

The Implementation of Resource-Based View in Enhancing the Reputation of Dive Operators to Increase Dive Tourist's Trust in Indonesia

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As a country with the second longest coastline in the world, Indonesia has vast potential for marine tourism. Dive tourism, in particular, is one of the growing marine tourist industries along the archipelago. Subsequently, a management strategy is needed so that local operators earn good reputation as well as trust from tourists. The aim of this research is to analyse the RBV (resource-based view) effect on the reputation of dive trip operators as well as its impact on tourists' trust in Indonesia. The method employed in this research is the variable- or component-based structural equation modelling (SEM), which is the PLS (Partial Least Square), to verify the connection between variables. The result shows that RBV affects tourists' trust through the reputation of dive trip operators. However, RBV does not directly affect the trust. The results of this study have implications for the management of dive operators in Indonesia in that increasing trust relies on increasing reputation. To improve reputation, it is necessary to build on improvements in RBV implementation.

Key words: *Tourism, Dive Trip Operators, RBV, Reputation, Trust.*



Introduction

Tourism is a non-oil and gas industry that the Indonesian government has been encouraging as one source of foreign exchange. Geographically, Indonesia is an archipelago comprised of bigger islands and islets. Its coastline is the second longest after Canada. It is no wonder that marine tourism has the most potential for Indonesia as its underwater scenery is more than perfect for adventurous trips such as snorkelling and diving. In 2016, Indonesia was awarded “*The Best Beautiful Diving Destination*” at the Diving Resort & Travel Show in Taiwan. This proves that Indonesia has vast potential for marine tourism in general, and dive tourism in particular. Furthermore, the Ministry of Tourism of the Republic of Indonesia has been promoting the “Wonderful Indonesia” brand by establishing five different aspects: (i) Wonderful Nature; (ii) Wonderful Culture; (iii) Wonderful People; (iv) Wonderful Value for Money and; (v) Wonderful Culinary. Clearly, the aim of “Wonderful Indonesia” is to attract more tourists to take advantage of Wonderful Nature, especially dive tourism. Even though Indonesia has abundant natural resources for dive tourism as well as the government’s tireless effort to promote the Wonderful Indonesia brand, the problem related to Wonderful Nature is the lack of dive tourism. However, adventure trip packages such as dive trips can extend the length of stay in the dive destinations. Another challenge is that locally owned dive trip operators do not have the backing as do foreign-backed operators. What is interesting to observe is that the number of local dive trip operators in Indonesia is growing every year despite its decrease globally (Gunawan, 2014). Certification for dive trip operators is a standard requirement that they must have, considering that this kind of tourism requires a particular, professional treatment.

Dimmock and Musa (2015) explored a conceptual model - Scuba Diving Tourism System (SDTS) - which is a holistic view adopted to highlight central elements of scuba diving tourism (SDT). They specifically scrutinised key components in SDTS along with challenging issues in regards of sustainable SDT. Scuba divers, the oceanic environment, the host country, and the scuba diving tourism, as well as any related industry, are all fundamental elements for SDTS. Not surprisingly, it is the local residents who are often neglected as they are the number one stakeholders in the management and sustainability of SDT in their respective places. The concept suggested by Dimmock and Musa (2015) also shows that dive tourism is very likely to expand services by taking advantage of available natural resources. According to Barney & Clark (2007), a competition can be won if a company meets four important criteria: valuable natural resources, what they offer is rare, unimitable, and non-substitutable. If a company is able to show such natural resources and with adequate capability, customers feel and see it as a strong point; they will then evaluate and compare the company to other companies and, subsequently, reputation.

When a company optimises the natural resources as well as its capability, its reputation will form itself. Coulter (2002) mentions that the aim of RBV is to explain how internal natural resources of a company can bring it a sustainable success. Meanwhile, Caruna & Michael (2010) remark that one's perception towards a company is based on what they know or think about it. When a company is able to identify, develop, use, and maintain its unique natural resources, it can achieve a consistent success. Such consistency, then, establishes trust within customers' minds (Lo, 2012). With the competition between locally-owned and foreign-backed dive trip operators, local operators are challenged to succeed in the dive tourism industry. Indonesia, in general, has great dive tourism potential that local operators have not taken advantage of. Consequently, there is a need for a strategy so that local operators can earn a respectable reputation as well as tourists' trust. Based on the above, the aim of this research is to analyse the effect of RBV (resource-based view) on the reputation of Indonesian dive trip operators as well as its impact on tourists' trust.

