

Project title

**The Impact of customer service management in sales promotion in the
field of tourism in Malaysia**

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Dedication

I dedicate this work to my beloved family, whose unwavering support and love have been my foundation. to the soul of my dear father, whose strength and inspiration have shaped my journey, and whose love for knowledge continues to live in my heart.

To my beloved mother, the source of kindness and unwavering support, whose prayers and sacrifices have been my foundation.

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Abstract

Purpose:

This study explores the impact of customer service management on sales promotion within the tourism sector in Malaysia. It seeks to understand how customer service practices influence sales performance and to offer strategies for improving customer service management to boost sales effectiveness in the Malaysian tourism industry.

Methodology:

Employing a mixed-methods approach, this study combines qualitative interviews with tourism professionals to explore their experiences, alongside quantitative surveys to assess customer service practices and sales performance. Additionally, case studies and comparative insights from the tourism sector are integrated to provide contextual understanding.

Findings:

The findings reveal that effective customer service management—comprising elements such as responsiveness, problem-solving, and personalized service—plays a crucial role in enhancing sales promotion within Malaysia's tourism sector. High-quality customer service improves customer satisfaction, increases repeat business, and boosts sales effectiveness. Tourism operators who align their service strategies with Malaysia's cultural and operational context are more successful in driving sales.

Originality & Implication:

This research contributes to bridging the gap between customer service management and sales promotion in the tourism industry in Malaysia. It provides practical recommendations, such as service training programs and the adoption of digital tools, to improve customer service practices and promote sales growth. The findings also emphasize the importance of understanding cultural and organizational nuances in enhancing sales outcomes in the tourism sector.

Keywords:

Customer service management, sales promotion, tourism, Malaysia, customer satisfaction, sales effectiveness, sustainable growth.

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1. Chapter 1: Introduction

1.1. Research Background

In Malaysia, the tourism industry thrives on its rich cultural heritage, diverse landscapes, and vibrant urban centers, making it a magnet for global travelers. Central to sustaining this appeal is the strategic use of sales promotion strategies aimed at enhancing visitor experiences and maximizing economic impact. Sales promotions in Malaysian tourism not only aim to attract tourists but also aim to increase their spending and length of stay through targeted marketing initiatives and promotional campaigns. This research endeavors to examine the effectiveness of these sales promotion strategies within Malaysia's tourism sector, analyzing their influence on tourist behaviors, economic contributions, and the overall growth and sustainability of the tourism industry in the region.

Scholars have presented diverse perspectives regarding the integration of customer service management with sales promotion strategies in Malaysian tourism. Jusoh and Jamaluddin (2020) contend that effective customer service management plays a pivotal role in enhancing destination attractiveness through memorable visitor experiences, thereby complementing sales promotion efforts. They advocate for aligning customer service strategies with promotional activities as a critical approach to fostering sustainable tourism growth. In contrast, Lee and Wong (2018) posit that while customer service remains essential, its impact on sales promotion effectiveness necessitates nuanced considerations. Their qualitative research underscores the significance of personalized customer service approaches that cater to the diverse preferences and expectations of tourists to maximize the outcomes of promotional initiatives. These divergent viewpoints underscore the complexity and varied methodologies in integrating customer service management with sales promotion strategies within the context of Malaysian tourism (Jusoh & Jamaluddin, 2020; Lee & Wong, 2018).

Despite extensive research on integrating customer service management and sales promotion strategies across various contexts, the Malaysian tourism sector reveals significant gaps in the current literature. One crucial gap is the limited exploration of specific customer segments within Malaysian tourism. Understanding how different demographic groups respond to customized customer service and promotional approaches could offer nuanced insights into enhancing visitor satisfaction and bolstering economic impacts. Additionally, there is a noticeable lack of studies examining the incorporation of emerging technologies to enhance customer interactions and optimize sales promotion efforts in Malaysia's tourism industry. The absence of long-term sustainability metrics, beyond immediate economic benefits, also marks a substantial research gap. Investigating the environmental and social sustainability implications of customer service and promotional activities could provide a more holistic

understanding of their overall impact. Furthermore, comparative studies with global tourism destinations would provide valuable benchmarks and transferable insights into effective practices adaptable to Malaysian contexts. Achieving a balance between qualitative studies exploring visitor experiences and quantitative assessments of economic outcomes would further enrich knowledge and guide strategic decision-making in Malaysian tourism.

A critical challenge in current research on the integration of customer service management with sales promotion strategies in Malaysian tourism stems from significant gaps and constraints within the existing body of literature. These gaps are characterized by the insufficient exploration of specific customer segments, a notable absence of studies focusing on leveraging emerging technologies to enhance customer interactions and optimize sales outcomes, and a lack of comprehensive, long-term sustainability metrics that extend beyond immediate economic impacts. Moreover, there is a clear need for comparative analyses with global tourism destinations to establish benchmarks and identify adaptable best practices. Addressing these deficiencies is pivotal for developing more robust, sustainable strategies that can effectively meet the evolving demands of the Malaysian tourism industry.

This study holds substantial significance within the Malaysian tourism sector as it tackles crucial gaps in integrating customer service management with sales promotion strategies. By focusing on specific customer segments, leveraging emerging technologies, and establishing comprehensive sustainability metrics, this research aims to elevate visitor satisfaction levels, optimize economic impacts, and foster long-term sustainability in tourism. Comparative analyses with global tourism destinations will offer invaluable insights and adaptable best practices, crucial for devising robust strategies that can meet the evolving needs of Malaysia's tourism landscape. Ultimately, addressing these gaps not only promises to advance academic understanding but also promises practical insights to effectively manage and promote tourism initiatives in Malaysia.

1.2. Research Problem

The central focus of this research is to assess the effectiveness and seamless integration of customer service management within sales promotion strategies in Malaysia's tourism sector. Despite the acknowledged importance of customer service and sales promotion in enhancing visitor experiences and driving economic benefits, there remains a critical gap in understanding their specific interaction within Malaysia's diverse tourism landscape. Key

questions center on how the strategic alignment of customer service initiatives with sales promotion efforts can magnify their combined impact on tourist behavior and economic outcomes. Furthermore, the lack of comprehensive studies addressing Malaysia's unique cultural and regional complexities complicates the development of targeted, impactful strategies. Addressing these knowledge gaps is essential for formulating informed policies and practices that leverage customer service management to optimize sales promotion outcomes and sustainably support Malaysia's tourism growth (Jamal & Robinson, 2009).

1.2.1. Theoretical Gaps

Theoretical gaps in integrating customer service management with sales promotion strategies in Malaysia's tourism sector arise from a lack of cohesive frameworks explaining their combined impact. While existing research highlights the individual significance of customer service and sales promotion, there is a need for integrated theories that explore how different customer service approaches (such as personalized services and cultural sensitivity) interact with various sales promotion tactics (such as pricing strategies and loyalty programs) across Malaysia's diverse tourism landscape. Developing these frameworks is essential to provide insights into effective strategies that enhance both visitor experiences and economic outcomes.

1.2.2. Practical Gaps

Practical gaps in integrating customer service management and sales promotion strategies in Malaysia's tourism sector stem from inconsistencies in implementation and measurement. Variability in customer service standards among different establishments and regions hampers the effectiveness of sales promotion efforts aimed at boosting visitor satisfaction and spending. Moreover, the absence of standardized metrics to assess the impact of customer

service initiatives on sales outcomes complicates decision-making for tourism operators and policymakers. Addressing these practical gaps requires establishing uniform standards for customer service excellence, implementing clear evaluation criteria, and leveraging technology to streamline the alignment of customer service with sales promotion strategies in Malaysian tourism.

In what ways can the integration of customer service management with sales promotion strategies be refined to significantly improve visitor experiences and stimulate enduring economic growth across Malaysia's varied tourism destinations?

1.3. Research Significance

This study is crucial for Malaysian tourism as it addresses gaps in integrating customer service with sales promotions. By focusing on specific customer groups, using new technologies, and setting sustainability standards, it aims to improve visitor satisfaction, boost economic impact, and ensure long-term tourism sustainability. Comparative analyses with global practices will offer practical insights to enhance Malaysia's tourism management and competitiveness worldwide.

1.3.1. At the theoretical level

This study explores how integrating customer service with sales promotions can enhance Malaysian tourism. It focuses on different customer segments and innovative technologies to understand their impact on visitor satisfaction and economic outcomes. Establishing sustainability benchmarks aims to ensure long-term resilience in Malaysia's tourism sector.

Comparative analyses with global practices will provide insights for future research and policy in tourism management.

1.3.2. At the practical level

This research addresses gaps in integrating customer service with sales promotions in Malaysian tourism to improve visitor experiences and economic benefits. Tailoring strategies to specific customer groups and adopting new technologies promise operational efficiencies and better service. Setting sustainability standards aligns with global tourism trends, boosting competitiveness and attracting more international visitors. Insights from global comparisons will guide stakeholders in optimizing tourism practices to strengthen Malaysia's global tourism standing.

1.4. Research Questions

General Research Question:

- How does customer service management influence the success of sales promotion efforts in Malaysia's tourism industry?

Sub- Research Questions:

- 1- Which aspects of customer service management are most crucial for achieving successful sales promotions in the Malaysian tourism industry?
- 2- How does the quality of customer service influence customer loyalty and repeat purchases in response to sales promotions within Malaysia's tourism sector?
- 3- What obstacles do tourism businesses in Malaysia encounter when integrating customer service management with their sales promotion strategies?
- 4- In what ways does customer feedback contribute to refining and enhancing sales promotion strategies in the Malaysian tourism market?
- 5- What are the effects of customer service management on the return on investment (ROI) for sales promotion efforts in Malaysia's tourism sector?

1.5. Research Objectives

Main Research Objectives :

To investigate how customer service management affects the success and effectiveness of sales promotion strategies within the tourism industry in Malaysia.

Sub-Research Objectives:

1. To determine which customer service management practices are most effective in enhancing the outcomes of sales promotions in Malaysia's tourism sector.
2. To assess the impact of customer service quality on tourist engagement and responsiveness to sales promotions in the Malaysian tourism market.
3. To explore the challenges that tourism businesses in Malaysia encounter when aligning customer service management with their sales promotion strategies.

1.6. Research Hypotheses

Main Hypothesis: The implementation of effective customer service management practices has a positive effect on the success and effectiveness of sales promotion initiatives in Malaysia's tourism industry.

The first hypothesis: is that effective customer service practices, such as individualized attention and timely support, significantly improve the outcomes of sales promotions within Malaysia's tourism sector.

The second hypothesis: is that a higher level of customer service quality correlates with increased tourist engagement and a more favorable response to sales promotion activities in Malaysia.

The third hypothesis: is that tourism businesses in Malaysia that encounter difficulties in

aligning customer service management with their sales promotion strategies achieve less successful promotional results.

1.7. Research Model

The following figure shows the relationship between the research variables and the research hypotheses as follows:

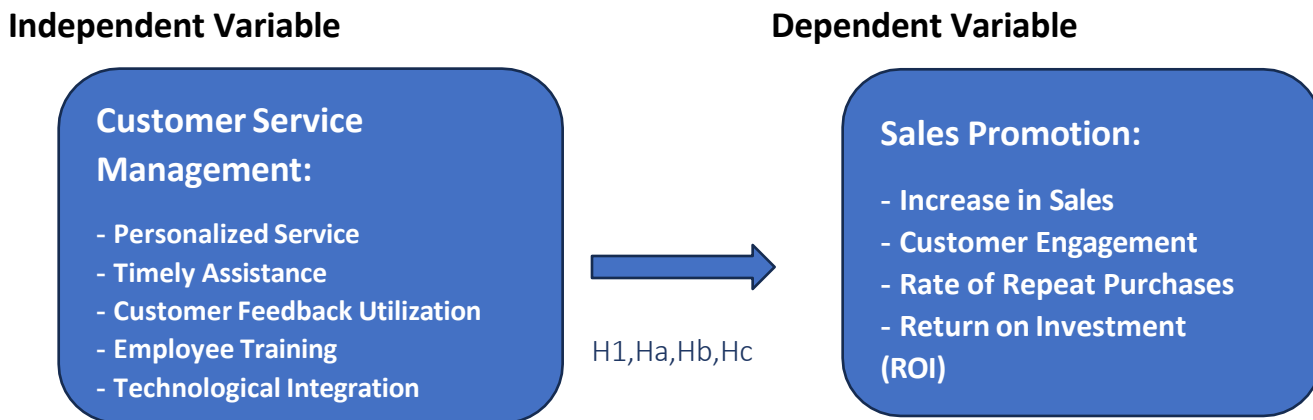


Figure (1) Designed by the researcher

1.8. Scope of The Study

The study aims to investigate the impact of customer service management on sales promotion within the Malaysian tourism industry, with a specific focus on Sikka Holidays. Headquartered in Kuala Lumpur, Sikka Holidays is a well-established and prominent travel and tourism company known for its comprehensive range of services. The company specializes in offering personalized travel solutions, including customized tour packages, expert travel consultancy, and various hospitality services tailored to the needs of both domestic and international tourists. By examining Sikka Holidays, this research seeks to shed light on how effective customer service management can influence the success of sales promotions within the tourism sector.

