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ENHANCING CUSTOMER-FOCUSED STRATEGY THROUGH FIRM MANAGEMENT CONTROL SYSTEM AND FIRM CAPABILITIES: A STUDY OF FINANCIAL SERVICES SECTOR

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Abstract

Existing literature often examines the impact of an organization's strategic performance measurement system (SPMS) on its customer-focused strategy (CFS) in various situations. Nevertheless, in the unusual setting of the financial services sector (FSS) in underdeveloped countries, the ability of the system to have a positive effect on the firm's strategy by affecting the uncommon internal and external capabilities (IEC) of the organization has indeed failed to carry out a comprehensive academic investigation. The aim of the current study is to fill this gap by using FSS within the context of Thailand. Findings show that SPMS helps improve the organization's robustness and market orientation by playing a positive role in their CFS from three different aspects - organizational learning (OL), customers, and competitors. Researchers suggest that effective CFS would be achieved by focusing the SPMS of the organization to have a positive impact on OL, which ultimately results in a high level of competitiveness for the company in the market. In the specific context of the FSS of an underdeveloped country, the unexplored relationship among the strategic performance measurement system, the CFS, and the firm's IEC not only fills the research gap but will also stimulate new academic discussion. This research would contribute to advancing management accounting methods in developing countries' service institutions.

Keywords: Strategic Performance Measurement System, Firm Capabilities, Organisational Learning, Financial Services Sector, Customer Forced Strategy

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Introduction

Given its significant practical relevance, MA as a discipline should address the current challenges faced by today's organizations and help them achieve their appropriate professional resilience to compete efficiently and succeed. The importance of examining the role of specific MA practice in a modern context to ensure the value and relevance of discipline is emphasized by Jusoh and Lay (2012). Concentrating solely on assessing business operations' performance will not be enough for discipline to counteract the harsh competition that corporate firms face efficiently. Authors argue that SPMS can assist corporate firms in achieving competitive advantages during increasingly varying market conditions and strong competition (Deng & Mackey, 2016; Henri, 2006; Theriou et al., 2017). However, current research supports the role of the organization's strategic implementation system (Madininos et al., 2017) in an efficient and well-integrated strategic PMS as a necessary stage in the process of strategic management. This research aims to contribute to the strategic PMS research by focusing the manager's concentration on the role of strategic PMS in enhancing the organization's strategy by influencing its IEC when it is effectively planned and implemented.

With their economic growth, the FSS is evolving in underdeveloped nations. Consequently, special attention should be paid to MA research on the implementation and periodic assessment of the strategic PMS in FSS in such countries. The performance of organizations is affected by an effective strategic PMS; nevertheless, the efficacy and efficiency of the strategic PMS of an organization may be assessed by its level of success in achieving competitive advantages due to its dexterous implementation of strategic PMS which has a positive impact on the performance of the organization via a considerable enhancement in the organizational capabilities (Madininos et al., 2017). The current research explores how the company's strategic objectives will be attained by the causal relation among three latent constructs in the organization. In previous research, the relationship between management control systems and the behavioral outcomes of the organization has been explored (Abdullah & Kaliappen, 2014; Jusoh & Lay, 2012). Current research highlights the strategic position of an organization in the market by implementing the strategies of either 'product differentiation' or 'low cost, high quality.' Subsequently, the strategic performance management system is carefully adjusted to positively influence the organization's overall performance, ultimately enabling the achievement of specific strategic objectives. Therefore, this research aims to discuss different methods of using strategic performance measurement systems in firms. Gurd, Tucker, and Thorne (2009) describe the use of 'cost leadership' and 'product differentiation' strategies as the basis for the organization's strategic position in the market. The 'generic strategy' of Porter is closely related to other organizational approaches (Kaimenaki & Cohen, 2011; O'Regan et al., 2011), whereas its perception of 'strategic positioning' is one aspect that stimulates the achievement of the organization's competitiveness (Akbari et al., 2011).