Literature Review

Resource-based View

RBV focuses on a company's ability to maintain the combination of unique natural resources or to build in a similar way to its competitors. The difference in natural resources and the company's ability, compared to its competitors, provides a competitive advantage. The assumption of RBV is how a company can advantageously compete with other companies in managing its natural resources and based on its ability. The RBV theory states that a sustainable competitive advantage relies on valuable organisational resources, rare, unimitable, and non-substitutable (VRIN) in the organisational management that has policies and procedures to exploit natural resources (Barney & Clark, 2008; Kraaijenbrink, Spender & Groen, 2010).

Barney & Herstley (2008) explain another perspective in achieving success in competition through the VRIO frame (Value, Rareness, Imitability, and Organization). In this study, Barney (2008) replaces non-substitutable concept with organization concept. In certain business environments, organization resources play a key role in achieving competitive advantage. This, of course, relies on the assumption where the non-substitutable natural resources criteria, in regards to Barney's (2008) RBV is impossible to meet, or, in other words, the competitors have homogenous natural resources. A competitive advantage can be achieved by making use of the available natural resources and by identification through the VRIN or VRIO frame before adjusting it to the company's target. Newbert (2005) explains that there are several achievements that can be reached through RBV, such as the advantage to compete in heterogeneous natural resources, the advantage to compete organisationally, the advantage to compete conceptually and the advantage to compete in the dynamic of capability.

Reputation

In the business world, reputation is one of the most important factors for a company to be ahead of its competitors. Reputation is an important indicator of the company's success. As an intangible asset, it is complex (Basya, 2006) yet extremely valuable if managed well. According to Herbig, Millewicz, Golden in Loureiro & Elisabeth (2010), a company's reputation is basically an award achieved by the company due to its ability to develop and create new things to meet customer needs. According to Weiss in Lujun Su et al (2016), reputation is an integral trust or decision where a company is given the highest regard and honour. Caruana and Michael (2010) suggest that a customer's perception towards a company hinges on what they know or think about the company. Based on experts' discussions regarding reputation, it is now understood that if a company wants to build its reputation, it has to win customers' hearts.

Trust

Trust is accumulated and, just like digital technology, can increase productivity exponentially. Thus, there is a necessity to be proficient in building trust. Kotler and Keller (2012) express how important it is for a company to build customers' trust and confidence, and, therefore, their willingness to go after anything that the company has to offer in order to build a stronger and more personal relationship with its customers (Bejou and Palmer in John Egan, 2008). In keeping with Storbacka and Lehtinen (2008), trust is formed when one party makes the commitment and has confidence on the integrity and reliability of its partner. Costabile (2008) expresses that trust is a measurement of a company's reliability based on customers' perspective that leads to the transactional or interaction stage determined by the fulfilment of product performance and satisfaction expectations. Both definitions conclude that trust is a generalized hope, that one's word is reliable. Mitchell in Egan (2008) explains that customers' trust is a probity (the focus on trust, integrity, and reputation), equity (related to fair-mindedness and benevolence), and reliability (related to trustworthiness, accuracy, and consistency of a product or service expected from the warranty issued by a company).

Previous Researches

In regards to resource-based view, a company's reputation is an intangible asset (Michalisin, Smith, and Klein, 1997). A company's good reputation is a rare and valuable resource, and is also the source of competitive advantage in order to get an above average return (Barney, 1991). If a company's reputation is above average, then it can achieve superior profit (Dowling, 2001) that will boost its reputation. Trust can be developed in a buyer-seller relationship in any industry. Meanwhile, reputation is a value given by an individual or a customer to a company. It provides customers certainty about the company's ability, integrity, and

goodwill. Certainty helps establishing trust especially when all parties involved have never interacted beforehand that there is not enough knowledge regarding respective parties (McKnight, 2002). Marlien's (2010) research clarifies that reputation affects customers' trust.

Research Method

The method employed is quantitative with explanation research. The aim is to understand the mechanisms and processes that result in one variable causing another. This study is to test the hypothesis of a causal relationship between several variables with one or more variables. (Sugiyono, 2008; Abdullahi, Baba & Musa 2017).