Services Offered by Sikka Holidays:

- **Customized Tour Packages:** Tailor-made travel itineraries designed to meet the specific interests and preferences of individual travelers or groups. These packages may include accommodation, transportation, guided tours, and various activities.
- **Travel Consultancy:** Expert advice and guidance on travel planning, including destination selection, itinerary creation, visa assistance, and travel insurance. This service helps clients make informed decisions and ensure a smooth travel experience.
- **Accommodation Booking:** Reservations for a range of lodging options, from budget hotels to luxury resorts, depending on the clients' preferences and budget.
- **Transportation Services:** Arrangements for various modes of transportation, including flights, private car rentals, airport transfers, and guided transportation for tours.
- **Adventure and Leisure Activities:** Organization of adventure and leisure activities such as hiking, diving, cultural excursions, and recreational experiences tailored to the interests of travelers.

1.9. The Project Structure

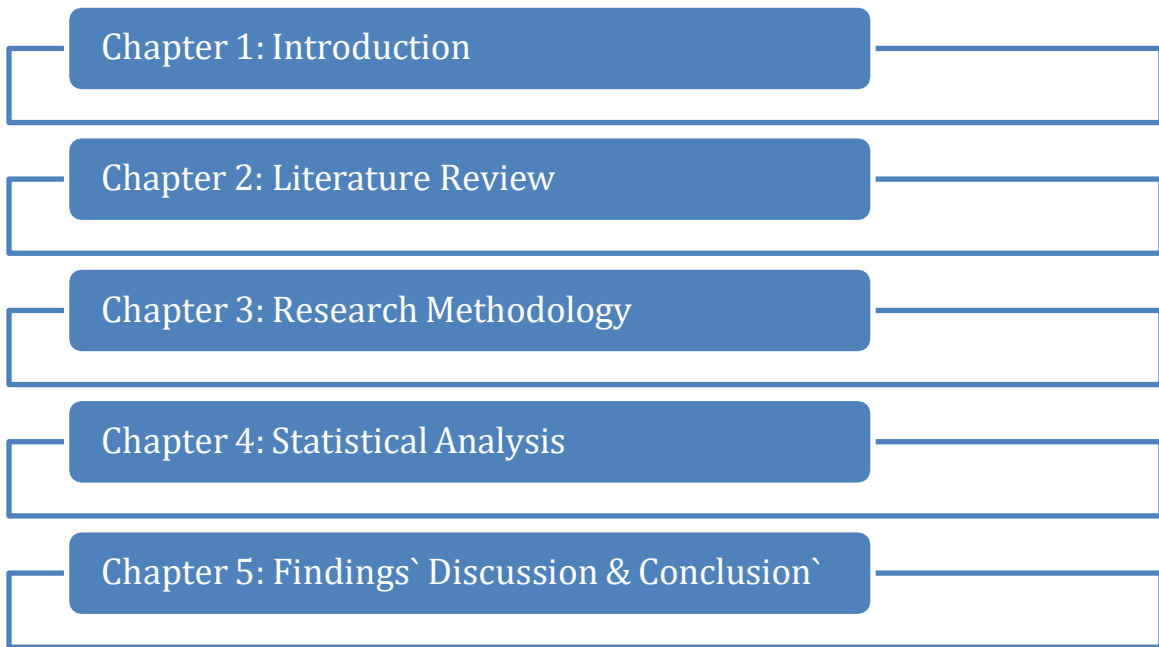


Figure (3) Designed by the researcher

2.Chapter 2: Literature Review

2.1. Introduction

In the competitive realm of Malaysia's tourism sector, the management of customer service is a fundamental factor influencing both customer satisfaction and promotional strategies. Malaysia, celebrated for its rich cultural heritage, stunning natural scenery, and dynamic urban landscapes, demands exceptional customer service to stand out in a crowded marketplace. Given that tourism is a major economic driver in Malaysia, comprehending the impact of customer service management on sales promotions is essential for businesses aiming to enhance their market position and boost revenue. This study seeks to explore the complex dynamics between customer service management and sales promotion within Malaysia's tourism industry, emphasizing how improvements in customer service can refine promotional activities and foster business growth.

The research is based on the understanding that outstanding customer service management not only enhances customer experiences but also plays a critical role in the success of sales promotions. In the intensely competitive Malaysian tourism market, marked by a diverse clientele and vigorous competition, the quality of customer service becomes increasingly crucial. Effective management of customer interactions—from the initial point of contact to after-visit support—can profoundly affect customer perceptions and their reactions to promotional offers. This study aims to investigate how various elements of customer service management, such as responsiveness, reliability, empathy, and assurance, influence the effectiveness of sales promotion strategies. The objective is to gain a detailed understanding of how enhancing customer service can improve the efficacy of promotional efforts and drive higher sales.

Conducting a thorough literature review is a vital component of this research. A literature review provides several key functions: it offers a comprehensive overview of existing knowledge, identifies gaps in current research, and establishes a theoretical foundation for new inquiries. In this study, the literature review will cover various aspects of customer service management and sales promotion, drawing from academic journals, industry reports, and case studies. It will present established theories and models related to these topics while also offering insights into best practices and empirical findings specific to the tourism industry. Engaging with existing research will help refine the research questions, guide methodological decisions, and ensure that the study contributes valuable insights to the field. Additionally, the review will facilitate comparisons between the study's findings and previous research, enhancing the understanding of how customer service management affects sales promotion in the Malaysian context.

The research will focus on several key variables: the quality of customer service, sales promotion strategies, and their interactions within Malaysia's tourism sector. Customer service quality will be assessed through various dimensions, including responsiveness—how promptly and effectively

service providers address customer inquiries and issues; reliability—the consistency and dependability of the service; empathy—the ability to understand and respond to customer needs and emotions; and assurance—the confidence customers have in the provider’s capability to deliver on promises. These dimensions are critical in shaping customer experiences and perceptions, which in turn impact their response to promotional efforts.

Sales promotion strategies represent another crucial variable, encompassing tactics such as discounts, special offers, limited-time promotions, and loyalty programs designed to attract and retain customers. This study will explore how the quality of customer service influences the effectiveness of these promotional strategies, aiming to uncover how high-quality service can enhance promotional outcomes such as increased customer engagement, higher conversion rates, and stronger brand loyalty.

Additionally, the research will examine how customer service quality interacts with sales promotion strategies, investigating how variations in service quality might impact the success of different promotional methods. For instance, the study will evaluate whether enhanced service quality can improve the effectiveness of discounts and special offers or make loyalty programs more appealing to customers. By analyzing these interactions, the research aims to provide actionable insights for tourism businesses looking to optimize their promotional strategies through improved customer service management.

2.2. The independent variable (Customer Service Management)

In the dynamic tourism sector of Malaysia, customer service management emerges as a crucial independent variable that significantly impacts sales promotions. Malaysia’s tourism industry, celebrated for its diverse cultural heritage, natural beauty, and vibrant cities, demands exceptional customer service to thrive in a competitive market. Understanding how customer service management influences sales promotions is vital for businesses aiming to enhance their market position and drive growth. This section delves into customer service management as an independent variable, examining its definition, evolution, dimensions, and theoretical frameworks.

Definition

Customer Service Management (CSM) refers to the strategic approach and practices used by organizations to oversee and improve interactions with customers throughout their engagement with a business. In the tourism industry, CSM encompasses the entire spectrum of service delivery, from pre-

arrival inquiries and booking processes to in-destination experiences and post-visit follow-ups. Effective CSM ensures that customer interactions are managed in a way that maximizes satisfaction, resolves issues promptly, and fosters long-term relationships.

CSM involves various activities, including training staff to handle customer interactions effectively, implementing systems to track and manage customer feedback, and developing strategies to enhance service quality. High standards in CSM not only improve the customer experience but also impact the success of sales promotions by influencing customers' perceptions and responses to promotional offers. Exceptional CSM is essential for building customer loyalty and enhancing the overall effectiveness of promotional strategies.

Development

The development of Customer Service Management reflects changes in customer expectations, advancements in technology, and evolving business practices:

1. **Early Practices:** Historically, customer service was often reactive, focusing on addressing complaints and resolving issues as they arose. Early practices in customer service management were centered on ensuring that basic service standards were met, without a structured approach to continuous improvement or customer satisfaction.
2. **Quality Management Era:** The latter part of the 20th century marked a shift towards formal quality management practices. Total Quality Management (TQM) and Six Sigma emerged as methodologies aimed at improving service quality through systematic approaches. TQM emphasized customer focus, continuous improvement, and data-driven decision-making, while Six Sigma introduced rigorous methods for reducing defects and enhancing service consistency. These practices laid the groundwork for modern customer service management by integrating quality control into service delivery.
3. **Technology Integration:** The advent of digital technologies and the rise of Customer Relationship Management (CRM) systems have transformed CSM. CRM systems enable businesses to track customer interactions, manage feedback, and personalize service offerings. The integration of artificial intelligence (AI) and data analytics further enhances CSM by allowing businesses to predict customer needs, automate responses, and improve service efficiency.
4. **Customer Experience Management:** In recent years, CSM has evolved to focus more on holistic customer experience management. Businesses now emphasize personalized service, emotional engagement, and real-time communication. The use of social media and online platforms has become integral to CSM, allowing for immediate feedback and interaction. Companies are increasingly adopting customer-centric strategies that prioritize creating exceptional experiences and fostering deeper connections with customers.

Dimensions

Customer service management can be evaluated through several key dimensions, each of which contributes to the overall effectiveness of service delivery and promotional success:

1. **Responsiveness:** Responsiveness measures how quickly and effectively service providers address customer inquiries, requests, and issues. In tourism, this includes the speed of handling bookings, resolving complaints, and providing on-site assistance. High responsiveness is critical for maintaining customer satisfaction and enhancing the effectiveness of sales promotions, as timely and effective responses can positively influence customers' perceptions and reactions to promotional offers.
2. **Reliability:** Reliability refers to the consistency and dependability of the service provided. It involves delivering services as promised and maintaining a high level of service consistency. For instance, a reliable tour operator ensures that travel arrangements are executed as advertised and that service quality meets established standards. Reliable service builds trust with customers, encourages repeat business, and enhances the effectiveness of promotional activities.
3. **Empathy:** Empathy involves understanding and addressing customers' individual needs and emotions. In the tourism industry, empathy is demonstrated through personalized service, attentiveness to preferences, and emotional support. Empathetic service providers can create meaningful connections with customers, tailoring promotional strategies to meet their specific needs and improving overall promotional effectiveness.
4. **Assurance:** Assurance encompasses the confidence customers have in the provider's ability to deliver on promises. It includes the competence, courtesy, and trustworthiness of the service staff. In tourism, assurance is crucial for building customer trust and satisfaction, which can positively impact the success of promotional activities. Customers who feel assured are more likely to respond positively to promotions and remain loyal to the service provider.

Theories

Several theoretical frameworks provide insights into the role of customer service management in shaping sales promotions:

1. **SERVQUAL Model:** Developed by Parasuraman, Zeithaml, and Berry (1988), the SERVQUAL model is a widely used framework for assessing service quality. It identifies five dimensions—tangibles, reliability, responsiveness, assurance, and empathy—that influence customer perceptions of service quality. The model helps businesses identify service gaps and improve service delivery, thereby enhancing the effectiveness of sales promotions.
2. **Customer Satisfaction Theory:** This theory posits that customer satisfaction is derived from the perceived quality of service relative to customer expectations. High service quality leads to increased satisfaction, which enhances customer loyalty and responsiveness to promotions. Satisfied customers are more likely to engage with promotional offers, recommend services,

and contribute to positive word-of-mouth.

3. **Expectation-Confirmation Theory (ECT):** Developed by Oliver (1980), ECT explains how customer satisfaction is influenced by the confirmation or disconfirmation of expectations. According to ECT, when service performance meets or exceeds expectations, customers experience higher satisfaction. This increased satisfaction can positively affect their response to promotional activities, making ECT a valuable framework for understanding the relationship between service quality and promotional effectiveness.
4. **Service-Dominant Logic (SDL):** Proposed by Vargo and Lusch (2004), SDL emphasizes a shift from a goods-centered view to a service-centered view of business. It highlights that value is co-created through interactions between service providers and customers. SDL underscores the importance of delivering personalized, high-quality service to enhance the overall value proposition and effectiveness of sales promotions.

By examining customer service management through these lenses, businesses in Malaysia's tourism sector can gain valuable insights into how effective service management can enhance the success of sales promotions and contribute to overall business growth.

