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**STRATEGIC INNOVATION, CUSTOMER
RELATIONSHIP MANAGEMENT AND THE
PERFORMANCE OF SMES' IN YEMEN: THE
MODERATING ROLE OF INTELLECTUAL CAPITAL**

NAGWAN ABDULWAHAB MOHAMMED ALQERSHI



UUM

Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2019**

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YEMEN: THE MODERATING ROLE OF INTELLECTUAL
CAPITAL**



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ABSTRACT

The current study is the culmination of a number of years of research in the field of intellectual capital (IC), strategic innovation (SI) and customer relationship management (CRM) in relation to the pursuit of high performance in small and medium enterprises (SMEs). Against the background of the general theme, there is critical discussion of the performance of manufacturing SMEs in developing countries, in both theory and practice. This synthesis has led to a deeper understanding of the whole topic. Specifically, the current study fills the existing gaps in theory and practice by investigating the nature of the relationship between CRM, SI and SMEs' performance in the manufacturing industry of Yemen. It examines the moderating effects of IC on the relationship between CRM and SI and SME performance. A study relating IC and SI, CRM and SMEs' performance was designed. The survey method was used to collect data from 284 SMEs in the manufacturing industry of Yemen. Partial Least Squares-Structural Equation Modelling (PLS-SEM) was used to test the study's hypotheses. Results indicate that only three dimensions of CRM have a significant effect on SMEs' performance. SI has a significant effect on performance. The moderating effects of IC dimensions on the relationship between CRM dimensions and SI and SMEs' performance were examined. Results indicate that IC moderates the relationship between SI and firm performance; it also moderates the relationship between two CRM dimensions, technology based CRM (TCM) and CRM organization (CRMO) but not that between key customer focus (KCF) and CRM knowledge management (KM) and SME performance. The findings of this study offer important insights for owners and managers of SMEs, researchers and policymakers to further understand the effects of SI, IC and CRM on SMEs' performance. SMEs should also be encouraged to develop their CRM, SI and IC to improve their performance.

Keywords: Strategic Innovation (SI), Customer Relationship Management (CRM), Intellectual Capital (IC), SMEs' Performance.

ABSTRAK

Kajian ini merupakan kemuncak bagi penyelidikan yang bertahun-tahun dalam bidang modal intelek (IC), inovasi strategik (SI) dan pengurusan hubungan pelanggan (CRM) yang berkaitan dengan usaha pencapaian prestasi tinggi dalam perusahaan kecil dan sederhana (SMEs). Secara umumnya, terdapat perbincangan kritikal mengenai prestasi sektor pembuatan SME di negara-negara membangun, baik dari segi teori mahu pun amalan. Sintesis ini telah membawa kepada pemahaman yang lebih mendalam terhadap topik ini secara keseluruhannya. Kajian ini secara khususnya mengisi jurang yang ada dalam teori dan amalan dengan menyiasat sifat hubungan antara CRM, SI dan prestasi SME dalam industri pembuatan di Yaman. Kajian ini turut menyelidik kesan penyederhanaan IC dalam hubungan antara prestasi CRM dan SI dan SME. Satu kajian yang melibatkan dimensi IC dan SI dengan prestasi CRM dan SME telah direka bentuk. Kaedah kaji selidik digunakan untuk mengumpul data dari 284 SME dari industri pembuatan Yaman. Pemodelan Persamaan Berstruktur Kuasa Dua Terkecil Separa (PLS-SEM) digunakan untuk menguji hipotesis kajian. Keputusan menunjukkan bahawa hanya tiga dimensi CRM mempunyai kesan yang signifikan terhadap prestasi SME. SI mempunyai kesan yang signifikan terhadap prestasi. Kesan penyederhanaan dari dimensi IC pada hubungan antara dimensi CRM dan prestasi SI dan SME telah dikaji. Keputusan menunjukkan bahawa IC menyederhanakan hubungan antara SI dan prestasi firma; juga menyederhanakan hubungan antara dua dimensi CRM (TCM dan CRMO) tetapi bukan antara prestasi KCF dan KM dan SME. Penemuan kajian ini memberikan pandangan penting kepada pengurus SME, penyelidik dan penggubal dasar untuk lebih memahami kesan SI, IC dan CRM terhadap prestasi SME. SME juga perlu digalakkan untuk membangunkan CRM, SI dan IC mereka bagi meningkatkan prestasi.