Data

In this research, dive trip operators are spread out across different locations in Indonesia. Therefore, the sampling method determines the areas where the dive trip operators are located before they are chosen to be samples. The population in this study is dive operators in Indonesia. The data comprises 225 dive operators with 90 randomly sampled operators from various regions. A random cluster sampling technique was used as the sampling method. The whole population is subdivided into clusters, or groups, and random samples are then collected from each group. Cluster elements should be as heterogenous as possible. In other words, the population should contain distinct subpopulations of different types. (Scheaffer, Mendenhall dan Ott., 1996).

Methodology

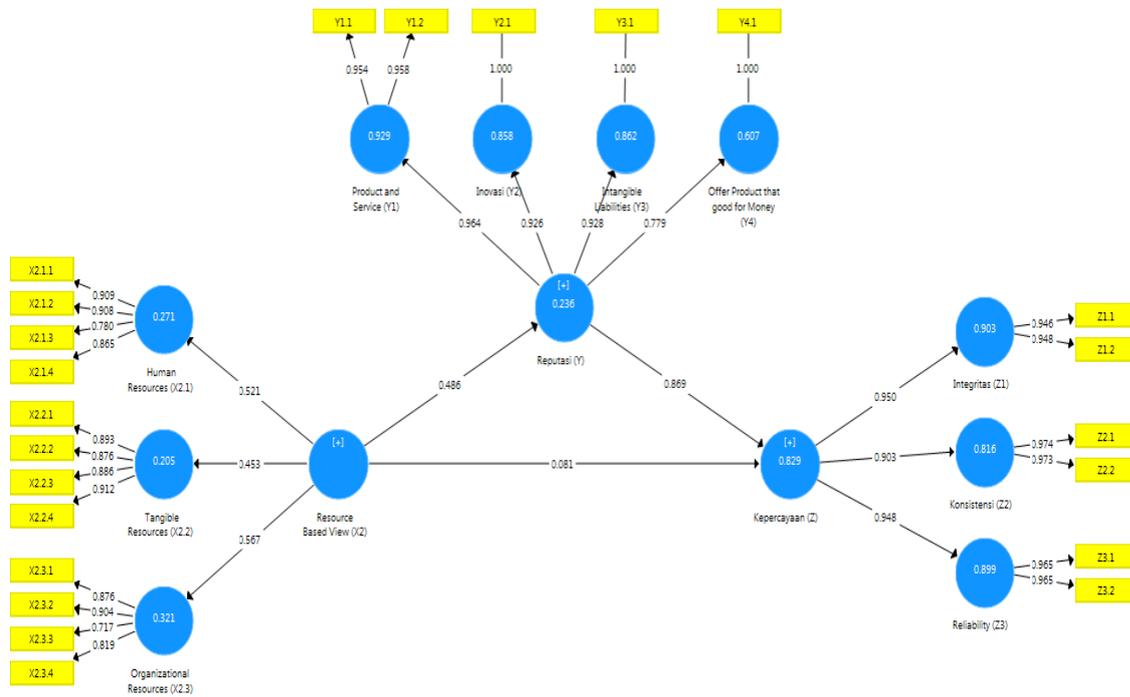
To obtain the primary data needed in the study, the data collection techniques used were questionnaire techniques, interviews and observations. The scale used in the questionnaires is Likert, with 1 to 5 as the standard scale. To fulfil the purpose of this study, PLS (Partial Least Square) was used.

Result

Partial Least Square (PLS) Analysis Result Evaluation of Outer Model

An outer model specifies the relation between latent variables with an indicator or its manifested variables. It defines how each indicator block connects with its latent variables. Below is an image of early calculation result processed with SmartPLS3.0 application.

Figure 1. The Impact of *Service Quality (X)* on *Reputation (Y)* and its impact on *Trust (Z)*



With regards to Figure 1 above, the values of the loading factor are all above 0.5 and, subsequently, all the examined variables can be used in the next analysis. Next, the outer model is tested, which covers the convergent validity (loading factor), composite reliability, and Cronbach's alpha.

a. Convergent Validity

Evaluating the model can be done by using the convergent validity on the reflective model by considering the value of the loading factor. Each observed variable is deemed valid if the value of the loading factor is above 0.5. Below are the loading factor values of the observed variables.

