

CROSS-BORDER E-COMMERCE DEVELOPMENT IN SOUTH AFRICA: CONTRIBUTING FACTORS

Bernadette Sibanda, Baoqing Yin

Zhejiang Institute of Science and Technology

ABSTRACT

This research is focusing on the key factors affecting cross-border e-commerce development (CBECD) in South Africa. Political, economic, social and technological factors were identified and treated as independent variables of this study. Cross-border e-commerce development was regarded as a dependent variable. Based on the results of this research, political factors, economic factors and technological factors are positively influencing CBECD. However, social factors have a negative effect on the development of cross-border e-commerce (CBEC). As unearthed by the current research, components of social factors such as language and cultural differences are barriers to the advancement or development of CBEC. It is important to note that there are several factors affecting the development of cross-border e-commerce. However, this study only focused on political, economic, social and technological factors (PEST). Even though this is the case, it is of paramount importance to note that this research is contributing immensely to the body of new knowledge in the field of international business. That is, it identifies the key drivers of CBECD from the perspective of consumers within the context of South Africa. Future researchers can direct their research focus on identifying and testing other factors affecting CBECD from other perspectives, as this will advance research in the field of international business.

Keywords: *e-commerce; cross-border e-commerce; cross-border e-commerce development; e-business; international trade; international business; political factors; economic factors; social factors; and technological factors.*

INTRODUCTION

Cross-Border E-Commerce (CBEC) has gained momentum in the field of business and academia due to the changing nature of the business environment and globalization. Cross-Border E-Commerce (CBEC) can be contextualized as the integration of international trade and e-commerce. As an international business activity, CBEC is characterised by the existence of a “CBEC platform that connects the cross-border transactions of key species, provides sellers with a broad market, and buyers with product, payment, and logistics information” (Li et al, 2018:4). It is generally different from the physical experience which is mainly characterised by the face-to-face interaction, in which two or more parties that are doing business have to meet in order to execute their business activities. Rather, it is characterised by individuals or companies that are engaged in cross-border trade or business activities through platforms such as the CBEC platforms. Amid the corona virus 2019 (covid-19) pandemic, the CBEC is likely to gain momentum, since several countries have resorted to measures such as social distancing, lockdowns, quarantine measures, travel bans and mobility tracking (International Labour Organisation, 2020; Editorial, 2020) in order to contain the virus by limiting the movement of people who would like to meet physically, and conduct their businesses at an international level. Instead, business activities are now being conducted online, and only essential services are still being physically carried out. Cross-Border E-Commerce is also defined by organizations that are responsible for facilitating capital flow and logistics between buyers and sellers, for example; cross-border logistics companies, cross-border payment companies and customs, and all the international express delivery companies (Li et al, 2018:4).

Previous researchers have examined a wide range of factors influencing the development of the Cross-Border E-Commerce (CBEC) from varying perspectives. According to Li et al (2018), the most influential factors affecting the development of the Cross-Border E-Commerce (CBEC) can be viewed from the macro perspective, meso perspective and micro perspective. The macro perspective is concerned with the analysis of the factors at a national level, while the microscopic perspective is focusing on the analysis of the factors from the viewpoint of consumers, and the mesoscopic perspective is mainly addressing the business and industry factors (Li et al, 2018:4). Among

other antecedents, the most dominant drivers which have been unearthed by the previous researchers include; the political, economic, social, technological, environmental and legal factors, popularly abbreviated as the PESTEL. PESTEL is widely used by many researchers who are interested in evaluating the influence of a business environment on the internal affairs of a business.

Although many researchers have investigated the concept of Cross-Border E-Commerce (CBEC), from a wide range of perspectives, little attention has been directed towards examining the key factors affecting the development of Cross-Border E-Commerce (CBEC) within the context of South Africa. In addition, the effect of these factors on the development of the Cross-Border E-Commerce (CBEC) has not yet been fully explored, especially from the consumers' perspective. Moreover, many researchers have widely relied on the secondary data, without incorporating primary data.

Hence, to cover the above research gaps, the current research is investigating the factors affecting the development of cross-border e-commerce (CBEC) within the context of South Africa, and it is making use of primary data. A questionnaire survey that contains all the items of the independent variables of this study, namely; political factors, environmental factors, social factors and technological factors, whose effect was tested against a dependent variable, namely; the development of cross-border e-commerce (CBEC), was designed. A quantitative approach was adopted, and the collected data was analysed on SPSS version 20 to produce results of descriptive statistics and reliability analysis. AMOS version 20 was then used for confirmatory factor analysis (CFA) and for structural equation modeling (SEM). A structural equation model (SEM) was then tested to produce results of hypotheses testing and other tests.