Kata kunci: Inovasi Strategik (SI), Pengurusan Hubungan Pelanggan (CRM), Modal Intelek (IC), Prestasi SME.

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Sincerely yours

Nagwan

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LIST OF ABBREVIATIONS

PER	Performance
SI	Strategic Innovation
IC	Intellectual Capital
HC	Human Capital
RC	Relation Capital
SC	Structure Capital
CRM	Customer Relationship Management
KM	Knowledge Management
KCF	Key Customer Focus
TCM	Technology Based CRM
CRMO	CRM Organization
EU	European Union
OECD	Organization for Economic Cooperation and Development
SMEs	Small and Medium Enterprise
USAID	United State Agency for International Development
RBV	Resource based View
CMV	Common Method Variance
GoF	Goodness of Fit
AVE	Average Variance Extracted
CR	Composite Reliability
F ²	Effect Size
R ²	R-squared Values
SEM	Structural Equation Modelling
VIF	Variance Inflation Factor
SPSS	Statistical Package for the Social Science
PLS	Partial Least Squares
GDP	Gross Domestic Product
Q ²	Construct Cross validated Redundancy

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance is the heart of an organization and an important critical factor for efficacious management (Katzenbach & Smith, 2015). It is a recurrent theme in most branches of management, including strategic management, and is of interest to both academics and practising managers (Lichtenthaler, 2015; Venkatraman & Ramanujam, 1986). Performance refers to the level of success of the firm (Chelliah, Sulaiman & Yusoff, 2010). Suriati (2014) defined it as the capability of an organization to deal with the influence of all four processes, namely inputs, outputs, transformation and feedback.

The performance of Small and Medium Enterprises (SMEs), in particular, has attracted significant attention with their increase in exports, production, share of investment and value added (Kus, Bulak, Turkyilmaz & Pastuszak, 2017; OECD, 2017; Munir Ahmad & Alaskari, 2014). SMEs are major participants in economic development in both advanced and developing countries and are at the centre of growth in both (Muriithi, Kinuthia, Ngure Waithima, Kizito, Kiarie-Makara & Njuguna, 2017; Duval & Utoktham, 2014; Ates, Garengo & Bititci, 2013). They encourage economic growth by providing employment opportunities for rural and urban people, enabling flexibility and enhancing innovative practices through entrepreneurship and increasing international trade through diversification of economic activities. Their role in income generation and the economic growth of developing countries is especially important (Curran & Storey, 2016; Gunawan, Jacob & Duysters, 2016; Abdullah, Murphy &

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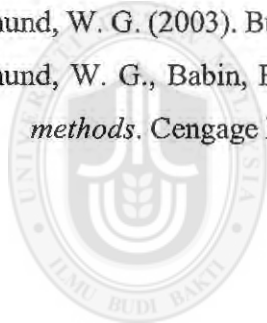
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Universiti Utara Malaysia

Appendix A:
Questionnaire

COVER LETTER



أستبيان

اعزائي :