Table 1: Evaluation of Convergent Validity

Test Result		Test Criteria > 0.50
Indicators	Loading Factor	
X2.1.1 <- X2.1	0.909	Valid
X2.1.2 <- X2.1	0.908	Valid
X2.1.3 <- X2.1	0.780	Valid
X2.1.4 <- X2.1	0.865	Valid

X2.2.1 <- X2.2	0.893	Valid
X2.2.2 <- X2.2	0.876	Valid
X2.2.3 <- X2.2	0.886	Valid
X2.2.4 <- X2.2	0.912	Valid
X2.3.1 <- X2.3	0.876	Valid
X2.3.2 <- X2.3	0.904	Valid
X2.3.3 <- X2.3	0.717	Valid
X2.3.4 <- X2.3	0.819	Valid
Y1.1 <- Y1	0.954	Valid
Y1.2 <- Y1	0.958	Valid
Y2.1 <- Y2	1.000	Valid
Y3.1 <- Y3	1.000	Valid
Y4.1 <- Y4	1.000	Valid
Z1.1 <- Z1	0.946	Valid
Z1.2 <- Z1	0.948	Valid
Z2.1 <- Z2	0.974	Valid
Z2.2 <- Z2	0.973	Valid
Z3.1 <- Z3	0.965	Valid
Z3.2 <- Z3	0.965	Valid

With regards to Figure and Table 1 above, it can be confirmed that all loading factor values of the observed variables meet the requirement, which has to be bigger than 0.5. Appropriately, all variables are adequate to use in the model.

b. Evaluation of Average Variance Extracted (AVE), Composite Reliability and Cronbach Alpha

Table 2 below shows the average variance extracted (AVE), CR and Cronbach Alpha. Composite reliability calculates the internal consistency and its value has to be above 0.7. Below is the calculation result.

Table 2: Average Variance Extracted (AVE), CR and CA

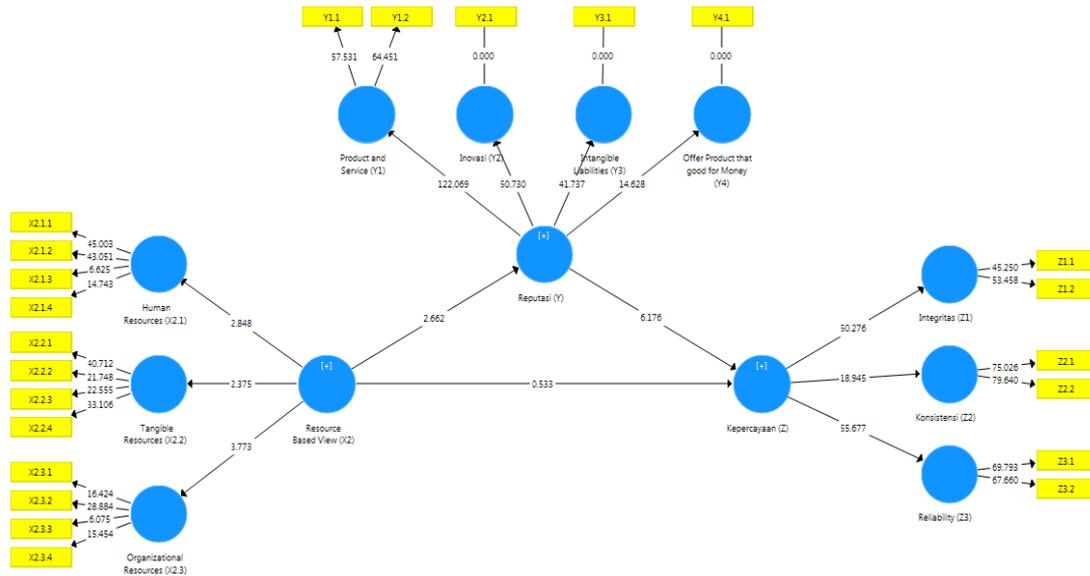
Dimensions	Average Variance Extracted (AVE)	Composite Reliability (CR)	Cronbach's Alpha (CA)
Human Resources (X2.1)	0.752	0.923	0.890
Tangible Resources (X2.2)	0.796	0.940	0.915
Organisational Resources (X2.3)	0.692	0.899	0.850
Product and Service (Y1)	0.914	0.955	0.906
Innovation (Y2)	1.000	1.000	1.000
Intangible Liabilities (Y3)	1.000	1.000	1.000
Offered Products that are Good for Money (Y4)	1.000	1.000	1.000
Integrity (Z1)	0.897	0.946	0.885
Consistency (Z2)	0.947	0.973	0.945
Reliability (Z3)	0.931	0.964	0.926
Service Quality (X)	0.783	0.977	0.975
Reputation (Y)	0.805	0.954	0.938
Trust (Z)	0.807	0.962	0.952

According to the ruling, the AVE value has to be above 0.5. The AVE shows that all latent variables have AVE values above 0.5 and that the model has sufficient convergent validity and can be tested further. Composite reliability value exists as each latent variable has value above 0.7 that all models have high reliability and can be tested further. The reliability test is enhanced with Cronbach's alpha where all expected values are above 0.7, dimensions and have high reliability and can be tested further.