LITERATURE REVIEW

Cross-border e-commerce (CBEC)

Cross-border e-commerce is an international business activity in which the transacting parties in different customs territories reach agreement and settle accounts through e-commerce platforms under independent and voluntary principles, and deliver products via cross-border logistics to ultimately complete the transaction (Wei, Hu and Wei, 2017).

E-commerce and e-business are regarded as key characteristics of the internet economy, and they are sometimes used interchangeably (Fichter, 2003). E-business refers to the business and commercial activities that are carried out over the internet or computerized networks. E-commerce or e-business activities can only be executed through the use of information and communication technology equipment and the internet based applications. Hence, information and communication technology system is very essential in the execution of e-business and e-commerce (Fichter, 2003).

E-commerce is characterised by the electronic transactions that are concerned with the purchasing of goods and services, between parties such as; households, businesses, governments, individuals and other organizations, carried out over computerized networks (Fichter, 2003). Orders of goods and services are implemented over those computerized networks, however, the payment transactions and the delivery of orders may be executed on-line or off-line. E-commerce is of paramount importance in the sense that it speeds up the business processes, while at the same time reducing costs and reaching new consumers, and it also paves a way for the development of new markets and business models (Fichter, 2003).

As a key component of the global economy, e-commerce has shortened the distance between customers and sellers. Wang (2014) and Accenture (2012) propounded the view that cross-border e-commerce is basically concerned with the online transactions that are carried out in different countries or across borders through the use of information and communication technology (ICT). Just like cross-border e-tailing, as noted by Liu et al (2015), CBEC is also characterised by the business to customer (B2C) transactions that are utilised to integrate the activities of suppliers and customers along the value chains of logistics processes. CBEC has the advantage of minimizing the trade barriers whilst promoting or advancing the trade growth (Terzi, 2011; Erickson, 2015).

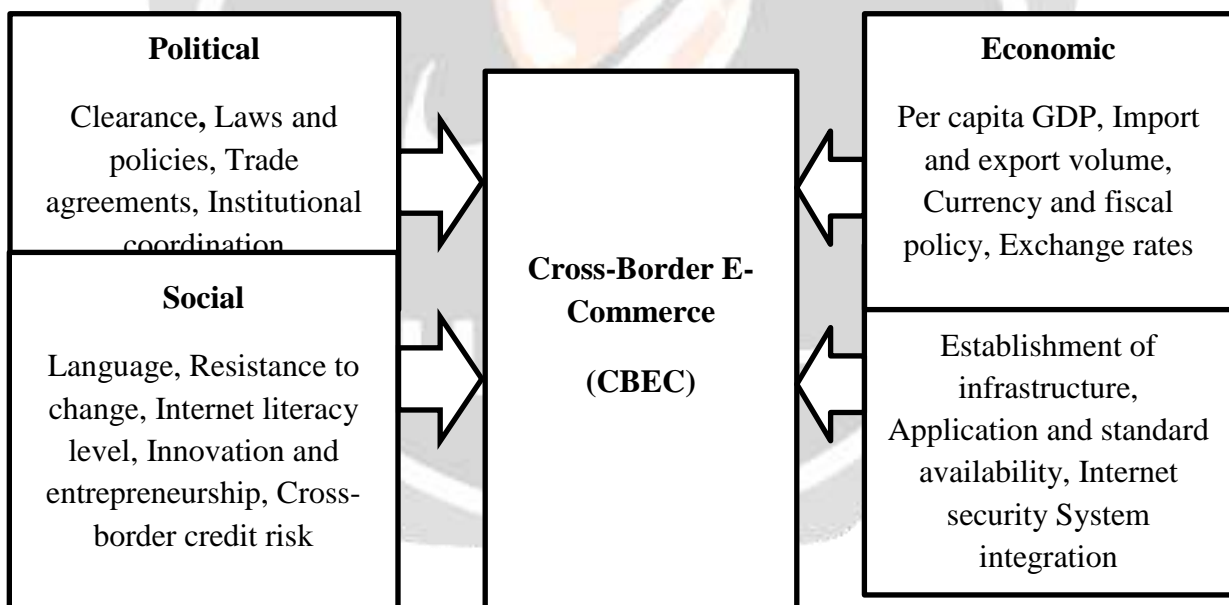
Cross-border e-commerce (CBEC) is regarded as a new type of trade that is combined with electronic commerce (e-commerce) and cross-border trade. With the development of the internet, information technology and social economy, cross-border e-commerce is developing rapidly (Li, Zhang, Qu and Zhao, 2018).