السلام عليكم ورحمة الله وبركاته، وأسعد الله أوقاتكم بكل خير،،،

أنا / نجوان عبدالوهاب محمد ، طالب دراسات عليا برنامج الدكتوراه في (إدارة الأعمال) كلية إدارة الأعمال، جامعة أوتارا الماليزية، في ماليزيا. الاستبيان المرفق هو جزء من دراسة أجريها في الوقت الحالي لنيل درجة الدكتوراه ، حيث أن عنوان بحثي هو " الابتكار الاستراتيجي ،إدارة علاقات العملاء والأداء للمنشآت الصغيرة والمتوسطة في اليمن: الدور المعتدل لرأس المال الفكري". و عينة بحثي لملئ الاستبيان هم ملاك الشركات الصناعية الصغيرة والمتوسطة. وقد تم اختيار عينة عشوائية من مجموعة من الشركات للإجابة على هذا الاستبيان إيماناً مني بأهمية وجهة نظركم حول موضوع دراستي. وسأكون شاكراً لكم إذا تكرمتم بالإجابة على الأسئلة المتضمنة في الاستبيان بكل جدية ومهنية ، إن نجاح هذا العمل يتوقف على مدى تعاونكم وإخلاصكم في الإجابة، وللإشارة فكل المعلومات المقدمة سنحظى بالعناية الخاصة ،و إذا كنتم ترغبون في الحصول على ملخص لنتائج البحث عندما يكون جاهزاً يرجى مراسلتنا على العنوان المذكور اسفل للحصول على طلبكم.

مع خالص الامتنان وبالغ التقدير لتجاوبكم وإسهامكم في إنجاز هذا البحث العلمي،،،

مع اصدق التحايا

نجوان عبدالوهاب محمد

كلية ادارة الاعمال

جامعة أوتارا الماليزية، كدح/ ماليزيا.

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المشرف 1 : استاذ دكتور (البرفسور) زكريا بن عباس

المشرف 2: استاذ دكتور (البرفسور) ساني سنيوري محمد مختار

COVER LETTER



DEAR PARTICIPANTS,

I am a Doctor of Philosophy (Management) candidate at College of Business, Universiti Utara Malaysia, in Malaysia. In this program, all candidates are required to undertake a research thesis that examines a significant issue/problem relating to a field of Management. The issue I am investigating is the “Strategic Innovation, Customer Relationship Management and the Performance of SMEs in Yemen: The Moderating Role of Intellectual Capital”. The questionnaire of this survey should be filled out by owners of SMEs manufacturing firms of Yemen. Completion of the survey is voluntary and you may withdraw at any time without any consequence. Data collected will be anonymous, strictly confidential and will be kept in a secure place. If you are willing to participate, please read the questionnaire carefully and answer all questions to the best of your knowledge. If you would like to receive a summary of the research results when it is available, please send me a request to the address given below.

Kind Regards,

Nagwan Abdulwahab Mohammed

College of Business

Universiti Utara Malaysia, Sintok, Malaysia

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Supervisor I: Prof. Dr. Zakaria Bin Abas

Supervisor II: Prof. Dr. Sany Sanuri Mohammed Mukhtar

QUESTIONNAIRE

Please note that your responses are anonymous and confidential and will be used by the researcher only for the purposes of research. There are no rights or wrong answers. Please answer all questions to the best of your knowledge.

Section A: Demographic Information (القسم أ: المعلومات الديموغرافية)

A. Personal Characteristics of the Respondent (المعلومات و السمات الشخصية للمستجيب)

1. Age Range العمر : _____
 Less than 26 أقل من 26 سنة 26 to 30 years من 26 الى 30 سنة
 31 to 35 years من 31 الى 35 سنة above 35 years أكبر من 35 سنة
2. Your position المسمى الوظيفي : _____
3. Number or years working experience عدد سنوات الخبرة :
 Less than 5 years أقل من 5 سنوات Between 5 and 10 years بين خمس سنوات و عشر سنوات
 Between 10 and 20 years بين عشر و عشرون سنة Above 20 years أكثر من عشرون عاماً
4. Gender الجنس
 Male ذكر Female أنثى
5. Education المستوى التعليمي
 School certificate شهادة مدرسية Diploma دبلوم
 Degree بكالوريوس Postgraduate Degree دراسات عليا
 Others أخرى

B: COMPANY PROFILE (بيانات الشركة)

Please ticks (√) the most appropriate represent your organization الرجاء وضع اشارة صح على افضل خيار مناسب يمثل منظمكم