Evaluation of Inner Model (Structural Model)

The inner model specifies relations between latent variables (structural model) that describes the relation between the variables based on the substantive theory.

Figure 2. The t-statistical value of the impact of *Service Quality* (X) on *Reputation*(Y) and on *Trust* (Z)



With regards to Figure 2 above, the t-statistical value of each indicator (the observed variable) is significant in calculating the dimension or the variable as also explained in the table below.

Table 3 : Evaluationon t-Statistical Value of Each Indicator

Test Result		Test Criteria > 1.96
Indicators	t-statistics	
X2.1.1 <- X2.1	45.003	Significant
X2.1.2 <- X2.1	43.051	Significant
X2.1.3 <- X2.1	6.625	Significant
X2.1.4 <- X2.1	14.743	Significant
X2.2.1 <- X2.2	40.712	Significant
X2.2.2 <- X2.2	21.748	Significant
X2.2.3 <- X2.2	22.555	Significant
X2.2.4 <- X2.2	33.106	Significant
X2.3.1 <- X2.3	16.424	Significant
X2.3.2 <- X2.3	28.884	Significant
X2.3.3 <- X2.3	6.075	Significant
X2.3.4 <- X2.3	15.454	Significant
Y1.1 <- Y1	57.531	Significant
Y1.2 <- Y1	64.451	Significant

Z1.1 <- Z1	45.250	Significant
Z1.2 <- Z1	53.458	Significant
Z2.1 <- Z2	75.026	Significant
Z2.2 <- Z2	79.640	Significant
Z3.1 <- Z3	69.793	Significant
Z3.2 <- Z3	67.660	Significant

With regards to Table 3 above, all t-statistical values are above 1.96 that the indicator blocks make positive and significant impact to reflect the variables. Next, the inner model is tested by calculating the R-square, testing the hypothesis, F-square, predictive relevance (Q-square value), and the Goodness of Fit (GoF).

a. R-Square Value and GOF

Table 4 below explains the co-efficiency determination on the Constructs endogen. The 0.75 R-square value concludes that the model is strong, 0.50 concludes that the model is moderate, and 0.25 concludes that the model is weak.

Table 4: Evaluation of R-Square Value and GOF

Constructs	<i>R-Square</i>	<i>Goodness of Fit (GoF) Index</i>
Resource-based View (X)	-	
Reputation (Y)	0.236	
Trust (Z)	0.829	

Based on the calculation above Table, it is known that

- The impact of *Resource-based View (X)* on *Reputation(Y)* is as much as 0.236 or 23.6%, while the remaining 76,4% is affected by other unobserved factors. The 0,236 r-square value is considered weak. Therefore, it is understood that RBV has a weak role in determining the reputation of dive trip operators. This implies that RBV is not the only factor that can strongly determine the reputation of dive trip operators.
- The impact of *Resource-based View (X)* on *Reputation (Y)* and on *Trust (Z)* is as much as 0.829 or 82.9%, while the remaining 17.1% is affected by other unobserved factors. The 0,829 r-square value is considered strong. Therefore, it is understood that even though service quality weakly impacts reputation, the reputation gained from RBV strongly implicates customers' trust.
- The GoF value is as much as 0.750, therefore, it belongs in the *large* category.

Hypothesis Testing
Simultaneous Hypothesis

The calculation of r-square value of *Service Quality* (X) effect on *Reputation* (Y) and its impact on *Trust* (Z) in the amount of 0,829.

Table 5: Testing of Simultaneous Hypothesis

Structural Model	R2	F-Statistics	H₀	Conclusion
<i>Service Quality</i> (X) effect on <i>Reputation</i> (Y) → <i>Trust</i> (Z)	0.829	143.015	Rejected	significant

With regards to Table 5 above, F table with $\alpha = 0.05$ and the degrees of freedom $v_1 = 2$ and $v_2 = 59$ ($n - (k + 1)$), is 3.153. As the value of $F_{\text{calculation}} > F_{\text{table}}$ ($144.029 > 3.153$) then H_0 is rejected, which means that *Resource-based View* (X) significantly affects *Reputation* (Y) and it significantly impacts *Trust* (Z).