As a new way of trade, CBEC can promote the development of small and medium-sized enterprises (SMEs), improve the level of opening up, encourage the optimization and upgrading of the industrial structure, give full play of female talent, and benefit the economic development in poor areas practically (Oreku, Jianzhong, Kimutai and Mtenzi, 2009). Cross-border business to business (B2B) e-commerce is still the mainstream of business mode, but cross-border business to consumers (B2C), consumers to consumers (C2C) and organisations to organisations (O2O) e-commerce have gradually grown. (Li et al, 2018). It can thus be acknowledged that CBEC is a business activity that takes place between two or more parties that are engaged in international trade.

Factors influencing the development of cross-border e-commerce (CBEC)

Several studies have been launched to examine factors influencing the development of cross-border e-commerce (CBEC) across the world. Many researchers have presented these factors from different perspectives. Even if this is the case, the most lucrative approach that has been adopted by several scholars to understand these factors is the PEST approach (Li et al, 2018). The PEST approach involves the assessment and evaluation of the political, economic, social and technological factors that affect the business or organisational operation (Armstrong, 2009; Kenton and Yarnall, 2010). In addition to the above mentioned factors; environmental and legal factors are also key factors affecting the CBEC (Farhoomand, Tuunainen and Yee, 2000). Other factors include; the national policy and national environment (Gibbs, Kraemer, and Dedrick, 2003), demographics and information infrastructure (Xu, 2008), customs efficiency, logistics connectivity, globalization and regulatory quality and (Cho, and Lee, 2017), transportation costs, payment currency and terms, delivery time and quality, trade agreements, foreign language, returns and standardization (Kawa and Zdrenka, 2016), information, system, process and collaboration quality and service (Chen, Chen and Capistrano, 2013). However, the current study is only focusing on the PEST approach.

Figure 1: Research Model



Source: Adapted from Li et al (2018:4)

Political Factors

According to Li et al (2018), politically, the development of cross-border e-commerce is influenced by factors such as laws and policies, customs clearance, institutional coordination and trade agreements. The favorable policies have the advantage of opening up markets for international trade, including the vast markets from developing countries (Nielson and Morris, 2001). However, it should also be noted that varying laws and regulations between countries may limit the execution of cross-border e-commerce, for instance; issues of data privacy and the return policies. Taxation limits, VAT thresholds and higher tariffs also affect the cross-border purchasing intentions (Ding, Huo and Campos, 2017).

The basic activities of cross-border e-commerce are highly supported by customs clearance, while laws and policies are critical measurements for the development of e-commerce and e-readiness (Oreku, Li, Kimeli and Mtenzi, 2009). Activities of cross-border e-commerce such as customs clearance and payments are directly or indirectly affected by the laws and policies (Li et al, 2018). Each and every country is governed by its national and international laws, which are mainly used as a guideline to create order and transparency. The CBEC is also governed by these rules and laws, regulations and policies which are formulated at the national and international level. Based on this analysis, the following hypothesis was developed:

Hypothesis 1: Political factors have a positive effect on the development of cross-border e-commerce.

Economic Factors

According to Farhoomand, Tuunainen and Yee (2000), economically, factors such as import volume, export volume, GDP per capita, monetary policies, exchange rates and fiscal policies, are key drivers of cross-border e-commerce. Income (Cho and Lee, 2017) and GDP (Leong, Pan and Newell et al, 2016) are always regarded as control variables, whereas demographic information is always adopted along with GDP, whilst income as GDP per capita (Liu, Liu, Liu and Zhao, 2015 in Li et al, 2018), in the measurement of economic indicators. As such, economic factors are of paramount importance in the development of cross-border e-commerce. Given this analysis, the following hypothesis was developed:

Hypothesis 2: Economic factors have a positive effect on the development of cross-border e-commerce.

Social Factors

Social factors influencing the development of cross-border e-commerce include; internet literacy level, resistance to changes, innovation, language, cross-border credit risk and entrepreneurship (Li et al, 2018). Farhoomand, Tuunainen and Yee (2000) propounded the view that linguistic differences are key barriers to the development of cross-border e-commerce. On a similar note, Gomez-Herrera, Martens and Turlea (2014) suggested that the use of a language has a significant effect on the cross-border trading. As such, the following hypothesis was crafted:

Hypothesis 3: Social factors have a positive effect on the development of cross-border e-commerce.