The function of the management control system with respect to organizational performance covers financial and non-financial aspects that are mostly examined in MA studies (Wright et al., 2004). Nevertheless, the influence of organizations' strategic performance measurement system on its consequences and strategy by its potential effects on organizational capability has been minimally discussed in the research to date. This research fills the literature gap. In addition, this research selected an industrial setting, FSS is innovative in the MA study. Current research has also identified the gap (Kaur et al., 2020). The industry has received a relatively minimal concentration in MA-related research despite its obvious importance to the world economy (Oswald et al., 2009). Therefore, the services sector, in general, an important part of the FSS, has many study gaps and is also being investigated from the MA point of view. This research leads to MA studies in the Asian context, emphasizing Western countries, as most previous studies have been conducted (Harp & Guffey, 2017; Hartanto et al., 2016).

Literature Review

A strategic performance measurement system should be important in selecting a firm's strategies. The importance of determining its IEC, as well as its expressive teamwork through utilizing a strategic performance measurement system, is based on the theory of Resource-based view (RBV) to assist the organization in gaining competitiveness. Organizational strategies are the results of resources linked to the objectives pursued by the organization, managing the organization's assets, and capitalizing on market possibilities. According to Wright et al. (2004), the relation among strategic performance measurement systems that is part of the overall management control system of organizations, as well as a selection of strategy, takes place not at the strategic level but at the organizational capability level. Research conducted by Wu, Chen, and Liu (2009) and Wright et al. (2004) shows that competitiveness in attaining competitive advantages by adapting to the dynamics of the market could be in the form of OL, market orientation (MO), and innovativeness. Various research has explored the relationship between strategic performance measurement systems and organizational efficiency (Obaid et al., 2017; Wright et al., 2004), while a few researchers associate this relationship with the resource-based view theory. Therefore, the purpose of this research is to explore the correlation between strategic performance measurement systems and behavioral outcomes with the influence of the system on organizational competitiveness acting as a mediator.

A strategic performance measurement system could help firms attain a CA through its impact on organizational performance when adapted skillfully by dexterous management. Authors believe that MO is key for a firm to establish innovation and OL in adapting the business environment to achieve this CA. It is consistent with Langerek (2003), who argues that the position advantage of the organization is primarily due to MO. MO strongly affects and promotes innovativeness as well as OL. In addition, it makes a significant contribution to enhancing the CA of the organization in the marketplace (Llorens-Montes et al., 2007). MO assists a firm in fostering OL and innovativeness, which then influences the degree to which it responds quickly to competitive innovation (Nerkar et al., 2012). As in previous literature (Gow & Micheels, 2008; Wright et al., 2004), the researchers used the idea of organizational competitiveness in this research to recognize and highlight the role of innovativeness, MO, and OL in supporting management to enhance organizational efficiency as well as attain a CA. Thus, when skillfully managed, MO-related activities of the firm can enhance organizational efficiency by influencing organizational strategies (Fadhilah et al., 2019).

In general, the modernization of the FSS has led to enhanced competitiveness in the context of underdeveloped nations. Now, in most underdeveloped nations and emerging economies, such as Thailand, FSS has become the key source of employment. The increase in competition in the Thailand FSS resulted from the growth of the middle class and the growth of entrepreneurship, dominated by government-owned banks before recent deregulation attempts. In particular, the banking sector must distinguish its product offerings to enhance its customer base size (Abdullah & Gorondutse, 2017). Moreover, there is very strong competition from local as well as foreign competitors in the Thailand FSS. Wright et al. (2004) argue that it should be aligned with organizational competitiveness for the organizations' strategic performance measurement system to be efficient and compatible with strategic choices.

Relationship between SPMS and MO

The success of an organization requires an efficient SPMS that is skillfully linked to the defined strategies of the firms (Kleinschmidt et al., 2014). The strategic performance measurement system goal is to analyze and control the corporate strategies developed by the management to direct the operations of the organizations (Bruggeman & Decoene, 2006; Theriou & Aggelidis, 2014). To attain a sustainable CA, firms must select either a differentiation or a low-cost strategy (Harrigen, 1988). The selection strategy is based on the resources available, the firm's

capabilities, and the degree of MO that the firm can achieve. Effective SPMS, which is strategically oriented and combined with a set strategy of the organization, will become a 'tool.' Therefore, a strategic performance measurement system should include details relevant to the MO that the firm wants. The relationship between SPMS and MO was not thoroughly examined in the context of MA. However, Bates and Tanim's (2015) research indicated a positive relationship between 'strategic management accounting' and MO. Therefore, for this analysis, we have proposed the following hypothesis:

Hypothesis 1: SPMS has a significant and positive impact on MO.