1. Name of company اسم الشركة

2. The number of employees in the organization عدد الموظفين :

- From 1 to 4 employees من 1 الى 4 موظفين
 From 5 to 9 employees من 5 الى 9 موظفين

3. Type of organization نوع المنشأة :

- Small صغيرة Medium متوسطة

Note: The following statement assess the performance of the firms. You are required to rate your organization in the last 3 Years. Please indicate your extent on perceived performance to the statement based on the scale provided:

The following scale is applied for all statements:

ملاحظة: الاسئلة التالية تقيّم أداء الشركة، أرجوا منكم تقييم أداء مؤسستكم خلال الثلاث السنوات الماضية، الرجاء وضع إشارة على المربع المناسب:
يتم تطبيق المقياس التالي على جميع العبارات: -

1
2
3
4
5
Much Lower **Lower** **Constant** **Higher** **Much Higher**

Section B: Performance الأداء

No.	Performance	ML منخفض جداً	L منخفض	C ثابت	H عالي	MH عالي جداً
1	Return on Investment. عائد الاستثمار.	1	2	3	4	5
2	Sales Volume. حجم المبيعات.	1	2	3	4	5
3	Market Share. الحصة السوقية.	1	2	3	4	5
4	Sales Growth. نمو المبيعات.	1	2	3	4	5
5	Innovative Products. منتجات مبتكرة.	1	2	3	4	5
6	Profitability Growth. نمو الربحية.	1	2	3	4	5
7	Cash Flow. التدفق المالي.	1	2	3	4	5
8	New Product Development. تطوير منتجات جديدة.	1	2	3	4	5
9	Research and Development Activates. أنشطة التطوير والبحوث.	1	2	3	4	5
10	Cost Reduction Program. برامج تخفيض التكلفة.	1	2	3	4	5

Note: Please indicate (by ticking the appropriate box) the extent to which you agree or disagree with each of the statements from captions "Strategic innovation, Customer Relationship Management, performance and Intellectual Capital".

The following scale is applied for all statements:

ملاحظة: الرجاء وضع اشارة (بوضع علامة على المربع المناسب) على البيانات المذكورة اسفل للعناوين "الابتكار الاستراتيجي، وإدارة علاقات العملاء، ورأس المال الفكري".
الجدول اسفل يشير الى جميع البيانات:-

1	2	3	4	5
غير موافق بشدة	غير موافق	متوسط	موافق	موافق بشدة

Section C: Intellectual Capital رأس المال الفكري

No.	Human Capital رأس المال البشري	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	The competence of the organization's employees as a whole is optimal (matching their work requirements and responsibilities). إن كفاءة موظفي منظمنا ككل تساوي المستوى الأمثل) بما يتناسب مع متطلبات عملهم ومسؤولياتهم	1	2	3	4	5
2	Our organization gets the most out of its employees when they cooperate with one another in team tasks. منظمنا تحصل على أقصى استفادة من موظفينا عندما يتعاونوا مع بعضهم البعض في مهام الفريق الواحد	1	2	3	4	5
3	Our organization's employees undergo continuous training programmes every year. موظفو منظمنا يخضعون لبرامج تدريبية مستمرة كل عام.	1	2	3	4	5
4	Our organization's employees continuously learn from others. موظفو منظمنا يتعلمون باستمرار من الآخرين.	1	2	3	4	5
5	The company devotes a lot of time and effort to updating and developing employees' knowledge and skills.	1	2	3	4	5