Table (1): Studies of Customer Service Management

Customer Satisfaction Scale	Customer Loyalty Scale
* Overall satisfaction	How likely are you to:
* Expectancy disconfirmation (performance that falls short of or exceeds expectations)	* do most shopping for items at this store?
* Performance versus the customer's ideal product or service in the category	* recommend this store to friends, neighbors, and relatives?
	* shop at this store the very next time to buy items?
	* spend more than fifty percent of your budget at this store? (not used in this research)

	A	B	C	D	E
	Districts inside the border of Izmir City	Urban population of districts inside the border of Izmir City	Urban population of each districts inside the border of Izmir City /Total population of districts inside the border of Izmir City (%)	The number of customers to survey in each district	The number of customers to survey in each district – Rounded Value
1	Konak	411.112	15.07026475	60.281059	60
2	Bornova	402.453	14.75284901	59.01139604	59
3	Karşıyaka	304.220	11.15189034	44.60756136	45
4	Buca	412.639	15.12624048	60.50496192	60
5	Balçova	77.915	2.856155204	11.42462082	11
6	Gaziemir	121.255	4.444883518	17.77953407	18
7	Narlıdere	65.714	2.408899225	9.6355969	10
8	Bayraklı	306.427	11.23279305	44.9311722	45
9	Karabağlar	448.846	16.45349212	65.81396848	66
10	Çiğli	154.397	5.659780467	22.63912187	23
11	Güzelbahçe	22.990	0.842751821	3.371007284	3
	TOTAL	2.727.968	100	399.99	400

2.3. The dependent variable (Sales Promotion)

In the tourism sector of Malaysia, sales promotion serves as a critical dependent variable, significantly influencing the effectiveness and success of marketing strategies. As Malaysia's tourism industry thrives on its rich cultural heritage, scenic landscapes, and vibrant urban experiences, implementing effective sales promotion strategies is essential for attracting tourists and driving economic growth. This section delves into sales promotion as a dependent variable, covering its definition, evolution, key dimensions, and relevant theoretical frameworks.

Definition

Sales promotion refers to a set of marketing techniques used to boost the appeal of products or services by offering special incentives to customers. In the context of tourism, sales promotion involves strategies aimed at increasing tourist bookings and enhancing engagement through various promotional activities. These activities can include limited-time discounts, exclusive offers, and targeted marketing campaigns designed to capture customer interest and stimulate demand. The primary objective of sales promotion in tourism is to enhance visibility, encourage customer participation, and ultimately drive higher sales and bookings.

Development

The approach to sales promotion has evolved significantly over the years, adapting to changes in marketing practices and consumer behavior. This evolution can be outlined as follows:

1. **Early Approaches:** Historically, sales promotion was predominantly about straightforward tactics like discounts and special offers to attract customers. Traditional media, such as newspapers and television, were the primary channels used to communicate these promotions.
2. **Digital Transformation:** With the advent of digital technology, the scope of sales promotion expanded to include online platforms. Email marketing, social media campaigns, and online advertising became prominent tools for

reaching and engaging a broader audience. This shift allowed for more targeted and interactive promotions.

3. **Focus on Customer Experience:** More recently, the emphasis has shifted from merely offering discounts to enhancing the overall customer experience. Promotional strategies now aim to create personalized experiences and foster deeper connections with customers, thereby increasing brand loyalty and satisfaction.
4. **Data-Driven Strategies:** Advances in data analytics have transformed sales promotion by enabling businesses to track and evaluate promotional effectiveness with greater precision. This allows for more informed decisions regarding promotional tactics and helps in optimizing campaigns based on customer preferences and behavior.

Dimensions

The effectiveness of sales promotion can be assessed through several important dimensions, each playing a role in the success of promotional efforts:

1. **Discounts and Offers:** Offering financial incentives such as discounts or special packages is a fundamental aspect of sales promotion. In tourism, this could involve reduced prices for early bookings, special rates for group travel, or limited-time discounts on holiday packages.
2. **Loyalty Programs:** These programs are designed to reward repeat customers and encourage ongoing engagement with the brand. For tourism businesses, loyalty programs might include accumulating points for each booking that can be redeemed for future travel benefits or exclusive access to premium services.
3. **Digital and Social Media Campaigns:** Utilizing online platforms for promotion allows businesses to reach a wide audience and engage with potential customers directly. This includes targeted ads, content marketing, and interactive campaigns on social media to drive interest and bookings.
4. **Event-Based Promotions:** Organizing events such as travel expos, tourism fairs, or themed promotions can attract attention and generate excitement.

These events provide a platform for customers to experience the offerings firsthand and can significantly boost promotional effectiveness.

Theories

Several theoretical models provide insight into how sales promotion impacts consumer behavior and marketing effectiveness:

1. **Incentive Theory:** This theory posits that offering incentives, such as discounts or rewards, can motivate consumers to take action. By providing immediate value, sales promotions can accelerate purchase decisions and increase engagement.
2. **AIDA Model:** The AIDA (Attention, Interest, Desire, Action) model outlines the stages of consumer decision-making. Sales promotions are designed to capture attention, generate interest, create desire, and prompt action, making this model essential for structuring effective promotional campaigns.
3. **Consumer Behavior Theory:** This theory examines the factors influencing consumer choices and purchasing decisions. Sales promotions play a crucial role in shaping consumer behavior by influencing preferences and driving engagement with promotional offers.
4. **Marketing Mix Framework:** The marketing mix, which includes product, price, place, and promotion, integrates sales promotion as a key element. This framework emphasizes how effective sales promotion strategies can enhance the overall marketing mix and improve business performance.

By exploring sales promotion through these dimensions and theories, businesses in Malaysia's tourism sector can better understand how to design and implement effective promotional strategies. This understanding is crucial for maximizing the impact of promotions, driving customer engagement, and achieving growth in a competitive tourism market.

Table (2): Studies and practices of Project Management

Table VIII: Sales Promotion affects company sales volume

	Frequency	Percent	Valid percent	Communicative percent
Strongly agreed	30	36.6%	36.6%	36.6%
Agreed	45	54.9%	54.9%	91.5%
Undecided	6	7.3%	7.3%	98.8%
Disagree	1	1.2%	1.2%	100%
Total	82	100%	100%	

Source: Field survey 2010

2.4. The relationship between the independent and the dependent variables

The relationship between customer service management and sales promotion in Malaysia's tourism sector is intricate and multifaceted, reflecting a deep interaction that significantly influences promotional effectiveness and overall business outcomes. Customer service management, as an independent variable, encompasses a range of practices designed to enhance the customer experience, including service quality, responsiveness, personalization, and problem resolution. These factors collectively shape customers' perceptions and interactions with tourism services, directly impacting the effectiveness of sales promotions, which serve as the dependent variable. An extensive literature review reveals several key patterns, conflicts, and gaps in understanding this relationship, highlighting its complexity and the nuanced nature of its effects.

Patterns

A predominant pattern observed in the literature is the generally positive correlation between high-quality customer service and the success of sales promotions. Research consistently shows that exceptional customer service leads to increased customer satisfaction, loyalty, and engagement, which, in turn, enhances the receptivity to promotional offers. For instance, Wong and Law (2003) demonstrate that effective customer service strategies—such as personalized interactions and timely responses—result in higher levels of customer trust and satisfaction. This trust often translates into a more favorable response to sales promotions, as customers are more inclined to engage with offers from brands they perceive as reliable and attentive. Similarly, Ahmed et al. (2014) find that customer service management practices that exceed customer expectations can significantly amplify the impact of promotional campaigns. This enhancement is achieved by reinforcing the perceived value of the promotional offers and encouraging repeat business, thereby making promotions more effective.

Another pattern highlighted in the literature is the role of service quality in strengthening the effectiveness of sales promotions through increased customer loyalty. Studies by Parasuraman, Zeithaml, and Berry (1988) provide evidence that high service quality leads to enhanced customer satisfaction and loyalty, which are crucial for the success of promotional efforts. Loyal customers are not only more likely to respond positively to promotions but also to share their positive experiences with others, thereby extending the reach and effectiveness of promotional campaigns.

Conflicts

Despite these positive patterns, conflicts arise in understanding the relationship between customer service management and sales promotion. While high-quality customer service generally supports promotional effectiveness, the impact is not always consistent across different contexts and variables. Research by Jamal and Nasser (2002) suggests that even with excellent customer service, poorly targeted or irrelevant promotions may fail to achieve desired results. This

finding indicates that while customer service is a critical component, its effectiveness in boosting sales promotions is also dependent on the strategic design and execution of the promotional offers.

Additionally, conflicting evidence appears in studies such as those by Sweeney and Soutar (2001), which argue that the positive impact of customer service on sales promotions may diminish if service quality does not meet minimum expectations or if there is a disconnect between service quality and promotional messaging. For example, if the service quality does not align with the promotional promises made, customers may experience a sense of dissonance that undermines the effectiveness of the promotional offer. This suggests that the relationship between customer service and sales promotion is not solely additive but can be influenced by various moderating factors.

Gaps

The literature also reveals several gaps that suggest areas requiring further exploration to fully understand the dynamics of this relationship. One notable gap is the lack of research specifically addressing the Malaysian tourism context. Malaysia's unique cultural and demographic characteristics may influence how customer service management practices impact sales promotions. While studies like those by Mattila (2001) and Choi et al. (2004) offer some insights into regional differences, there is a need for more localized research to understand how Malaysia's diverse cultural and consumer behavior landscapes affect this relationship.

Additionally, there is a limited exploration of how specific aspects of customer service—such as the emotional intelligence of staff, the speed of service recovery, and the integration of technology—affect the efficacy of sales promotions. The literature often focuses on broad metrics like overall service quality and customer satisfaction, without delving into how individual service dimensions impact promotional outcomes. For example, research could benefit

from examining how proactive customer assistance or effective post-sale support influences the success of different types of promotions.

Another gap in the literature is the need for longitudinal studies that track changes over time. The evolving nature of customer expectations and the dynamic market conditions in the tourism sector necessitate research that explores how these changes impact the effectiveness of promotional strategies. Longitudinal studies could provide valuable insights into how shifts in customer behavior and preferences affect the relationship between customer service and sales promotions.

Furthermore, the measurement of customer service quality and its impact on sales promotions presents another area with significant gaps. Many studies use general metrics such as customer satisfaction, but there is a need for more detailed research that examines specific service dimensions and their individual effects on promotional outcomes. Understanding how different elements of service, such as the level of personalization or the speed of service recovery, impact the effectiveness of various promotional strategies could offer deeper insights into optimizing promotional approaches.

In summary, the relationship between customer service management and sales promotion in Malaysia's tourism sector is characterized by a generally positive correlation, where effective customer service enhances the impact of sales promotions. However, this relationship is influenced by various factors, including the design of promotional offers and market conditions, which can either amplify or attenuate the effectiveness of customer service. The literature reveals consistent patterns of positive impact but also highlights conflicts and gaps, particularly regarding contextual specifics and detailed service dimensions. Addressing these gaps through targeted and localized research can offer more precise guidance for enhancing the synergy between customer service and sales promotion, ultimately contributing to the growth and success of Malaysia's tourism industry.

2.5. Conclusion

In conclusion, the examination of the impact of customer service management on sales promotion within the Malaysian tourism sector underscores a complex and multifaceted relationship that significantly influences promotional effectiveness and overall industry success. The literature review reveals several key findings that illuminate this relationship. Firstly, high-quality customer service is consistently shown to positively impact the effectiveness of sales promotions. Studies indicate that exceptional customer service—characterized by responsiveness, personalization, and problem resolution—leads to increased customer satisfaction, trust, and loyalty. This enhanced customer perception, in turn, amplifies the receptivity to promotional offers, making them more effective. For instance, research by Wong and Law (2003) highlights that personalized and timely service fosters greater customer trust, which translates into a more favorable response to promotional campaigns. Similarly, Ahmed et al. (2014) demonstrate that service excellence enhances the perceived value of promotions, encouraging repeat business and maximizing promotional outcomes.

However, the literature also reveals notable conflicts and complexities. While high-quality service generally supports promotional effectiveness, its impact is not uniform across all contexts. The effectiveness of promotional offers is influenced by other variables, including the design and relevance of the promotions themselves. For example, Jamal and Nasser (2002) find that even the best customer service may not compensate for poorly targeted promotions. Furthermore, studies such as those by Sweeney and Soutar (2001) suggest that the impact of customer service on promotions can diminish if service quality falls short of customer expectations or if there is a mismatch between the service and promotional messaging. These conflicts highlight the need for a nuanced understanding of how service quality interacts with promotional strategies.

The review also uncovers several gaps in the literature that present opportunities for future research. One significant gap is the lack of localized

research focused specifically on the Malaysian context. Malaysia's diverse cultural and demographic landscape could influence how customer service practices affect sales promotions. More targeted studies are needed to explore how cultural and regional differences within Malaysia shape the customer service-promotional dynamics. Additionally, there is limited research on specific aspects of customer service, such as emotional intelligence, service recovery speed, and technological integration, and their impact on promotional effectiveness. Future research could benefit from examining these dimensions in detail to provide a more granular understanding of their influence on promotional strategies. Longitudinal studies are also needed to track changes in customer expectations and market conditions over time, offering insights into how these changes impact the relationship between customer service and sales promotions.