Relationship between MO and CFS

The objective of the organizational policy is to assist management in supporting systems and organizational processes to generate value for consumers and firms and distinguish them from their opponents. MO leads to the organization's concentration on the market gap, whereas in developing market-oriented organizational competitiveness, marketing capability (MC) is essential (Wright et al., 2004). The organization that effectively attained MO, reflecting the firm's business strategy, can better concentrate on consumer needs (Voss & Voss, 2000). Rao, Vorhies, and Harker (1999) claim that the organization is more likely to gain a CA and better performance if it can efficiently adapt to market demand and manage the changing conditions of markets. The research by Voss and Voss (2000) indicates that MO and organizational strategy have a positive relationship. Therefore, a specific organizational policy will determine the degree of MO the firm achieves. Consequently, on the basis of the above discussion, we proposed the following hypothesis:

Hypothesis 2: MO has a significant and positive impact on CFS.

Relationship between MO and OL

MO is accomplished when companies actively compete by enhancing learning and constantly adapting to the market's evolving conditions. Jamali (2005) argues that OL can enhance market environment information. When this information is efficiently circulated across all organization activities to improve collaboration, specific strategic goals of the organizations become part of the market. Market-oriented firms give a cultural environment to their workers that fosters learning orientation, leading to the creation of various innovative services that will lead to sustainable CA (Sinkula & Baker, 1999). Berthon and Morgen's (2008) research carried out on the England bioscience industry website will show empirical evidence of the connection between MO and OL. Empirically, the analysis showed that MO and OL have a positive relationship between them. Consequently, on the basis of the above discussion, we proposed the following hypothesis:

Hypothesis 3: MO has a significant and positive impact on OL.

Relationship between MO and Innovativeness

A positive relationship exists between MO and innovativeness, as academic study indicates. MacLachlan, Narver, and Slater (2000) state that the basic principle of an organization's efforts for innovation shall be constantly market-oriented by being reactive and proactive. When MO is efficiently achieved, it assists in enhancing organizational competitiveness to develop new products/services and assists in enhancing the overall capacity of the firm to innovate in general (Yang & Wang, 2013). In addition, innovative strategies will lead the organization effectively to a sustainable CA by being able to fulfill its customers' requirements and expectations (Yang & Wang, 2013). Innovation excellence is accomplished by continuing and effectively pursuing the production of new products and services, an organization that has achieved a leading position in a competitive market environment (Kim et al., 2015). These MO organizations are always looking for the latest details about market demands (Yang & Wang, 2013). Chen and Liu (2015) showed that MO and innovativeness have a positive relationship. Thus, on the basis of the above discussion, we proposed the following hypothesis:

Hypothesis 4: MO has a significant and positive impact on innovativeness.

Relationship between OL and CFS

OL is a mechanism in which an organization can recognize issues internally or externally and can effectively solve these issues so that it remains environmentally adaptive (Greer & Ford, 2005), can enhance its performance constantly and effectively (Vargas, 2015; Wijen & Roome, 2006), accomplished sustainable development as well as effectively maintaining organizational policies (Piteles, 2009) and efficiently lead to changes in market behavior and trends through the development of innovative services and products (Dichter & Mohr, 2001; Ordás et al., 2005). This will help the firm sustain itself amid the intense market competition (Ginsberg & Guth, 1990; Swierczek & Pham, 2006). By supporting and pursuing OL, an organization can effectively achieve CA in a competitive environment (Huang et al., 2009), which makes sure that the worker's knowledge is enhanced and enables business excellence to be achieved through operational and product improvements in the organization (Easterby-Smith & Prieto, 2006). Thus, OL and CFS have a positive relation (Bangchokdee et al., 2011). Consequently, on the basis of the above discussion, we proposed the following hypothesis:

Hypothesis 5: OL has a significant and positive impact on CFS.

Relationship between Innovativeness and CFS

When firms support participants to participate in the implementation of innovative products, processes, and ideas, an internal culture of innovativeness is developed within the organization (Langerek, 2003). The first vital step in the innovation process (Kleinschmidt et al., 2014), which will lead to the result of innovation in the form of innovative products or services that will take the form of a long-term management strategy, is the ability of management to have an impact on the organizational strategy of selection. Organizations aim to increase their innovativeness to fulfill market demand effectively. In addition, Conrad (1999) suggests that organizations with better capability will respond better to varying conditions of the market by being able to build as well as seek innovative abilities to attain a CA compared to their competitors. As Voss and Voss (2000) have shown, the relationship between innovativeness and CFS is positive. Therefore, on the basis of the above discussion, we proposed the following hypothesis:

Hypothesis 6: Innovativeness has a significant and positive impact on CFS.