	تكرس الشركة الكثير من الوقت والجهد لتحديث وتطوير معارف الموظفين ومهاراتهم					
6	Our organization's market share has been improving over the past few years. الحصة السوقية لشركتنا تطورت في غضون السنوات القليلة الماضية	1	2	3	4	5
7	Our organization's employees are experts in their respective areas. موظفو منظمتنا هم خبراء في تخصصاتهم الخاصة	1	2	3	4	5
8	Our organization's employees generally give it their all, which makes the company different from others in the industry. موظفو منظمتنا عموما يعطونها كل ماوسعهم، الأمر الذي يجعل الشركة مختلفة عن الشركات الأخرى	1	2	3	4	5
9	Our organization's staff are highly professional. موظفي منظمتنا ذو احترافية عالية	1	2	3	4	5
No.	Relation-Capital رأس المال العائلي	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	Our organization is currently working on joint projects with many other organizations. تعمل منظمتنا حاليا على مشاريع مشتركة مع العديد من المنظمات الأخرى	1	2	3	4	5
2	Our organization has diverse distribution channels. لدى منظمتنا قنوات توزيع متنوعة.	1	2	3	4	5
3	A high ratio of the organization's business is done with strategic alliances. تتم نسبة عالية من أعمال المنظمة مع التحالفات الاستراتيجية	1	2	3	4	5

4	People from outside the organization are consulted when decisions are made within the company. يتم استشارة الاخرين من خارج المنظمة عندما يتم اتخاذ القرارات داخل الشركة	1	2	3	4	5
5	Our organization prides itself on being partnership oriented. تفتخر منظمتنا بأنها تسعى للشراكة	1	2	3	4	5
6	Our organization has greatly reduced the time it takes to resolve a customer's problem. خفضت منظمتنا إلى حد كبير للوقت الذي يستغرقه لحل مشاكل العملاء	1	2	3	4	5
7	It is important for the company to share knowledge with its partners. من المهم لمنظمتنا ان تتبادل المعرفة والخبرة مع شركائها.	1	2	3	4	5
8	Our organization gets feedback from customers under different circumstances. منظمتنا تحصل على الردود العائدة من العملاء في ظل الظروف المختلفة	1	2	3	4	5
9	Our organization has relatively complete data about the suppliers. منظمتنا لديها بيانات كاملة نسبيا عن الموردين.	1	2	3	4	5
10	Our organization continually meets customers to find out what they want. تجتمع منظمتنا باستمرار مع العملاء لمعرفة متطلباتهم	1	2	3	4	5
No.	Structure Capital رأس المال الهيكلي	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	Our organization has a well- developed reward system related to performance.	1	2	3	4	5

	منظمتنا لديها نظام المكافآت المتطورة المتعلقة بالأداء.					
2	Our organization supports employees constantly, by upgrading their skills whenever necessary. تدعم منظمتنا موظفيها باستمرار، من خلال رفع مستوى مهاراتهم كلما كان ذلك ضروريًا	1	2	3	4	5
3	Employees have sufficient influence over decisions made within in the organization. للموظفين تأثير كاف على القرارات المتخذة داخل المؤسسة.	1	2	3	4	5
4	Our organization continuously develops work processes. منظمتنا باستمرار تعمل على تطوير عمليات العمل.	1	2	3	4	5
5	Our organization continuously develops and re-organizes itself based on research and development. منظمتنا تطور باستمرار وتنظم نفسها على أساس البحث والتطوير	1	2	3	4	5
6	The systems and procedures of our organization support innovation. أنظمة و سياسات منظمتنا تدعم الابتكار	1	2	3	4	5
7	Our organization determines an appropriate and adequate budget for research and development. منظمتنا تخصص الميزانية الملائمة والكافية للبحث والتطوير	1	2	3	4	5

Section D: Strategic Innovation الإبتكار الإستراتيجي

No.	Strategic Innovation	SD	D	N	A	SA
		غير موافق بشده	غير موافق	متوسط	موافق	موافق بشده