The overall contributions of this research to the field are significant. By highlighting the positive correlation between high-quality customer service and the effectiveness of sales promotions, this research underscores the importance of investing in service excellence as a means of enhancing promotional outcomes. It provides valuable insights for tourism businesses in Malaysia on how to align service management practices with promotional strategies to achieve optimal results. The findings advocate for a holistic approach to promotional planning that integrates high service standards with well-designed promotional offers. Moreover, the identification of research gaps and future directions helps to pave the way for further investigation, ultimately contributing to a more comprehensive understanding of the customer service-sales promotion nexus in the tourism sector. This research also emphasizes the need for localized studies and detailed analysis of service dimensions, which can inform best practices and strategies for enhancing promotional effectiveness in Malaysia's dynamic tourism industry.

In summary, this research contributes to the field by elucidating the complex interplay between customer service management and sales promotion, offering practical insights for industry practitioners, and suggesting avenues for future research. The emphasis on high-quality service as a driver of successful promotions, coupled with the identification of key research gaps, provides a

foundation for further exploration and improvement in the management of customer service and promotional strategies in the Malaysian tourism sector.

3. Chapter 3: Research Methodology

3.1. Introduction

In Malaysia's vibrant tourism sector, effective management of customer service is essential for driving sales promotions and enhancing the overall experience for visitors. The relationship between high-quality customer service and sales initiatives is crucial for building customer loyalty, encouraging repeat visits, and ultimately increasing revenue for businesses in the tourism industry. This research seeks to explore how different aspects of customer service management impact sales promotion strategies, thereby influencing the success of tourism enterprises in Malaysia.

To thoroughly understand this relationship, we will identify and define the key research variables relevant to our study. Each variable will be analyzed in detail, focusing on its operational definitions and the methods used to measure, observe, or manipulate it. This structured approach will clarify the mechanisms involved and guide the development of effective customer service strategies that can enhance sales performance in the tourism sector.

In the following sections, we will outline the specific variables under investigation, laying the groundwork for our analysis of how customer service management can serve as a driving force for sales promotion in Malaysia's tourism industry.

3.2. Operational definitions for research variables

In research, operational definitions are critical for ensuring clarity and specificity concerning the variables under examination. In this study focused on the impact of customer service management on sales promotion within Malaysia's tourism sector, operational definitions will specify the methods for measuring, observing, or manipulating each variable. This precision is essential for producing results that are consistent, reliable, and valid. By establishing clear criteria for each variable,

researchers can effectively assess relationships and draw meaningful conclusions. Furthermore, well-defined operational definitions enhance the study's replicability, allowing future researchers to build on these findings and further explore the dynamics of customer service in tourism.

1. Customer Service Management (The independent variable)

Customer service management refers to the strategic approach and set of practices that tourism businesses utilize to ensure high-quality service and improve customer satisfaction. This includes essential elements such as responsiveness to customer inquiries, overall service quality, effective communication, and the management of customer relationships. To measure this variable, customer service management will be evaluated using a combination of customer satisfaction surveys and assessments of service quality, such as the SERVQUAL model, which identifies gaps between customer expectations and their actual experiences. Additionally, observational methods will be employed to examine staff interactions with customers during service delivery and promotional activities.

2. Sales Promotion (The Dependent Variable)

Sales promotion encompasses the strategic activities and tactics that tourism businesses implement to boost sales and enhance customer engagement. This includes a range of initiatives such as discounts, promotional packages, loyalty programs, and targeted marketing campaigns aimed at attracting and retaining customers. To operationalize this variable, key performance indicators (KPIs) will be employed, including metrics like sales growth, customer acquisition rates, and the effectiveness of promotional efforts assessed through customer feedback and sales data analysis. Furthermore, monitoring changes in customer behavior during promotional periods will yield valuable insights into how customer service management impacts the effectiveness of sales promotions. Through this examination, the study seeks to understand the influence of customer service management on sales promotion strategies within the Malaysian tourism sector.

3.3. Research design (research onion)

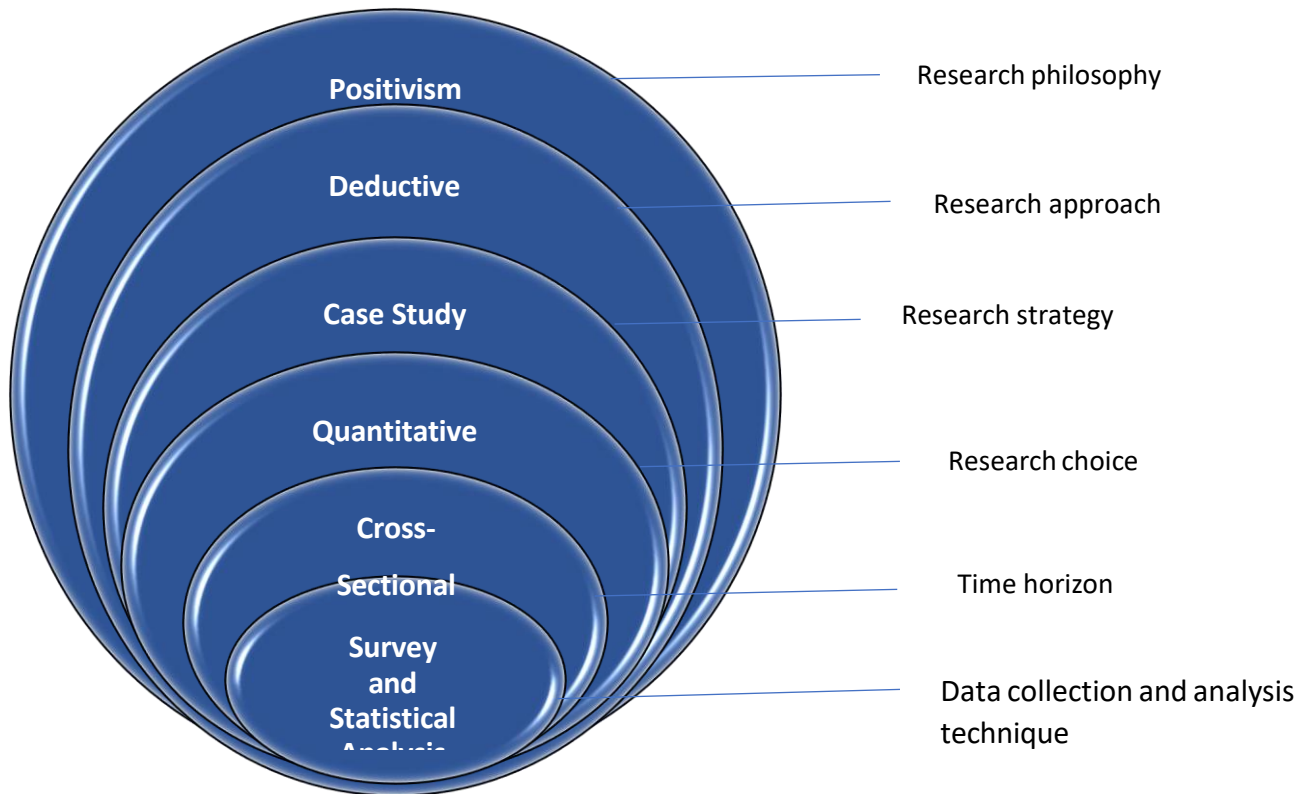


Figure (2) Designed by the researcher

3.4. Research population & Sampling methods and technique

In any research study, defining the population and employing suitable sampling methods are crucial steps that significantly influence the validity and reliability of the findings. The research population consists of the entire group of individuals or entities that the study aims to understand or draw conclusions about. In this context, the population includes customers and staff of tourism businesses in Malaysia, with a specific focus on those involved in customer service management and sales promotion activities.

To effectively gather data from this population, researchers must select an appropriate sampling method that captures the diversity and characteristics of the larger group. Sampling techniques can vary widely, including probability sampling methods, such as stratified or random sampling, which provide a more representative sample, and non-probability methods, such as convenience sampling, which may be easier to implement but can introduce bias.

In this section, we will outline the specific sampling models and techniques employed in this study, explaining the rationale behind their selection and how they will be applied. This approach will ensure a robust and reliable dataset for analyzing the impact of customer service management on sales promotion strategies within the Malaysian tourism sector. By carefully considering the population and sampling methods, the study aims to generate insights that can inform best practices in customer service and sales promotion.

Research Population

Sector or company name	Classifications	Number of employees
Travel Company (Sikka Holidays)	Tourism and Entertainment Services	7

Table (3) Designed by the researcher

Research Sample

The research sample	Sample Number
Leaders and team members involved in project management	30

Table (4) Designed by the researcher

Sampling Method & Techniques

The sampling method is Probability, and the sampling techniques is Simple Random Sampling.

3.5. Data collection method

Research Tools for Data Collection

This section describes the research tools employed to gather quantitative data through questionnaires. The study focuses on measuring essential research variables related to customer service management and sales promotion in Malaysia's tourism sector. It is organized into two subsections, each outlining the

dimensions of the variables along with the number of questions included for each dimension. These tools will offer valuable insights into the influence of customer service practices on sales promotion strategies and customer engagement within the Malaysian tourism industry.

Independent Variable (Customer service management)

Variable	Variable Dimensions	Number Of Statements	Source
Customer service management	(First dimensions) Customer Service Quality	4	Kursunluoglu, E. (2011)
	(Second dimensions) Customer Loyalty	4	
	(Third dimensions) Customer Experience	4	

Table (5) Designed by the researcher

Variable	Variable Dimensions	Number Of Statements	Source
sales promotion	(First dimensions) Awareness of Promotions	4	Odunlami, I. B., & Ogunsiji, A. (2011)
	(Second dimensions) Impact on Purchasing Behavior	4	
	(Third dimensions) Customer Engagement	4	

Dependent Variable (sales promotion)

Table (5) Designed by the researcher

In summary, this comprehensive framework for data collection will ensure that the research accurately captures the dynamics between customer service management and sales promotion. By enabling a detailed analysis of the relationships involved, the study seeks to provide valuable insights into how effective customer service practices impact sales strategies and enhance customer engagement within the Malaysian tourism sector.

3.6. Types of data

This section outlines the sources utilized in this research to meet its objectives, with a specific focus on customer service management and sales promotion within the tourism sector in Malaysia.

Primary Data

Primary data consists of information gathered directly from original sources for this study. This data is reliable and directly addresses the research question. The methods for collecting primary data include questionnaires and interviews designed to capture insights from customers and staff involved in customer service and sales promotion activities. This approach aims to gather realistic and relevant data that enhances our understanding of the dynamics of customer service management in the Malaysian tourism industry.

Secondary Data

Secondary data refers to information that has been previously collected and analyzed by other researchers. This type of data serves as a supplementary analysis to the primary data and is used for purposes beyond the immediate research focus. In this study, secondary data will provide important context and background on existing literature related to customer service management and sales promotion. Potential sources include academic books, journal articles, reports, and studies that

will inform the research and bolster the analysis of primary data.

3.7. Statistical analysis procedures

Once the data has been collected, it is essential to analyze the information to derive meaningful conclusions. This study will utilize the Statistical Package for the Social Sciences (SPSS), specifically version 28, for data analysis. Descriptive statistics will be employed to conduct a sample profile analysis, allowing researchers to gain insights into the demographics, preferences, and other relevant characteristics of the customers and staff involved in customer service and sales promotion activities in the tourism sector.

In addition, conducting validity and reliability tests is crucial to ensure the accuracy and consistency of the collected data. Validity will be assessed through exploratory factor analysis, which will help determine whether the research instruments effectively measure the intended constructs. Reliability will be evaluated using Cronbach's Alpha, which assesses the consistency of results over time. Through these analyses, the study aims to provide a thorough understanding of how customer service management influences sales promotion strategies within the Malaysian tourism industry.

3.8. Conclusion

This chapter has outlined the research methodology employed to investigate the impact of customer service management on sales promotion within the tourism sector in Malaysia. It established a comprehensive framework for analysis by defining key research variables and utilizing both primary and secondary data collection methods to create a reliable dataset.

The integration of questionnaires and statistical analysis tools enhances the validity and reliability of the findings, aiming to reveal valuable insights that can inform effective customer service practices and sales promotion strategies. Ultimately, this chapter provides a solid foundation for further analysis, contributing significant

knowledge to both academic literature and practical applications in the Malaysian tourism industry.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study, which were analyzed using SPSS version 28. The chapter includes descriptive statistics for the sample under study, generated through SPSS version 28. It also covers the testing of the validity and reliability of the questionnaires used to collect the required data from the study sample. To test the research hypotheses and assess the suitability of the model, simple linear regression analysis was conducted using SPSS version 28.

4.2. Sample profile (descriptive statistics for research sample)

The study sample was categorized based on various personal and professional characteristics. Frequencies and percentages were calculated for the sample members and are represented through the following demographic information:

Gender: (Male, Female, Prefer not to say).

Age: (Under 25, 25-34, 35-44, 45-54, 55 or older).

Educational Qualification: (High School or equivalent, Bachelor's Degree, Master's Degree, Doctorate (PhD), Other).

Years of Experience in the Non-Profit Sector: (Less than 1 year, 1-3 years, 4-6 years, 7-10 years, More than 10 years).

Organizational Title: Department Manager, Section Head, Administrative/Staff Member).