Methodology

Data Collection

The survey technique is used in the current research in which the participants were middle managers of the Thailand FSS. The scholars collected the empirical data by distributing questionnaires to each selected FSS organization. The scholars have gathered data from more than one participant in each organization to obtain more reliable and more generalized results. A total of 149 questionnaires were distributed among the middle managers of Thailand FSS firms. 140 questionnaires were returned. Subsequently, the data were cleaned up and prepared to identify errors, omissions, and uncertainty in the response. For various reasons, 30 questionnaires were excluded from the review in this research. Eventually, 110 questionnaires, which show that the response rate yielded was about 73.86 percent, were found to be useful for further analysis. Table 1 shows the profile of the participants.

Table 1 Respondents' Demographic Profile

Variables	Descriptions	n = 110	Cumulative	Percentage	Cumulative percentage
Gender	Male	80	80	72.73	73.0
	Female	30	110	27.27	100.0
Age	Less than 25 years	33	33	30.0	30.0
	Between 25 and 35 years	49	82	44.55	74.55

Variables	Descriptions	n = 110	Cumulative	Percentage	Cumulative percentage
	Between 36 and 45 years	27	109	24.55	99.1
	Above 45 years	1	110	0.90	100.0
Qualification	High school	10	10	9.09	9.09
	Diploma	88	98	80.0	89.09
	Graduation	12	110	10.91	100.0
Job position	Human resources	25	25	22.73	22.73
	Marketing	18	43	16.36	39.09
	Accounting and finance	28	71	25.45	64.54
	General	39	110	35.45	100.0
Classification of field	Finance	33	33	30.0	30.0
	Insurance	10	43	9.09	39.09
	Banking	11	54	10.0	49.09
	Shares trading firm	54	108	49.09	98.18
	Pension Fund	2	110	1.82	100.0

Measurement Scales

We used a questionnaire to evaluate the firm's strategic performance measurement system with nine (9) items originally adapted by (Hall, 2008). Similarly, the measurement scale of MO with ten (10) items was adopted from Slater and Narver (1990). Likewise, the innovativeness scale with three (3) items was adopted from Burke (1989). In the same way, the OL scale was adopted by Slevin and Naman (1993). The questionnaire used in this research is adopted from Porter (1997) to gather empirical data on the use of CFS by organizations. Firstly, there were ten questions in the questionnaire, including 8 questions on differentiation strategy measurement and 2 questions on low-cost strategy measurement. Nevertheless, after evaluating the results, 2 low-cost strategy questions were discarded due to the low score. Therefore, only 8 questions related to differentiation strategy have been used. In this research, 2 sets of questionnaires have been used - the first adopted by Porter and Kramer (2006) and the second adopted by Langfield-Smith and Auzair (2005). Each item of this questionnaire is calculated on a 5-point Likert-type scale ranging from 1-5 ("strongly disagree" to "strongly agree").

Findings

Structural Equation Modelling Technique

To examine the empirical data collected for the survey, the current study uses structural equation modeling (SEM), particularly the Smart PLS 3.0. Partial least square has been used for two major purposes. Firstly, according to Fang and Hsu (2009) "PLS deals with measurement errors, so multicollinearity is not a problem" (p. 670). Secondly, according to Matute, Fraj, and Melero (2015), smart PLS is "convenient in situations where the interest of the research focuses on predicting one or more dependent variables" (p.35). Investigating the data using Smart PLS is carried out in two steps: the measurement (outer) model assessment and structural (inner) model assessment.

Validity and Reliability Analysis

Validity and reliability analyses are evaluated in the outer model. Analyzing composite reliability (CR) and Cronbach's alpha help us to measure reliability. Adequate construct reliability can be measured if the values of the latent variables exceed the minimum cut-off value of 0.70. By analyzing the values of average variance extracted (AVE), the validity analysis quality is evaluated for convergent validity (CV) and cross-loadings analysis. For discriminant validity (DV), the Fornell and Larcker (1981) criterion is used. Firstly, when each variable value surpasses 0.50, a good average variance extracted validity is created. The

individual value of each variable is greater than 0.50, as shown in Table 2. Accordingly, this research's average variance extracted findings indicate an appropriate validity. Subsequently, we measured the DV using cross-loadings and the Fornell - Larcker criterion.