1	Our organization always makes new products, or upgrade old products to meet consumer demands. منظمتنا دائماً تنتج منتجات جديدة، أو تحسن المنتجات القديمة لتلبية طلبات المستهلكين.	1	2	3	4	5
2	Our organization already uses new designs for branding and entire product categories to show the inner spirit and unique culture of the enterprise. تستخدم منظمتنا بالفعل تصاميم جديدة من العلامة التجارية ولأصناف المنتجات كافة لإظهار الروح الداخلية والثقافة الفريدة للمنظمة.	1	2	3	4	5
3	Our organization already centres research and development to revise product technology and product range. وضعت منظمتنا بالفعل مركز البحث والتطوير لمراجعة تكنولوجيا المنتجات وكافة ما يخص المنتجات	1	2	3	4	5
4	Our organization already develops incorporates a financial system in order to improve operational efficiency and reduce the costs and risk. قامت منظمتنا بالفعل بتطوير النظام المالي للشركة من أجل تحسين الكفاءة التشغيلية وتقليل التكاليف والمخاطر	1	2	3	4	5
5	Our organization makes improvements in the quality of some materials. قامت منظمتنا بتحسين بعض الصفات المادية في المنتجات	1	2	3	4	5
6	Our organization has already found new ways to deliver products that customers already use and appreciate, like direct sales, online store sales, supermarket sales, etc.	1	2	3	4	5

	<p>وجدت منظمتنا طرقا جديدة لتقديم المنتجات التي قد استخدمها العملاء واحبوها مثل البيع عن طريق الانترنت و البيع عبر المحلات او الدكاكين او البيع في السوبر ماركت وغيرها.</p>					
7	<p>Our organization already develops new marketing methods and ideas and ways of advertising, public relations, promotions, and pricing policy. طورت منظمتنا بالفعل طريقة تسويقية جديدة مثل الأفكار الجديدة وطرق الإعلان والعلاقات العامة والترويج وسياسة التسعير</p>	1	2	3	4	5
8	<p>Our organization has increased the use of high technology for transformation and flow of goods for <i>internal</i> efficiency, from the production stage to the end user. زادت منظمتنا من التكنولوجيا العالية لتحويل السلع، وتدفق الكفاءة الداخلية من مرحلة المنتجات إلى المستخدمين النهائيين</p>	1	2	3	4	5
9	<p>Our organization has already increased the use of high technology for transformation and flow of goods for <i>external</i> efficiency, from the production stage to the end user. زادت منظمتنا من التكنولوجيا العالية لتحويل السلع، وتدفق الكفاءة الخارجية من مرحلة المنتجات إلى المستخدمين النهائيين</p>	1	2	3	4	5
10	<p>Our organization improves new customer interaction channels, distribution systems or technological concepts based on some technological or systematic method. منظمتنا بالفعل تعمل على تحسين قنوات التفاعل بين العملاء الجدد أو نظام التوزيع أو المفهوم التكنولوجي</p>	1	2	3	4	5

	القائم على بعض الطرق التكنولوجية أو الطرق المنهجية.					
11	Our organization uses some methods to acquire goods or services at the best possible total cost. تستخدم منظمنا بالفعل بعض الطرق للحصول على السلع أو الخدمات بأفضل تكلفة ممكنة	1	2	3	4	5
12	Our organization already tries methods of advanced technology. حاولت منظمنا بالفعل الحصول على أساليب التكنولوجيا المتقدمة	1	2	3	4	5

Section E: Customer Relationship Management إدارة علاقة الزبون

No.	Key Customers Focus التركيز على الزبائن	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	Through on-going dialogue, we work with individual key customers to customize our offerings. من خلال الحوار المستمر مع عملائنا، نعمل مع العملاء الرئيسيين لتكييف عروضنا .	1	2	3	4	5
2	Our organization provides customized services and products to our key customers. توفر منظمنا خدمات ومنتجات مخصصة لعملائنا الرئيسيين.	1	2	3	4	5
3	Our organization makes an effort to find out what our key customers need. تبذل منظمنا جهودا لمعرفة ما يحتاجه عملائنا الرئيسيون	1	2	3	4	5