The following tables, charts, and paragraphs illustrate the classification of the study sample as follows:

Variable	Variable classes	The number	Percentage of the total sample
Gender	Male	6	20.0
	Female	24	80.0
	Total	30	100.0
Age	Under 25	21	70.0
	25-34	7	23.3
	35-44	1	3.3
	45-54	1	3.3
	Total	30	100.0
Educational Qualification	High School or equivalent	12	40.0
	Bachelor's Degree	5	16.7
	Master's Degree	7	23.3
	Doctorate (PhD)	3	10.0
	Other	2	6.7
	Total	30	100.0
Years of Experience in the Non-Profit Sector	Less than 1 year	12	40.0
	1-3 years	7	23.3
	4-6 years	7	23.3
	7-10 years	3	10.0
	More than 10 years	1	3.3
	Total	30	100.0
Organizational Title	Department Manager	16	53.3
	Section Head	5	16.7
	Administrative/Staff Member	9	30.0
	Total	30	100.0

Table (7) was designed by the researcher based on the statistical results of the field study

Regarding the distribution by gender, the statistical results show that the number of females in the sample significantly exceeded the number of males. The number of females reached 24 individuals, representing 80.0% of the total sample, while the number of males was 6 individuals, accounting for 20.0% of the total sample. This distribution is illustrated in the following chart:

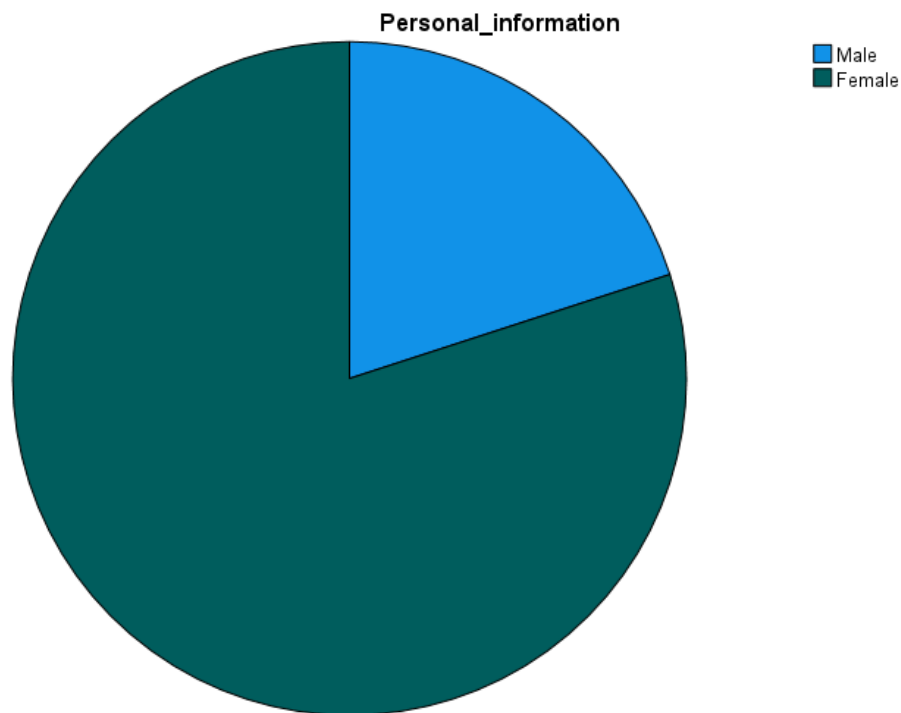


Figure (4) Designed by the researcher based on the statistical results of the field study

For the age distribution, the majority of the sample, 21 individuals (70.0%), were under the age of 25. The second largest group consisted of 7 individuals (23.3%) in the 25-34 age range. The remaining 2 individuals (6.6%) were in the 35-44 and 45-54 age groups, each representing 3.3%. This distribution is illustrated in the following chart:

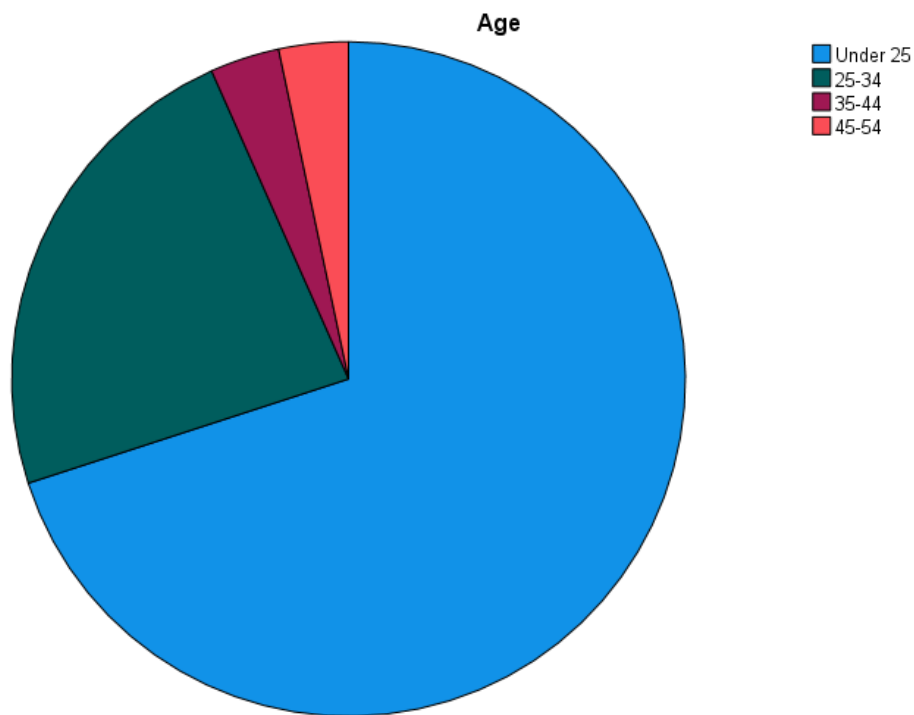


Figure (5) Designed by the researcher based on the statistical results of the field study

Regarding educational qualifications, the most common qualification was high school or equivalent, held by 12 individuals (40.0%). Seven individuals (23.3%) had a master's degree, followed by 5 individuals (16.7%) with a bachelor's degree. Three individuals (10.0%) held a doctorate (PhD), and 2 individuals (6.7%) had other qualifications. This distribution is illustrated in the following chart:

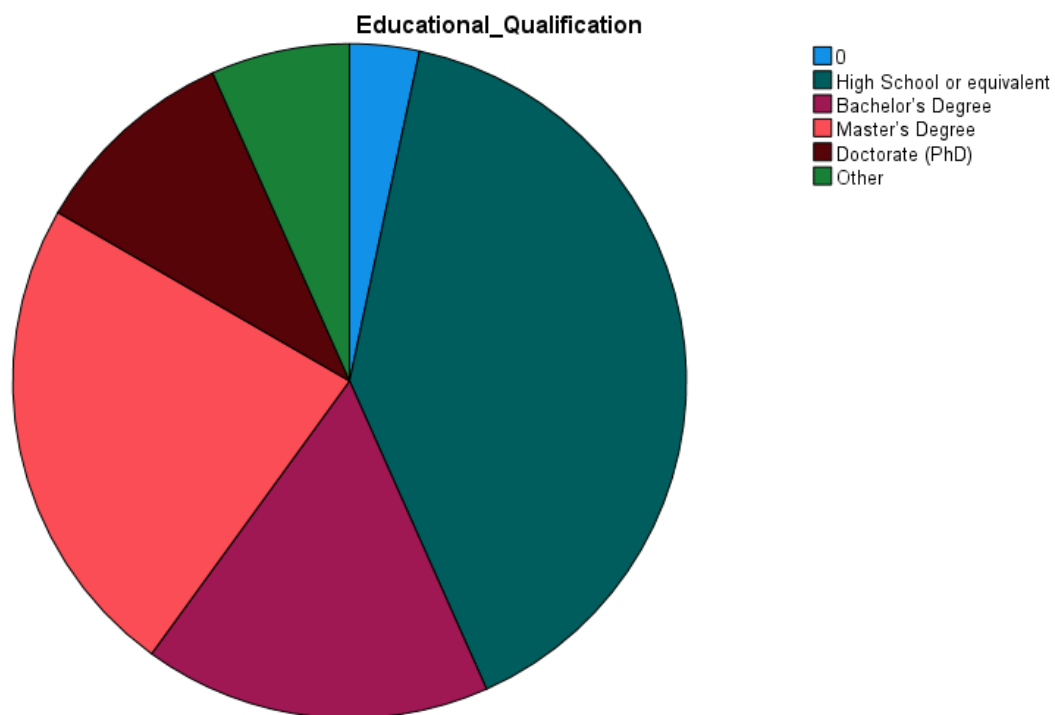


Figure (6) Designed by the researcher based on the statistical results of the field study

In terms of years of experience in the non-profit sector, 12 individuals (40.0%) had less than 1 year of experience, followed by 7 individuals (23.3%) with both 1-3 years and 4-6 years of experience. Three individuals (10.0%) had 7-10 years of experience, and 1 individual (3.3%) had more than 10 years of experience. This distribution is illustrated in the following chart:

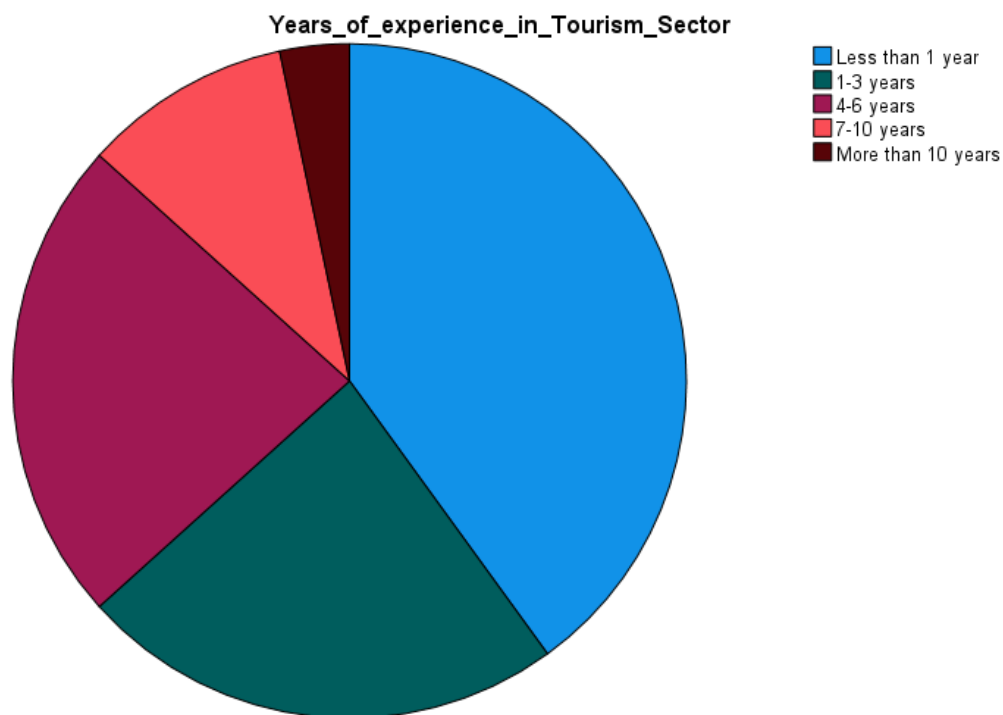


Figure (7) Designed by the researcher based on the statistical results of the field study

For organizational title, the largest group, 16 individuals (53.3%), held the position of department manager. Nine individuals (30.0%) were administrative or staff members, and 5 individuals (16.7%) held the title of section head. This distribution is illustrated in the following chart:

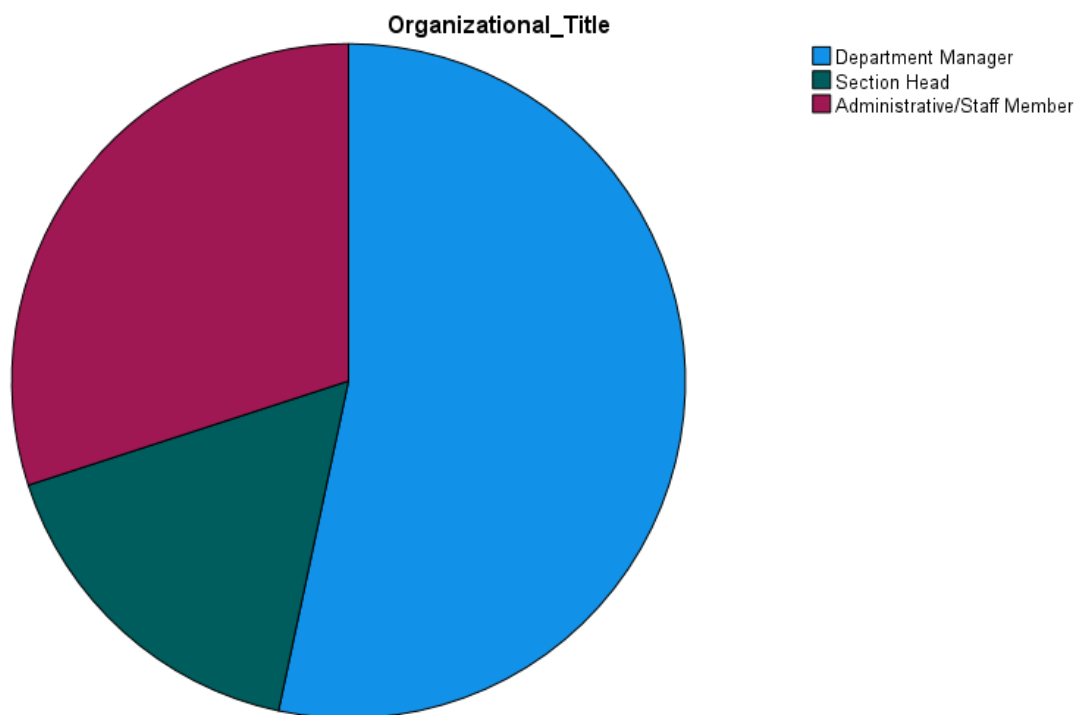


Figure (8) Designed by the researcher based on the statistical results of the field study

4.3. Validity & reliability tests for the questionnaires

To verify the validity and reliability of the measures employed in the study, the internal consistency of the questionnaires used to assess the study variables was evaluated. Furthermore, convergent validity was assessed by computing the Average Variance Extracted (AVE). Reliability was determined through Cronbach's alpha values. These analyses were carried out using structural equation modeling (SEM) with SPSS software (version 28). A detailed explanation of the results is provided in the following paragraphs and tables.