For discriminant validity, the Fornell and Larcker criterion was used by evaluating the AVE square root values and the correlations between the latent variables both diagonally and vertically. Pike, Sholihin, Mangena, and Li (2011) state that accurate Fornell and Larcker criterion measurements can be found when “the square root of AVE of a construct is greater than the correlation between the construct with another construct” (p.142). Therefore, as illustrated in Table 3, all values of AVE have adequate validity. Factor loading is considered to be valid at least if the value is 0.70 or above (Chin, 1998). We, therefore, assume that the values of factors loading are appropriate and that the validity and reliability analysis are generally satisfactory.

Table 2 Results of Validity and Reliability

Constructs	Indicators	Loadings	Cronbach alpha	CR	AVE
Strategic performance measurement system	SPMS_1	0.669	0.940	0.931	0.670
	SPMS_2	0.840			
	SPMS_3	0.889			
	SPMS_4	0.830			
	SPMS_5	0.795			
	SPMS_6	0.770			
	SPMS_7	0.860			
	SPMS_8	0.871			
	SPMS_9	0.820			
MO (Competitor oriented)	MOC _o _1	0.779	0.830	0.876	0.662
	MOC _o _2	0.768			
	MOC _o _3	0.865			
	MOC _o _4	0.817			
MO (Customer oriented)	MOC _u _5	0.811	0.872	0.892	0.684
	MOC _u _6	0.869			
	MOC _u _7	0.878			
	MOC _u _8	0.845			
	MOC _u _10	0.770			
Innovativeness	IN_3	0.790	0.641	0.801	0.557
	IN_4	0.719			
	IN_5	0.735			
Organizational learning (OL)	OL_1	0.680	0.762	0.841	0.572
	OL_2	0.831			
	OL_3	0.738			
	OL_4	0.767			
Customer focused strategy (CFS)	CFS_3	0.729	0.852	0.891	0.532
	CFS_4	0.677			
	CFS_5	0.704			
	CFS_6	0.738			
	CFS_7	0.810			
	CFS_8	0.630			
	CFS_9	0.740			
	CFS_10	0.769			

Table 3 Fornell-Larcker Criterion

Constructs	1	2	3	4	5	6
MO (Customer oriented)	0.820					
Strategic PMS	0.469	0.809				
MO (Competitors oriented)	0.428	0.625	0.836			
OL	0.510	0.568	0.480	0.747		
Innovativeness	0.399	0.440	0.359	0.521	0.750	
CFS	0.411	0.621	0.618	0.531	0.339	0.731

Structural (Inner) Model Assessment

The inner model investigation is carried out simultaneously as hypotheses are tested. In the following section, we test our hypotheses. There is a positive relation between strategic performance measurement systems and MO (competitors) (beta value = 0.469, $t = 5.460$) and MO (customers) (beta value = 0.431, $t = 4.561$). This study confirmed hypothesis H1. Based on outcomes, we assume that a strategic performance measurement system will help firms enhance their MO. Current business strategies would, therefore, be regulated and analyzed effectively with an efficient and applied strategic performance measurement system. The selection of strategies depends on the level of MO that the company could implement. Similarly, there is a positive relation between MO (Competitors) and CFS (beta value = 0.289, $t = 2.781$) and MO (customers) (beta value = 0.350, $t = 3.291$). This study supported hypothesis H2. Based on outcomes, we assume that MO assists firms to achieve CFS by playing their part in providing CA to firms. When an organization can satisfy market demand and meet altering market conditions, it has a higher possibility of attaining a CA and a higher profitability result. Accordingly, there is a positive relation between MO (Competitor) and OL (beta value = 0.452, $t = 4.809$) and MO (customer) (beta value = 0.199, $t = 2.039$). This study confirmed hypothesis H3. Based on the results, we assume that MO assists firms in the process of OL. In addition, MO (Competitors) and innovativeness demonstrated a positive relation (beta value = 0.339, $t = 3.330$) but not with MO (customers) (beta value = 0.152, $t = 1.209$). The findings are consistent with Hofmann and Völckner's (2007) research, concluding that MO assists organizations to concentrate more on the production of innovative goods and services and thus to attain a high output against competition. Moreover, OL and CFS have a positive relation (beta value = 0.209, $t = 1.989$). The explanation for this is that LO will assist the organization in finding and exploring innovative markets where competition is more effective and efficient, thus achieving more sustainable development and revising its strategies (Fadhilah et al., 2019; Morgan & Hunt, 1997). Lastly, hypothesis H6 is not supported. Innovativeness and CFS have a negative relation (beta value = -0.018, $t = 0.229$) as shown in Table 4. Furthermore, the findings are contrary to those of Gustafsson and Johnson (2003), who argue that innovativeness and CFS are positively related. In the light of Ulaga and Jacob (2008), it is concluded that the restricted extent of innovation significantly affects profits relative to innovation in organizations that deal mainly with real goods as the basic reason for the negative relation between innovativeness and CFS in FSS.

