreneurship. Compensation money (Severance) provided by the company, savings and assets owned are partly used for business capital. Some strategies in starting a business of goods and services are to start by utilizing kinship relationships. Business activities were initially run by the family, along with the growing business began to recruit employees. The target market is initially family and close friends, the surrounding community then penetrates through online. Entrepreneurs are run according to the ability of their respective capital and adjusted according to the needs / purchasing power of the community around the place of business. Husband and wife shoulder to shoulder to create business opportunities by exploring each other's talents and abilities, for example when the wife is talented in cooking, then the business pioneered in the culinary field (Resto, Cafe, Cofee shop) In other families the head of the family has a large capital, then it was decided to open a business in the field of property (renting shophouses, houses, boarding houses), contractors. Former Indonesian Migrant Workers whose hometown area is the location of plantations, then the business developed is a palm oil and livestock plantation business (Suseno et al.2019). The results of the analysis that in the time of pandemic, people's purchasing power for basic needs is more stable than other types of goods, then some decide to open wholesale groceries, and minimarkets. Estimate of business opportunities and relationships with health agencies that continue to work in the pandemic period, then the business pioneered is the Office Stationery Store. Various businesses exist that have been started since TKI is still working actively, at the time of retirement is more encouraged and managed by itself, such as the business of buying and selling gold.

Third. Increase product assets. The Former Indonesian Migrant Workers collects productive assets with the aim of useful can in the present and the future. This productive asset is obtained by Former Indonesian Migrant Workers while still working as a migrant worker by managing family finances, managing income or income every month which is routine or internally and regular expenses every month and incidental expenditures. When there is excess funds, it is used for investments to buy productive assets as self-deposits in the future or after no longer working. Managing family finances is important, because family finances must bring benefits to create a prosperous family that meets material and spiritual needs. Good family financial management is able to adjust the existing sources of funds with the use of funds in a balanced manner in accordance with planning and utilization (Suseno, 2018), between realization and targets should be realistic, and it is also necessary to evaluate the extent of the targets that have been achieved, through periodic introspection (Wiyono, et al.2021)

All Former Indonesian Migrant Workers who become informants have fixed assets in the form of land, houses, developed buildings in the form of shop, boarding house and houses for rent, thus increasing income as additional income (Suseno and Salam, 2021). The benefits of productive assets are able to meet the needs in life and do not need to be confused financially, still earn income even though they are not working. The benefits will be felt when you are sick, unable to work anymore, or in old age.

Fourth. Work. The TKI after entrepreneurship there are those who decide to work again both at home and abroad. Of the ten Former Indonesian Migrant Workers as informants 3 people who have got a job again. 1 person returned to work in Qatar, 2 people worked in business company in Indonesia. The most important motivation that causes full-time migrant workers who decide to work again in the company is to get rewards or wages because of the living needs that must be met to support family finances (Suseno, 2019). Employment is an option, where there is a stable income every month, and there is health insurance, as well as other facilities from the company so as to improve the standard of living. Former Indonesian Migrant Workers principle Islam puts work as worship to seek sustenance from Allah SWT. Working well to get the sustenance that halalan thayiban included into jihad in the path of Allah. In addition, Former Indonesian Migrant Workers who work again principled that by working the head of the family expressed its existence in community life, as a form of self-actualization (Wahyuni, 2021). Work is essentially a fundamental reality, and is the nature of man in every development of his life.

5. Conclusion

The results of this study show that the retired migrant workers from Qatar are experiencing a transition period of the family of Former Indonesian Migrant Workers from Qatar experiencing changes in social and economic processes. The heads of households are no longer doing work activities, because they no longer work. This is a stressor felt by all family members.

To maintain survival after no longer working as a migrant worker, Former Indonesian Migrant Workersper forms various strategies. Among others, reduce spending / cost of living, open entrepreneurs, multiply product assets and find job openings for those who are still productive.

Implication. The government through the Cooperative and SME Office should provide a forum or container that aims to accompany, train, foster and facilitate small entrepreneurs or Small and Medium Enterprises (SMEs). So that small businesses can cooperate with distributors, retail or large companies as suppliers of goods as small business partners.

Migrant worker former in order to be more active in trying to develop his business, always up grade knowledge and insight in running his business, so that it can survive with fluctuating economic conditions. Migrant workers who are still active, so that can manage family finances, saving and investing, when they no longer work abroad already have a business that can make money or passive income.

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