4.3.1 Validity of the measures used in the study

The internal consistency validity of the scales used to measure the study variables was assessed, along with the evaluation of convergent validity through the calculation of the average variance extracted (AVE).

Internal Consistency Validity: This refers to the degree to which each item in the questionnaire aligns with the variable it is intended to measure. To assess this, the researcher calculated the correlation coefficients between each item's score and the total score of the associated variable. According to the study by Kaiser (1974), items with a correlation coefficient lower than 0.5 were excluded from the questionnaire.

Convergent Validity: The convergent validity was examined by calculating the average variance extracted (AVE), which measures the variance shared by the items assessing the same construct. As per Hair et al. (2006), an AVE value greater than 0.5 is considered acceptable.

The following tables present the statistical results, including correlation coefficients, standard deviations, calculated T-values, and P-values, for each item's score in relation to the total score of the variable, to assess the internal consistency validity of the questionnaires. Additionally, the AVE values are calculated to evaluate the convergent validity of the questionnaires through the structural equation modeling using SPSS version 28.

The following table illustrates the validity of the measures used in the study as follows:

Variable		Statement s	KMO	Factor loadings	Standar d deviatio n	P Values	Average variance extracted	
Customer service management	Customer Service Quality	A1	.583	.795	1.245	0.000	0.686	0.674083
		A2		.538	1.189	0.000		
		A3		.721	1.276	0.000		
		A4		.690	1.040	0.000		
	Customer Loyalty	B1		.614	.890	0.000	0.63375	
		B2		.480	.961	0.000		
		B3		.663	1.102	0.000		
		B4		.778	1.273	0.000		
	Customer Experience	C1		.566	1.234	0.000	0.7025	
		C2		.775	.898	0.000		
		C3		.839	1.224	0.000		
		C4		.630	1.258	0.000		
sales promotion	Awareness of Promotions	BA1	.604	.582	1.073	0.000	0.631	0.633083
		BA2		.697	1.093	0.000		
		BA3		.491	1.163	0.000		
		BA4		.754	1.303	0.000		
	Impact on Purchasing Behavior	BB1		.713	1.224	0.000	0.6575	
		BB2		.823	1.252	0.000		
		BB3		.507	.971	0.000		
		BB4		.587	1.106	0.000		
	Customer Engagement	BC1		.452	1.075	0.000	0.61075	
		BC2		.695	1.248	0.000		
		BC3		.853	1.186	0.000		
		BC4		.443	1.251	0.000		

Table (9) was designed by the researcher based on the statistical results of the field study
It is clear from the table above:

The scale of applying the first variable: All correlation coefficients for all statements measuring Definition of Interpersonal Leadership and its dimensions are strongly correlated with their dependent variable, with values greater than 0.7. Additionally, all correlation coefficients are statistically significant at a significance level of less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Furthermore, based on the results above, the Average Variance Extracted (AVE) value for the variable and its dimensions is $0.7695 > 0.5$, confirming that the convergent validity of the questionnaire has also been achieved.

The scale of applying the second variable: All correlation coefficients for the statements measuring Understanding of Project Management and its dimensions are greater than 0.7. Additionally, all correlation coefficients are statistically significant at a significance level of less than 0.0001. Accordingly, the internal consistency validity of the scale has been achieved across its dimensions. Furthermore, based on the results above, the Average Variance Extracted (AVE) value for the variable as a whole is $0.772667 > 0.5$, with AVE values for the dimensions being 0.736, 0.8405, and 0.555, respectively. Thus, the convergent validity of the questionnaire has been achieved.

4.3.2 Reliability of the study tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

The following table illustrates the reliability of the study tool as follows:

Variable		Number of Statements	Cronbach's alpha	
Customer service management	Customer Service Quality	4	.655	.760
	Customer Loyalty	4	.802	
	Customer Experience	4	.529	
sales promotion	Awareness of Promotions	4	.593	.781
	Impact on Purchasing Behavior	4	.608	
	Customer Engagement	4	.853	

Table (10) was designed by the researcher based on the statistical results of the field study

After filling in the table, the data in it is summarized, as in the following example:

(Customer Service Management and its dimensions): The statistical results showed that the values of Cronbach's alpha are (0.655, 0.802, 0.529), which indicates that Customer Loyalty (0.802) exceeds the 0.7 threshold, suggesting stability. However, Customer Service Quality (0.655) and Customer Experience (0.529) fall below the threshold, indicating that these dimensions may require further evaluation to ensure reliability. According to Hair et al. (2010), the scale's stability is partially achieved.

(Sales Promotion and its dimensions): The statistical results showed that the values of Cronbach's alpha are (0.593, 0.608, 0.853), which indicates that Customer Engagement (0.853) meets the required threshold of 0.7, demonstrating reliability. However, Awareness of Promotions (0.593) and Impact on Purchasing Behavior (0.608) are below the threshold, suggesting some instability in these

dimensions. According to Hair et al. (2010), the scale's stability is only partially confirmed.

4.4. Descriptive analysis of the study variable

The questionnaire utilized a 5-point Likert scale, as shown below:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Table (11) was designed by the researcher based on the statistical results of the field study

Then, the relative weight corresponding to each category is calculated by multiplying the arithmetic mean by $(100 \div 5)$, where 5 represents the five-point scale.

A table is created to clarify the significance of the arithmetic averages:

level (degree) Practice/importance	Relative weight %	Result (general trend)	The value of the arithmetic mean
Very low	From 20 to less than 36%	Strongly disagree	From 1 to less than 1.80
Low	From 36 to less than 52%	Disagree	From 1.80 to less than 2.60
Middle	From 52 to less than 68%	Neutral	From 2.60 to less than 3.40
High	From 68 to less than 84%	Agree	From 3.40 to less than 4.20
Very high	From 84 to less than 100%	Strongly agree	From 4.20 to less than 5

Table (12) was designed by the researcher based on the statistical results of the field study

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale and the standard deviations of the variables according to the table related to the importance of the arithmetic mean.

Variable		Arithmetic Mean		Standard deviation		General trend		Level of importance	
Customer service management	Customer Service Quality	3.43	3.46333	.788	0.698	Agree	Agree	High	Hight
	Customer Loyalty	3.68		.682		Agree		Hight	
	Customer Experience	3.28		.624		Agree		Hight	
sales promotion	Awareness of Promotions	3.53	3.53333	.769	0.76267	Agree	Agree	High	Hight
	Impact on Purchasing Behavior	3.64		.824		Agree		Hight	
	Customer Engagement	3.43		.695		Agree		Hight	

Table (13) was designed by the researcher based on the statistical results of the field study

After analysing the data, the following summary is provided:

1. Customer Service Management

The results for customer service management reflect a generally high level of importance across all dimensions, with an overall average mean of 3.45. The responses show varying degrees of agreement among participants:

- Customer Service Quality: Achieved a mean of 3.43, indicating high importance, with agreement.
- Customer Loyalty: Recorded a mean of 3.68, highlighting high importance, with agreement.
- Customer Experience: Scored a mean of 3.28, still indicating high importance, with agreement.

These results suggest that customer service management is considered a critical element within the organization, with consistent recognition of its significance, especially for customer loyalty.

2. Sales Promotion

The results for sales promotion also show a high level of importance, with an overall average mean of 3.53. Responses from participants demonstrated agreement across all dimensions:

- Awareness of Promotions: Recorded a mean of 3.53, indicating high importance, with agreement.
- Impact on Purchasing Behavior: Achieved a mean of 3.64, confirming high importance, with agreement.
- Customer Engagement: Scored a mean of 3.43, reflecting high importance, with agreement.

Overall, sales promotion is seen as a significant factor, with strong recognition of its role in influencing purchasing behavior and customer engagement.

General Observations

Both customer service management and sales promotion are viewed as highly important, with consistent agreement across the dimensions. The results show a strong acknowledgment of their relevance and impact, particularly in customer loyalty, purchasing behavior, and customer engagement.

4.5. Linear correlation coefficients between the study variables

The following table illustrates the linear correlation coefficients between the study variables as follows:

Variable		Customer Service Quality	Customer Loyalty	Customer Experience	Awareness of Promotions	Impact on Purchasing Behavior	Customer Engagement
Customer Service Quality	Pearson Correlation	1	.363	.670	.376	.561	.459
	Sig. (2-tailed)		.049	<.001	.040	.001	.011
	N	30	30	30	30	30	30
Customer Loyalty	Pearson Correlation	.363	1	.494	.443	.569	.304
	Sig. (2-tailed)	.049		.006	.014	.001	.102
	N	30	30	30	30	30	30
Customer Experience	Pearson Correlation	.670	.494	1	.530	.639	.694
	Sig. (2-tailed)	<.001	.006		.003	<.001	<.001
	N	30	30	30	30	30	30
Awareness of Promotions	Pearson Correlation	.376	.443	.530	1	.745	.439
	Sig. (2-tailed)	.040	.014	.003		<.001	.015
	N	30	30	30	30	30	30
Impact on Purchasing Behavior	Pearson Correlation	.561	.569	.639	.745	1	.427
	Sig. (2-tailed)	.001	.001	<.001	<.001		.019
	N	30	30	30	30	30	30
Customer Engagement	Pearson Correlation	.459	.304	.694	.439	.427	1
	Sig. (2-tailed)	.011	.102	<.001	.015	.019	
	N	30	30	30	30	30	30

Table (14) was designed by the researcher based on the statistical results of the field study

Correlation Between Customer Service Management (Independent Variable) and Sales Promotion (Dependent Variable):

The results show significant positive correlations between Customer Service Management dimensions and Sales Promotion variables:

- Customer Service Quality is positively correlated with Customer Loyalty (0.363), Customer Experience (0.670), Awareness of Promotions (0.376), Impact on Purchasing Behavior (0.561), and Customer Engagement (0.459), all statistically significant.
- Customer Loyalty shows strong correlations with Customer Experience (0.494), Awareness of Promotions (0.443), and Impact on Purchasing Behavior (0.569), all significant.
- Customer Experience is strongly correlated with Awareness of Promotions (0.530), Impact on Purchasing Behavior (0.639), and Customer Engagement (0.694), all significant.
- Awareness of Promotions has a strong correlation with Impact on Purchasing Behavior (0.745) and Customer Engagement (0.439), both significant.
- Impact on Purchasing Behavior also shows a significant correlation with Customer Engagement (0.427).

These correlations suggest a strong relationship between customer service management and sales promotion, particularly in customer experience and purchasing behavior.

4.6. Results of testing the validity of the study hypotheses

Main Hypothesis Results and Testing Approach:

Adopting customer service management strategies, such as enhancing customer service quality, increasing customer loyalty, and improving customer experience, positively influences sales promotion activities, leading to better customer engagement and purchasing behavior.

Sub-Hypotheses and Testing Approach:

1. Customer Service Quality: Improving customer service quality enhances customer loyalty, customer experience, and sales promotion outcomes.
 - Test: Correlate "Customer Service Quality" with the dimensions of Sales Promotion, specifically "Awareness of Promotions," "Impact on Purchasing Behavior," and "Customer Engagement."
2. Customer Loyalty: Building strong customer loyalty drives better sales promotion, particularly in awareness and customer engagement.
 - Test: Correlate "Customer Loyalty" with the dimensions of Sales Promotion, specifically "Awareness of Promotions," "Impact on Purchasing Behavior," and "Customer Engagement."
3. Customer Experience: Enhancing customer experience leads to better sales promotion outcomes, especially in purchasing behavior and engagement.
 - Test: Correlate "Customer Experience" with the dimensions of Sales Promotion, specifically "Impact on Purchasing Behavior" and "Customer Engagement."