Partial Hypothesis

Table 6 below shows partial test results:

Table 6: Testing of Partial Hypothesis

Structural Model	Path Coefficients	t-Statistics	H₀	Conclusion
<i>Resource-based View</i> (X) → <i>Reputation</i> (Y)	0.486	2.662	Rejected	Significant
<i>Reputation</i> (Y) → <i>Trust</i> (Z)	0.869	6.176	Rejected	Significant
<i>Resource-based View</i> (X) → <i>Trust</i> (Z)	0.081	0.533	Accepted	Not significant

Based on Table 6 above, it is known that:

- The *Resource-based View*(X) variable positively and significantly impacts the *Reputation* (Y) variable as the value of t-calculation is bigger than the t-table, which is 1.96 or 2.662 > 1.96. Even though RBV has weak impact on the reputation of dive trip operators, it plays a role in significantly increasing reputation. This can be defined that when service quality improves, the reputation of dive trip operators also improves significantly.

- The *Reputation* (Y) variable positively and significantly impacts the *Trust* (Z) variable as the value of t-calculation is bigger than the t-table, which is 1.96 or $6.176 > 1.96$. This can be defined that when the reputation of dive trip operators improves, customers' trust on the operators also improves significantly.
- The *Resource-based View* (X) variable positively yet not significantly impacts the *Trust* (Z) variable as the value of t-calculation is larger than the t-table, which is 1.96 or $0.533 < 1.96$. In regards to increasing customers' trust, RBV does not have any significant impact even though it has a positive effect.

Discussion

Coulter (2002) mentions that the purpose of RBV is to explain how a company's internal resources can bring it sustainable competitive advantage. According to Barney & Clark (2007), a competition can be won if a company meets four important criteria: valuable natural resources, what they offer is rare, un-imitable, and non-substitutable. If a company is able to show such natural resources and with adequate capability, customers can feel and see it as a strong point. The result of the research shows that RBV has a positive and significant, yet weak impact, on a company's reputation. Increasing trust plays an important role as the results show that reputation has a strong, significant, and positive effect on customers' trust. McKnight (2002) states that reputation assures customers of a company's ability, integrity, and goodwill, that even though service quality has a weak, yet significant, impact on reputation, it helps boosting tourists' trust in these operators. A company's reputation is deemed noteworthy when a customer believes it is a trustworthy brand as they feel safer and more secure in using its product or service (Dwyer and LaGace, 2007). In this regard, divers are able to rate the reputation of the operators. When dive trip operators have increased their resources capacity, they will slowly gain reputation, which will be followed by an increase in trust.

Conclusion

Based on the results above, it can be concluded that:

1. *RBV* positively and significantly affects the *Reputation* variable. Therefore, the applied RBV determines the reputation of dive trip operators;
2. *Reputation* positively and significantly affects the *Trust* variable. Therefore, customers' trust can be established through reputation;
3. *RBV* positively yet not significantly affects the *Trust* variable. Therefore, customers' trust cannot be established only through optimising the resources;



4. *RBV* positively and significantly affects *Reputation* and also significantly affects *Trust*. Therefore, customers' trust can be established through reputation and increased resource capability of the operators.

The results of this study have implications for the management of dive operators in Indonesia in that increasing trust relies on increasing reputation. To improve reputation, it is necessary to build on improvements in *RBV* implementation. Based on the results of the study, it is recommended that the development of reputation be prioritised around aspects of product and service, followed by the development of reputation in terms of intangible liabilities, innovation and offered products that are good for money. Meanwhile, the development of *RBV* implementation should be prioritised around aspects of organisational resources, followed by the development of human and tangible resources. Increasing the implementation of *RBV* has an impact on increasing reputation which, subsequently, has implications for increasing trust.

On the other hand, diving activities face risks such as climate change, tourism trends, pollution and many others. Therefore, good cooperation with the government, both central and regional governments – is needed to enhance the reputation of diving tourism in Indonesia. The government should also encourage the development of diving tourism by building easy access to destinations, driven by infrastructure development, and encouraging an increase in the quantity and quality of more adequate human resources to enhance the image of Indonesia's underwater world, so that those risks are not obstacles to diving businesses.



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