4	When my organization finds that customers would like a product to be modified, the departments involved make coordinated efforts to do so. عندما تجد منظمنا أن العملاء يرغبون في تعديل منتج ما، فإن الإدارات المعنية تنسق فيما بينها و تبذل جهودا للقيام بذلك	1	2	3	4	5
No.	CRM Organization تنظيم إدارة علاقة الزبون	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	Our organization has the sales and marketing expertise and resources to succeed in CRM. منظمنا لديها الخبرة في المبيعات والتسويق والموارد لتحقيق النجاح في إدارة علاقات العملاء.	1	2	3	4	5
2	Our employee training programmes are designed to develop the skills required for acquiring and deepening customer relationships. برامج تدريب الموظفين صممت لتطوير المهارات المطلوبة للحصول على تعميق و تقوية علاقات العملاء	1	2	3	4	5
3	Our organization has established clear business goals related to customer acquisition, development, retention, and reactivation. وضعت منظمنا أهداف عمل واضحة تتعلق باكتساب العملاء والتنمية والاحتفاظ بها، وإعادة تنشيطهم.	1	2	3	4	5
4	Employee performance is measured and rewarded based on meeting customer needs and on successfully serving the customer. يتم قياس ومكافأة أداء الموظفين بناء على تلبية احتياجات العميل وعلى خدمة العميل بنجاح.	1	2	3	4	5

5	Our organizational structure is accurately designed around our customers. تم تصميم هيكلنا التنظيمي بدقة بما يخص عملائنا	1	2	3	4	5
No.	Knowledge management إدارة المعرفة	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	Our organization's employees are willing to help customers in a responsive manner. إن موظفي منظمنا مستعدون لمساعدة العملاء بطريقة الاستجابة السريعة	1	2	3	4	5
2	Our organization fully understands the needs of our key customers via knowledge learning. منظمنا تفهم تماما احتياجات عملائنا الرئيسيين عبر ميل المعرفة بهم	1	2	3	4	5
3	Our organization provides channels to enable on-going, two-way communication with our key customers. توفر منظمنا قنوات لتمكين التواصل المستمر في اتجاهين مع عملائنا الرئيسيين.	1	2	3	4	5
4	Customers can expect prompt service from employees. يمكن للعملاء توقع خدمة سريعة من الموظفين.	1	2	3	4	5
No.	Technology-based CRM إدارة علاقة الزبائن القائمة على التكنولوجيا	SD غير موافق بشده	D غير موافق	N متوسط	A موافق	SA موافق بشده
1	Our organization has the competent technical personnel to provide technical support for the utilization of computer technology in building customer relationships.	1	2	3	4	5

	منظمتنا لديها الكوادر الفنية المختصة لتقديم الدعم التقني لاستخدام تكنولوجيا الكمبيوتر في بناء علاقات العملاء.					
2	Our organization has the right software to serve our customers. منظمتنا لديها البرمجيات المناسبة لخدمة عملائنا.	1	2	3	4	5
3	Individual customer information is available at the time. معلومات العملاء الفردية متاحة في أي الوقت.	1	2	3	4	5
4	Our organization maintains a comprehensive database of our customers. تحافظ منظمتنا على قاعدة بيانات شاملة لعملائنا	1	2	3	4	5

شكراً جزيلاً لكم Thank you very much for your cooperation



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Appendix B:

Correlation Matrix of the Exogenous Latent Constructs

Correlations

		Performance	CRM Organization	Human Capital	Knowledge Management	Key Customer Focus	Relation Capital	Structure Capital	Strategic Innovation	Technology based CRM
Pearson Correlation	Performance	1.000								
	CRM Organization	.473	1.000							
	Human Capital	.312	.172	1.000						
	Knowledge Management	.041	.343	.520	1.000					
	Key Customer Focus	.720	.478	.301	.207	1.000				
	Relation Capital	.315	.178	.686	.524	.293	1.000			
	Structure Capital	.320	.200	.771	.527	.303	.773	1.000		
	Strategic Innovation	.537	.654	.267	.341	.444	.268	.287	1.000	
	Technology based CRM	.655	.519	.385	.198	.650	.378	.392	.657	1.000

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Appendix C:

Group Descriptive Statistics for the Early and Late Respondents

Group Statistics

	RespTime	N	Mean	Std. Deviation	Std. Error Mean
CRMO	Early Response	234	3.083	1.03508	0.06766
	Late Response	50	3.44	0.79282	0.11212
HC	Early Response	234	3.278	0.87882	0.05745
	Late Response	50	3.103	0.90833	0.12846
KM	Early Response	234	3.208	0.82648	0.05403
	Late Response	50	3.315	0.92556	0.13089
KCF	Early Response	234	3.11	0.94733	0.06193
	Late Response	50	3.605	0.68715	0.09718
PEF	Early Response	234	3.395	0.90958	0.05946
	Late Response	50	3.5	0.79379	0.11226
RC	Early Response	234	3.287	0.85993	0.05622
	Late Response	50	3.1	0.86492	0.12232
SC	Early Response	234	3.138	0.76455	0.04998
	Late Response	50	2.986	0.80048	0.11321
SI	Early Response	234	3.168	0.91943	0.0601
	Late Response	50	2.96	1.0162	0.14371
TCM	Early Response	234	2.967	0.95259	0.06227
	Late Response	50	2.615	0.94249	0.13329

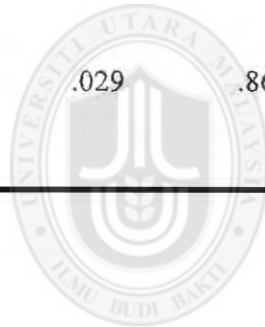
Appendix D:

Independent Samples T-test for Equality of Means Levens's Test for Equality of Variance

Independent Samples Test


			Levene's Test for Equality of Variances		t-test for Equality of Means						
			F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
CRMO	Equal variances assumed		10.277	.002	-2.298	282	.022	-.35709	.15537	-.66292	-.05127
	Equal variances not assumed				-2.727	88.717	.008	-.35709	.13096	-.61732	-.09687
HC	Equal variances assumed		.230	.632	1.276	282	.203	.17581	.13773	-.09530	.44692
	Equal variances not assumed				1.249	69.974	.216	.17581	.14072	-.10484	.45647
KM	Equal variances assumed		1.198	.275	-.811	282	.418	-.10667	.13158	-.36567	.15233
	Equal variances not assumed				-.753	66.712	.454	-.10667	.14161	-.38934	.17600
KCF	Equal variances assumed		15.686	.000	-3.501	282	.001	-.49496	.14139	-.77327	-.21665
	Equal variances not assumed				-4.295	93.635	.000	-.49496	.11523	-.72377	-.26615
PER	Equal variances assumed		3.242	.073	-.758	282	.449	-.10524	.13875	-.37834	.16787


	Equal variances not assumed			- .828	79.043	.410	-.10524	.12703	-.35809	.14762
RC	Equal variances assumed	.022	.881	1.397	282	.163	.18739	.13411	-.07659	.45138
	Equal variances not assumed			1.392	71.217	.168	.18739	.13462	-.08101	.45580
SC	Equal variances assumed	.596	.441	1.268	282	.206	.15226	.12011	-.08416	.38868
	Equal variances not assumed			1.230	69.410	.223	.15226	.12375	-.09459	.39910
SI	Equal variances assumed	3.205	.074	1.427	282	.155	.20838	.14598	-.07897	.49572
	Equal variances not assumed			1.338	67.209	.186	.20838	.15577	-.10253	.51929
TCM	Equal variances assumed	.029	.865	2.375	282	.018	.35188	.14814	.06028	.64348
	Equal variances not assumed			2.392	72.004	.019	.35188	.14712	.05861	.64515



Universiti Utara Malaysia

Appendix E:
Data Collection Letter from UUM

 **OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS**
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

 **UUM**
Universiti Utara Malaysia

Tel: 604-928 7101/7113/7130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
27 April 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that Nagwan Abdulwahab Mohammed (Matric No: 900597) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "*The Role of Intellectual Capital on the Relationship Between Strategic Innovation and CRM on Yemen SMEs Performance*" under the supervision of Prof. Dr. Zakaria B. Abas.


In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully


FADHINA BINTI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (900597)

Universiti Pengurusan Terkemuka
The Eminent Management University