Each hypothesis will be tested individually using Pearson correlation coefficients, with the significance levels (Sig. 2-tailed) determining whether the relationships are statistically meaningful.

The following tables, generated using the SPSS program, present the results of testing the validity of the study hypotheses by analyzing the correlations between the identified dimensions and variables:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.558	.543	.431

a. Predictors: (Constant), Independent_Customer_service_management

a

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.582	1	6.582	35.416	<.001 ^b
	Residual	5.204	28	.186		
	Total	11.786	29			

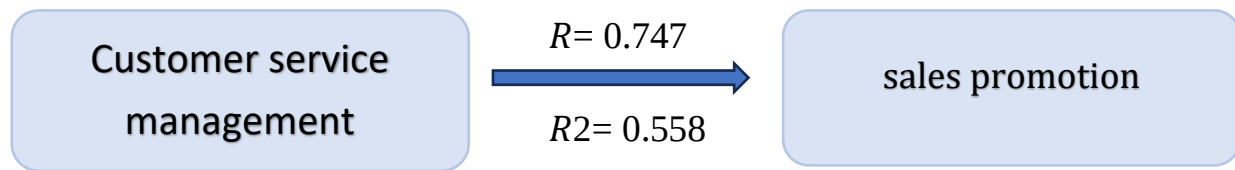
a. Dependent Variable: Dependent_sales_promotion

b. Predictors: (Constant), Independent_Customer_service_management

a

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.888	.451		1.968	.059
	Independent_Customer_service_management	.764	.128	.747	5.951	<.001



The table above shows the following:

Hypotheses and Testing Approach:

1. **Customer Service Management:** Effective customer service management, including customer service quality, customer loyalty, and customer experience, positively influences sales promotion outcomes, such as awareness, impact on purchasing behavior, and customer engagement.
 - **Test:** Correlate Customer Service Management (comprising Customer Service Quality, Customer Loyalty, and Customer Experience) with the dimensions of Sales Promotion (Awareness of Promotions, Impact on Purchasing Behavior, Customer Engagement).

Data Analysis and Results:

Each hypothesis is tested using Pearson correlation coefficients, evaluating the relationships between the variables. The significance levels (Sig., 2-tailed) determine statistical relevance.

SPSS Output:

1. Model Summary:

- R: 0.747
- R Square: 0.558
- Adjusted R Square: 0.543
- Standard Error of the Estimate: 0.431

2. ANOVA Results:

- F-value: 35.416
- Sig.: < 0.001 (Indicating the model's overall significance)

3. Coefficients Table:

- Unstandardized Coefficients:
 - B: 0.888 (Intercept), 0.764 (Customer Service Management)
 - Standardized Coefficients (Beta): 0.747
 - t-value: 5.951
 - Sig.: < 0.001 (Indicating a highly significant relationship between customer service management and sales promotion)

Sub-Hypothesis Results and Testing Approach:

1. Customer Service Management:

- **Hypothesis:** Improving customer service management, including customer service quality, customer loyalty, and customer experience, will positively influence sales promotion.
- **Test Results:** The correlation between Customer Service Management (comprising customer service quality, customer loyalty, and customer experience) and the dimensions of Sales Promotion (awareness of promotions, impact on purchasing behavior, and customer engagement) was tested. The results show a statistically significant positive relationship (Beta = 0.747, $p < 0.001$), confirming that customer service management strongly influences sales promotion outcomes.

Data Analysis Methodology

Each hypothesis was tested individually using Pearson correlation coefficients derived from the data analysis. The significance levels (Sig. 2-tailed) were used to determine the statistical relevance of the relationships, with a threshold of $p < 0.05$ considered significant.

The above results confirm the validity of the sub-hypotheses, supporting the conclusion that customer service management, including customer service quality, customer loyalty, and customer experience, contributes significantly to enhancing sales promotion outcomes, such as increased awareness, improved purchasing behavior, and higher customer engagement.

The following tables, generated using the SPSS program, present the results of testing the validity of the study sub-hypotheses by analysing the correlations between the identified dimensions and variables:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.592	.545	.430

a. Predictors: (Constant), Customer_Experience, Customer_Loyalty, Customer_Service_Quality

ANOVA

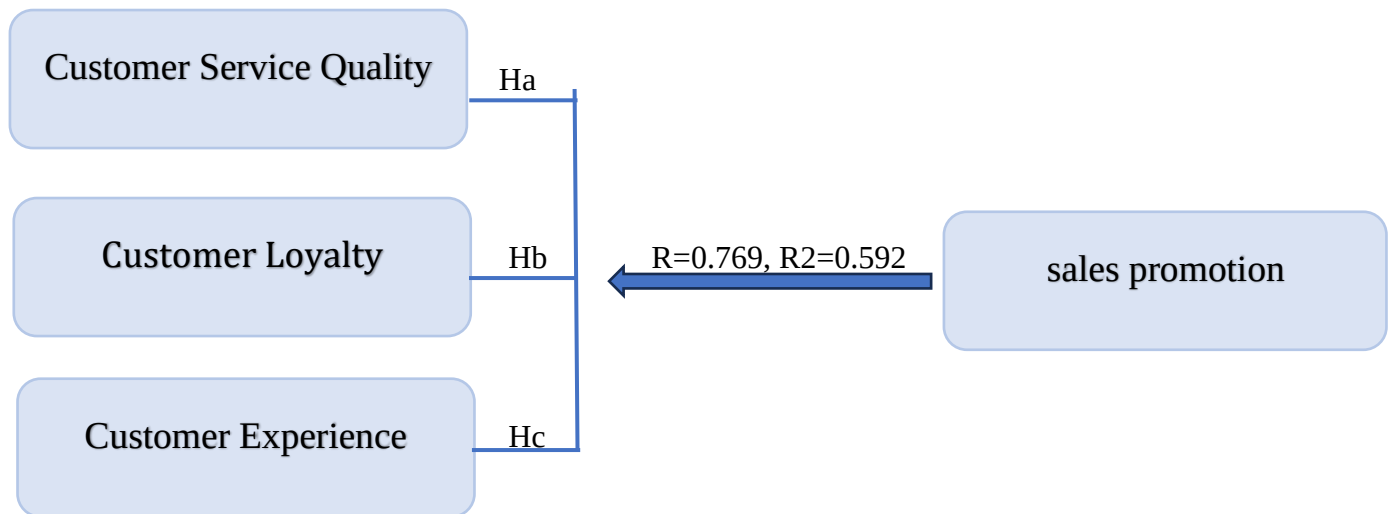
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.978	3	2.326	12.579	<.001 ^b
	Residual	4.808	26	.185		
	Total	11.786	29			

a. Dependent Variable: Dependent_sales_promotion

b. Predictors: (Constant), Customer_Experience, Customer_Loyalty, Customer_Service_Quality

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.023	.484		2.115	.044
	Customer_Service_Quality	.083	.137	.102	.606	.550
	Customer_Loyalty	.204	.135	.218	1.513	.142
	Customer_Experience	.450	.144	.565	3.120	.004



The table above shows the following:

Hypotheses and Testing Approach:

The research investigates the relationship between Customer Experience, Customer Loyalty, Customer Service Quality, and Sales Promotion outcomes. The hypothesis suggests that improvements in customer experience, loyalty, and service quality will lead to better sales promotion results.

Data Analysis and Results:

The relationship between the predictors (Customer Experience, Customer Loyalty, and Customer Service Quality) and the dependent variable (Sales Promotion) was examined using Pearson correlation coefficients. Significance levels were set at $p < 0.05$ for determining statistical relevance.

SPSS Results:

1. Model Summary:

- R: 0.769
- R Square: 0.592
- Adjusted R Square: 0.545
- Standard Error of the Estimate: 0.430
- The R Square value indicates a moderate explanatory power of the independent variables on the dependent variable.

2. ANOVA Results:

- F-value: 12.579
- Sig.: < 0.001 (indicating the model's overall statistical significance).

3. Coefficients Table:

- Constant: $B = 1.023$, $\text{Sig.} = 0.044$ (statistically significant).
- Customer Service Quality: $B = 0.083$, $\text{Sig.} = 0.550$ (not significant).
- Customer Loyalty: $B = 0.204$, $\text{Sig.} = 0.142$ (not significant).
- Customer Experience: $B = 0.450$, $\text{Sig.} = 0.004$ (statistically significant).

Sub-Hypothesis Results and Testing Approach:

1. Customer Experience:

- **Hypothesis:** Improving customer experience leads to better sales promotion outcomes.
- **Test Results:** The relationship between Customer Experience and **Sales Promotion** is statistically significant ($B = 0.450$, $\text{Sig.} = 0.004$), confirming that enhancing customer experience improves sales promotion effectiveness.

2. Customer Service Quality:

- **Hypothesis:** High-quality customer service boosts sales promotions.
- **Test Results:** The relationship between Customer Service Quality and Sales Promotion is not statistically significant ($B = 0.083$, $\text{Sig.} = 0.550$), suggesting that customer service quality does not have a strong impact on sales promotion outcomes in this model.

3. Customer Loyalty:

- **Hypothesis:** Strong customer loyalty results in better sales promotion outcomes.
- **Test Results:** The relationship between Customer Loyalty and Sales Promotion is not statistically significant ($B = 0.204$, $\text{Sig.} = 0.142$), implying that customer loyalty alone does not significantly affect sales promotions.

Data Analysis Methodology:

Each sub-hypothesis was tested using Pearson correlation coefficients to assess the relationships between the variables. The significance levels (Sig., 2-tailed) were set at a threshold of $p < 0.05$, with the results indicating whether the relationships between the predictors and the dependent variable were statistically significant.

The findings support the conclusion that Customer Experience significantly contributes to Sales Promotion outcomes, as the correlation was statistically significant ($B = 0.450$, $\text{Sig.} = 0.004$). However, Customer Service Quality and Customer Loyalty did not show significant relationships with sales promotion ($\text{Sig.} > 0.05$), indicating that enhancing customer experience plays a more pivotal role in improving sales promotions. Future efforts should focus on improving customer experience to optimize sales promotion strategies.

4.7. Conclusion

This study examined the impact of customer service management on sales promotion in Malaysia's tourism industry. The results showed a strong link between customer service quality, customer loyalty, customer experience, and the effectiveness of sales promotions.

Customer service quality emerged as a crucial factor, with a positive correlation to the success of sales promotions. Providing high-quality service enhances customer satisfaction, leading to increased engagement with promotional offers.

Additionally, customer loyalty was found to be closely tied to sales promotion effectiveness, underscoring the importance of retaining customers through exceptional service and loyalty programs. Customer experience also played a key role, as a positive experience boosts engagement with promotions and generates word-of-mouth recommendations.

Statistical analysis ($R = 0.769$, $R^2 = 0.592$) revealed that customer service quality, loyalty, and experience together explained 59% of the variation in sales promotion success. The ANOVA results ($F\text{-value} = 12.579$, $\text{Sig.} < 0.001$) affirmed the model's significance, with customer experience having the most substantial impact.

In conclusion, the study confirms that customer service management plays a significant role in the success of sales promotions in Malaysia's tourism sector. Tourism businesses can enhance promotional outcomes by prioritizing service quality, loyalty, and customer experience. This research emphasizes the value of investing in customer service to drive successful sales promotions and foster growth in a competitive market.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

This chapter addresses the theoretical contributions and practical applications of the study, along with recommendations, study limitations, future research directions, and the conclusion. It highlights the insights gained from the research and explores how it contributes to a better understanding of customer service management (CSM) and its impact on sales promotion within the tourism sector in Malaysia.

Although this study has provided valuable insights, it is important to recognize certain limitations that may affect the interpretation of its findings. One major limitation is the sample scope, which was limited to a specific number of tourism-related organizations in Malaysia. This restricts the generalizability of the findings to other contexts or regions. Additionally, the data collection and analysis methods could have influenced the results. For example, the surveys and interviews conducted may reflect the subjective perspectives of the participants and might not fully capture the broader industry dynamics. Furthermore, factors such as cultural norms, customer preferences, and the competitive environment unique to the Malaysian tourism sector could have impacted the findings. Therefore, the conclusions drawn from this study should be considered within these constraints.

For future research, several avenues can be explored to expand on the findings of this study. Firstly, future studies could include a more diverse and larger sample of tourism organizations from various regions or countries. This would facilitate a deeper understanding of how customer service management impacts sales promotion in different cultural, economic, and organizational contexts. Secondly, longitudinal research could be conducted to examine the long-term effects of customer service practices on customer retention and sales growth in the tourism sector. Another promising direction for future research is to investigate the role of technological advancements, such as AI-driven customer service tools, in enhancing the effectiveness of sales promotion strategies. By addressing these areas, future studies could provide broader insights and actionable recommendations for industry practitioners and policymakers.

In conclusion, while this study has contributed to understanding the role of customer service management in promoting sales within the Malaysian tourism industry, it is evident that there is much more to be explored. Future research

should strive to address the limitations identified and further examine the interplay between customer service and sales promotion, especially in response to the rapidly evolving demands of the global tourism market.