Table 4 Result of Structural Model

Relationships	beta value	t-value	Decision
SPMS -> MO (Customers)	0.431	4.561	Accepted
SPMS -> MO (Competitors)	0.469	5.460	Accepted
MO (customers) -> CFS	0.350	3.291	Accepted
MO (competitors) -> CFS	0.289	2.781	Accepted
MO (customers) -> OL	0.199	2.039	Accepted
MO (competitors) -> OL	0.452	4.809	Accepted

Relationships	beta value	t-value	Decision
MO (customers) -> Innovativeness	0.152	1.209	Rejected
MO (competitors) -> Innovativeness	0.339	3.330	Accepted
OL -> CFS	0.209	1.989	Accepted
Innovativeness -> CFS	-0.018	0.229	Rejected

Conclusion and Discussion

The aim of this research is to examine how implementing a strategic performance measurement system can enhance an organization's competitive advantage, leading to improved firm performance. Organizational strategy is efficient if the firm shows effectively how the strategic performance measurement system is efficiently implemented and what effects it will have on improving its organizational competitiveness, ultimately resulting in higher organizational efficiency (Wright et al., 2004). Current research explores how the relation of cause and effect among the constructs could assist the firm in attaining its strategic results. In a competitive market environment, an organization with a CA in FSS will constantly enhance its organizational efficiency and fulfill the needs of its customers (Kim et al., 2015). Moreover, according to the resource-based view theory, MO helps organizations enhance OL and generate innovativeness that contributes to innovative processes and products. The conclusion of this research is derived from empirical evidence obtained from a survey of 110 participants from both FSS and developing countries. By using smart partial least square, we examined the data. Research findings indicate that SPMS will enhance CFS via MO and OL. However, there is no direct relation between innovativeness and CFS. A strategic performance measurement system positively impacts MO, indirectly by being more customer-orientated or competitor-orientated. This research relates in many ways to the current study of the strategic performance measurement system as part of the management control system of firms. Firstly, most MA research analyzes the role of the management control system in organizational efficiency, mainly related to financial and non-financial areas (Blount et al., 2014; Wright et al., 2004). Existing literature on the effect of management control systems on organizational competitiveness is very limited and helps fulfill their strategic goals. This research fills the literature gap. In addition, as Ahrens and Chapman (2007) suggest, on a particular social 'site,' every social practice gets developed and formed. Therefore, social practices may have diverse results if they are built on another 'site.' Secondly, the research contribution is based on Ahrens and Chapman's (2007) role in strategic efficiency formation. This literature operates research on the management control system in the FSS setting involved in the service sector, as suggested in past research (Abdullah & Gorondutse, 2017). While competition in this sector is very strong and makes an important contribution to the world economy, there is little research in the field of MA on the FSS (Grossi et al., 2012). The current research relates primarily to MA in Asia and underdeveloped regions. Prior research was carried out in Western countries, and very limited research was carried out in underdeveloped regions, particularly in Asian countries (Durden & Harris, 2012; Vola et al., 2018). In addition, the current research adds to the study on improving MA in Asian countries. A sample of participants from FSS was used in the current research, limiting the results' applicability to the other sectors. This research has the potential to be replicated in manufacturing industries and concentrate on contrasting the findings of research in two different sectors. Despite the limitations described above, this research makes significant contributions to the theory and practice of MA.

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