5.2. Research Recommendations

Based on the findings of this study, several critical recommendations have been proposed to enhance the effectiveness and impact of customer service management (CSM) in promoting sales within the tourism sector in Malaysia. These recommendations address the challenges faced by tourism organizations and offer practical strategies for improving customer satisfaction, driving sales growth, and ensuring long-term success in a competitive market.

The Importance of Enhancing Customer Service Management in the Tourism Sector

It is essential to emphasize the critical role of customer service management (CSM) in driving sales promotion within the tourism sector in Malaysia. The study has revealed that many tourism organizations do not fully grasp how effective customer service practices can significantly enhance customer satisfaction, loyalty, and overall sales performance. Therefore, targeted training programs, workshops, and awareness campaigns should be implemented to educate managers and frontline staff on the importance of exceptional customer service. By equipping teams with the necessary skills and knowledge, tourism organizations can create memorable customer experiences, strengthen their competitive advantage, and achieve sustainable growth in an increasingly dynamic market.

The Necessity of Encouraging Managers to Utilize Customer Feedback in Decision-Making

Managers in the tourism sector should be encouraged to incorporate customer feedback into their decision-making processes to enhance the effectiveness of customer service management (CSM) in promoting sales. The findings from this

research highlight the pivotal role of customer insights in shaping service strategies, improving operational efficiency, and driving customer satisfaction. Many tourism managers face challenges in making informed decisions due to a lack of structured feedback systems or underutilization of available customer data. Therefore, it is recommended that tourism organizations invest in tools and platforms for collecting and analyzing customer feedback and provide training programs for managers on leveraging these insights effectively. By embedding customer feedback into their strategic planning and daily operations, managers can identify customer preferences, address service gaps, and implement improvements that drive loyalty, repeat visits, and increased sales.

The Importance of Investing in Resources and Training to Enhance Customer Service

This research underscores the critical need for tourism organizations to overcome barriers in adopting effective customer service management (CSM) practices. One of the main challenges identified is the lack of sufficient financial resources and access to training opportunities. To tackle this issue, it is essential for stakeholders—such as government entities, industry associations, and private sector investors—to allocate resources for the development of CSM capabilities within the tourism sector.

This support could take the form of subsidies for professional development programs, workshops on service innovation, and specialized training in conflict resolution and cultural sensitivity to address the diverse needs of tourists. Additionally, equipping organizations with advanced tools, such as customer relationship management software and analytics platforms, can enable data-driven service improvements.

By prioritizing investments in training and technological resources, tourism organizations will not only enhance the quality of their customer service but also foster stronger customer loyalty, improve their market positioning, and achieve sustained growth in an increasingly competitive industry.

The researcher suggests that tourism organizations focus on strategic partnerships and collaborations.

To enhance customer service management (CSM) and boost sales promotion in the tourism sector, the researcher recommends that tourism organizations prioritize forming strategic partnerships and collaborations, both locally and internationally. This can be achieved through networking, resource sharing, and participating in joint initiatives aimed at achieving mutual objectives. Collaborative efforts will enable tourism organizations to benefit from shared insights, exchange best practices, and expand their reach in attracting and serving tourists. Moreover, partnerships with the private sector and academia can provide access to valuable expertise, funding opportunities, and cutting-edge technologies that can improve CSM practices and drive sales growth within the tourism industry in Malaysia.

The Necessity of Implementing Continuous Monitoring and Evaluation Frameworks

To enhance customer service management (CSM) practices and improve sales promotion in the tourism sector, it is essential for tourism organizations to adopt robust monitoring and evaluation (M&E) frameworks. This research emphasizes the importance of continuous assessment to track the effectiveness of CSM strategies, measure customer satisfaction, and identify areas for improvement. It is recommended that tourism organizations establish M&E systems that are seamlessly integrated into their operations. Through regular evaluations and feedback mechanisms, these organizations can assess the impact of their customer service efforts, adjust strategies accordingly, and ensure accountability to both customers and stakeholders.

The Necessity of Enhancing Employee Engagement and Professional Development

To improve the effectiveness of customer service management (CSM) practices and boost sales promotion in the tourism sector, tourism organizations should prioritize enhancing employee engagement and professional development. Research has shown that employee engagement, satisfaction, and continuous skill

development are key drivers of improved customer service performance. Tourism organizations should focus on providing opportunities for training, mentorship, and career growth. Offering regular workshops, skill-building programs, and development initiatives will not only enhance employees' customer service capabilities but also increase job satisfaction, retention rates, and help attract skilled professionals to the tourism sector in Malaysia.

5.3. Study limitations

While this study provides valuable insights into the impact of customer service management (CSM) on sales promotion in the tourism sector in Malaysia, there are several limitations that should be considered. These limitations are related to the study's objectives, human factors, spatial scope, and temporal boundaries, which may impact the broader applicability of the research findings.

5.3.1 Objective Boundaries

The primary objective of this study was to examine the impact of customer service management (CSM) on sales promotion within the tourism sector in Malaysia. While the study successfully addressed key areas such as the relationship between CSM practices and sales outcomes, it did not explore other factors that might influence the effectiveness of tourism sales promotion, such as destination branding, customer feedback mechanisms, or the role of digital marketing. Expanding the research to include these factors could provide a more comprehensive understanding of the operational dynamics and challenges faced by tourism organizations in Malaysia.

5.3.2 Human Boundaries

The study focused on a select group of managers, staff, and stakeholders within tourism organizations. As such, the findings may not fully capture the perspectives of all individuals involved in the tourism sector, including tourists, service providers, or local communities. Additionally, the study relied on qualitative data from interviews, which may be influenced by personal biases or subjective interpretations of the participants. Future research could benefit from a larger, more diverse sample, incorporating insights from a wider range of stakeholders within the tourism industry in Malaysia.

5.3.3 Spatial Boundaries

This research was limited to tourism organizations based in Malaysia. The cultural, economic, and regulatory context of Malaysia played a significant role in shaping the findings of this study. Consequently, the results may not be directly applicable to tourism organizations in other countries with different socio-economic environments or regulatory frameworks. Expanding the research to include tourism organizations from other regions or countries could provide valuable comparative insights and enhance the generalizability of the findings.

5.3.4 Temporal Boundaries

The study focused on the current state of customer service management (CSM) practices in sales promotion within the tourism sector in Malaysia at the time of data collection. As such, it provides a snapshot of the strategies and challenges faced by tourism organizations but does not explore long-term trends or future developments in this area. Rapid advancements in technology, changing customer expectations, and evolving market conditions may have a significant impact on CSM practices and sales promotion strategies in the future. Longitudinal studies or future research that tracks these changes over time could offer deeper insights into the sustainability and effectiveness of CSM practices in the tourism sector.

These limitations highlight the areas where future research could expand on the findings of this study, contributing to a more comprehensive understanding of the dynamics within CSM practices and their long-term impact on sales promotion in the tourism sector in Malaysia.

5.4 Future studies

Based on the findings of this study, which demonstrated a significant relationship between customer service management (CSM) practices and sales promotion effectiveness within the tourism sector in Malaysia, future studies could build upon these results by exploring the various dimensions of both variables. The dimensions of CSM, such as customer engagement, service quality, and feedback management, as well as the dimensions of sales promotion effectiveness, such as conversion rates, customer satisfaction, and revenue growth, could be further examined in depth.

Future researchers may consider narrowing the scope to focus on one specific aspect of CSM, such as the impact of training programs for frontline staff or the role of technology in enhancing customer service. Additionally, further studies could explore how different CSM practices (e.g., proactive vs. reactive service strategies) influence sales promotion effectiveness in the Malaysian tourism sector.

It would also be beneficial for future research to extend the analysis to other regions in Malaysia, or even across other countries, to compare how cultural and organizational contexts impact the relationship between CSM practices and sales promotion effectiveness. By focusing on specific sub-hypotheses and delving deeper into the factors that influence CSM practices, these studies could contribute to developing more refined and context-specific strategies for enhancing sales promotion outcomes in the tourism sector.

By investigating these dimensions further, future research can help provide a more comprehensive understanding of how CSM practices can be optimized to improve sales promotion efforts and ultimately drive more sustainable and impactful growth in the Malaysian tourism sector.

5.5 Conclusion

In conclusion, this study has made important contributions to understanding the role of customer service management (CSM) practices in enhancing sales promotion effectiveness within the tourism sector in Malaysia. By examining key CSM dimensions such as customer engagement, service quality, and feedback management, the study provides valuable insights into the strategies that can lead to improved sales outcomes and overall customer satisfaction. The findings emphasize the importance of adopting effective CSM practices to enhance the success of sales promotion efforts in the tourism industry.

While the research offers a comprehensive analysis of these relationships, it is not without its limitations. These limitations, including the scope of the sample, reliance on qualitative data, and contextual boundaries, should be taken into account when interpreting the results. Future research should address these limitations by expanding the sample size, including a broader range of tourism organizations, and exploring the impact of cultural and regional differences on CSM practices. Additionally, longitudinal studies that track the evolution of CSM practices and their effects on sales promotion effectiveness would provide valuable insights into the long-term impact of these practices.

The study also presents several practical recommendations for enhancing sales promotion outcomes in the tourism sector. These include the importance of raising awareness about CSM, encouraging data-driven decision-making, investing in capacity-building initiatives, fostering strategic partnerships, and implementing continuous monitoring and evaluation systems. By focusing on these areas, tourism organizations can improve customer service standards, drive sales growth, and ensure long-term success in the highly competitive tourism market in Malaysia.

Ultimately, while this study offers a foundational understanding of the impact of CSM practices on sales promotion in the tourism sector, it also opens new avenues for further research. Pursuing these future studies will enhance our understanding of the complexities of CSM practices and contribute to more refined strategies for achieving sustainable and impactful sales promotion outcomes in the tourism industry.

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Appendices

Warm regards,

We sincerely appreciate your willingness to participate in this vital survey exploring the impact of customer service management on sales promotion within Malaysia's tourism sector. Your input is essential as we aim to understand how effective customer service can shape promotional strategies and enhance overall sales performance in this vibrant industry.

This survey specifically targets professionals in the tourism sector, including managers, customer service representatives, and marketing experts who are directly involved in sales activities. Your unique perspectives and experiences will greatly enrich our research, allowing us to draw valuable insights into the role of customer service in driving successful sales promotions within your organizations.

We understand that your time is precious, and we are grateful for your commitment to contributing to this important research. Your responses will provide us with a clearer understanding of how customer service management affects sales promotion and customer engagement in the tourism industry.

The tourism sector is a crucial pillar of Malaysia's economy, significantly contributing to cultural exchange and economic growth. By investigating the relationship between customer service management and sales promotion, we aim to uncover insights that can help tourism businesses create memorable experiences for their customers. Additionally, this research will highlight the importance of innovative customer service practices that can adapt to the ever-changing expectations of consumers in a competitive marketplace.

Rest assured, all responses will be kept confidential and used solely for research purposes. We truly value your willingness to share your insights, which will contribute to a deeper understanding of the tourism landscape in Malaysia.

Thank you once again for your participation. Let's get started!

[The Impact of customer service management in sales promotion in the field of tourism in Malaysia](#)

Personal Information:

Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Age:

- ☐ Under 25
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 or older

Educational Qualification

- ☐ High School or equivalent
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate (PhD)
- ☐ Other

Years of experience in Non-Profit Sector

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

Organizational Title:

- ☐ Department Manager
- ☐ Section Head

Administrative/Staff Member

The sentence	1	2	3	4	5
	(Strongly Disagree)	(Disagree)	(Neutral)	(Agree)	(Strongly Agree)
Customer Service Quality					
I typically prefer to shop at stores that provide excellent customer service.					
I trust the recommendations made by customer service representatives at this store.					
I find the customer service at this store to be consistently high-quality.					
I believe that the staff at this store genuinely care about my needs as a customer.					
Customer Loyalty					
I would recommend a store with great customer service to my friends.					
I intend to return to this store for my next purchase due to its customer service.					
I feel more loyal to this store because of its customer service practices.					
I would be willing to pay a little more for better customer service at this store.					
Customer Experience					
I feel that I receive personalized service when shopping at this store.					
I often choose this store over others because of its customer service.					
I believe that the customer service at this store enhances my overall shopping experience.					
I would be likely to spend a larger portion of my budget at this store if the customer service remains excellent.					

The sentence	1	2	3	4	5
	(Strongly Disagree)	(Disagree)	(Neutral)	(Agree)	(Strongly Agree)
Awareness of Promotions					
I often notice promotional offers when shopping at this store.					
Sales promotions at this store are clearly communicated and easy to understand.					
I find the promotional materials (e.g., flyers, emails) helpful in making purchasing decisions.					
I appreciate receiving loyalty rewards or discounts for frequent purchases.					
Impact on Purchasing Behavior					
Sales promotions influence my decision to purchase items from this store.					
I am more likely to try new products when they are offered at a promotional price.					
Limited-time offers create a sense of urgency that encourages me to buy.					
I tend to visit this store more often when I know promotions are happening.					
Customer Engagement					
I feel that sales promotions enhance my overall shopping experience.					
I often share information about promotions with friends or family.					
Promotions impact my perception of the store's value for money.					
I would choose to shop at this store over others primarily due to its sales promotions.					