Technological Factors

The development of cross-border e-commerce is also influenced by technical factors such as the system integration and internet security, the infrastructure establishment, the convenience of standards and applications (Li et al, 2018). According to Oreku, Li, Kimeli and Mtenzi (2009), the availability of a well-established infrastructure is a key sign of e-readiness. Effective communication is of paramount importance in the conduct of international business, and it does not necessarily mean that two or more parties that are engaged in international business have to meet, physically, but instead; they can execute their business transactions online or over the internet. Hence this brings out the significance of a well-developed internet connectivity, internet security and the establishment of a reliable infrastructure. The flow of information, logistics and capital flow are key attributes of cross-border e-commerce development (Li et al, 2018; Oreku et al, 2009).

The rapid and widespread diffusion of technology has promoted Globalisation (Pounder, 2013). Advanced technologies of e-commerce have the potential to reduce the costs of marketing and administration expenses, while at the same time allowing companies to reach their distributed markets (Burinskiene, 2012; Grant and Bakhru, 2004). Online shopping has been highly impacted by the existence of fast paced internet (Okamura, 2006), and the expansion of international business markets (Panagariya, 2000; Hwang et al., 2006; Shewmake and Sapp, 2000). As such, the internet usage has promoted the development of cross border e-commerce. Alkadi et al (2004) articulated the view that the advancement of internet and computerized technologies has enabled consumers to easily shop online (Alkadi et al., 2004), for instance; there is convenience in cross-border payment (McDermott, 2015) and in the usage of smart phones (Ding, Huo and Campos, 2017). As such, the effect of technical factors on the development of cross-border e-commerce cannot be underestimated. Based on this discussion, the following hypothesis was developed:

Hypothesis 4: Technological factors have a positive effect on the development of cross-border e-commerce.

Research Methodology

The current research adopted a quantitative approach on the bases of its acceptability in conceptualizing the direct and indirect relationships between variables. Primary data was obtained through an online survey that contained all the measurement items of the variables of this study. In this study, 317 participants from Gauteng Province were randomly selected. Through targeting these participants, the current research has addressed essential issues regarding factors affecting the development of cross-border e-commerce in South Africa, since the above mentioned province is one of the key economic hubs of South Africa. Independent variables of this study include; political factors, economic factors, social factors and technological factors; while cross-border e-commerce development (CBECD) is regarded as a dependent variable. Measurement items of this study were developed based on the reviewed literature. These items were measured on a five point Likert scale that ranges from 1: “strongly disagree” to 5: “strongly agree”. Descriptive statistical data was analysed on a Statistical Package for Social Sciences (SPSS Version 20). This step included the analysis of data that is related to age, employment history, education and gender. Moreover, a reliability analysis was performed on SPSS Version 20 through Cronbach’s Alpha. A Structural Equation Model (SEM) was then drawn and run on AMOS Version 20 to produce results of a Confirmatory Factor Analysis (CFA) and hypotheses testing among other outcomes.

RESULTS

Descriptive Statistics

Out of 317 targeted participants, 293 respondents completed the survey. The results indicate that 153 (52.2%) respondents were males, while 140 (47.8%) were females. According to the results, 23 (7.8%) respondents were aged 20 years and below, while 200 (68.3%) were aged between 21 and 30 years. There were 67 (22.9%) respondents aged between 31 and 40 years, whereas 3 (1%) respondents were aged between 41 and 50 years. Out of 293 respondents, 24 (8.2%) had completed a High School level of education, whereas 80 (27.3%) had obtained a Diploma. 167 (57%) were in possession of a Bachelor’s Degree certificate, while 16 (5.5%) had attained a Master’s Degree, whereas 6 (2%) had a Doctorate Degree. Focusing on employment status, 230 (78.5%) respondents had less than 5 years of employment; while 13 (4.4%) had been employed for more than 6 years. The results also indicate that 50 (17.1%) respondents were unemployed.

Reliability Analysis on Cronbach’s Alpha

A reliability analysis was performed on Cronbach’s Alpha to determine the consistency of the developed measurement items of this study. The results of the reliability analysis are acceptable since they range from 0.751 to 0.877. A recommendable alpha is expected to be above 0.7 for an acceptable range of internal consistency (Nunnally, 1994). As shown in table 1, political factors accounted for 0.877, whereas economic factors recorded 0.766. Social factors obtained 0.764 while technical factors recorded 0.751. Lastly, CBEC Development accounted for 0.803. Given the outcome, it can be acknowledged that all measurement items are reliable and acceptable.

Table 1: Reliability Analysis on Cronbach’s Alpha

Variable Name	Number of Items	Cronbach’s Alpha
Political Factors	5	0.877
Economic Factors	5	0.766
Social Factors	5	0.764
Technological Factors	5	0.751
CBEC Development	5	0.803

Source: current research

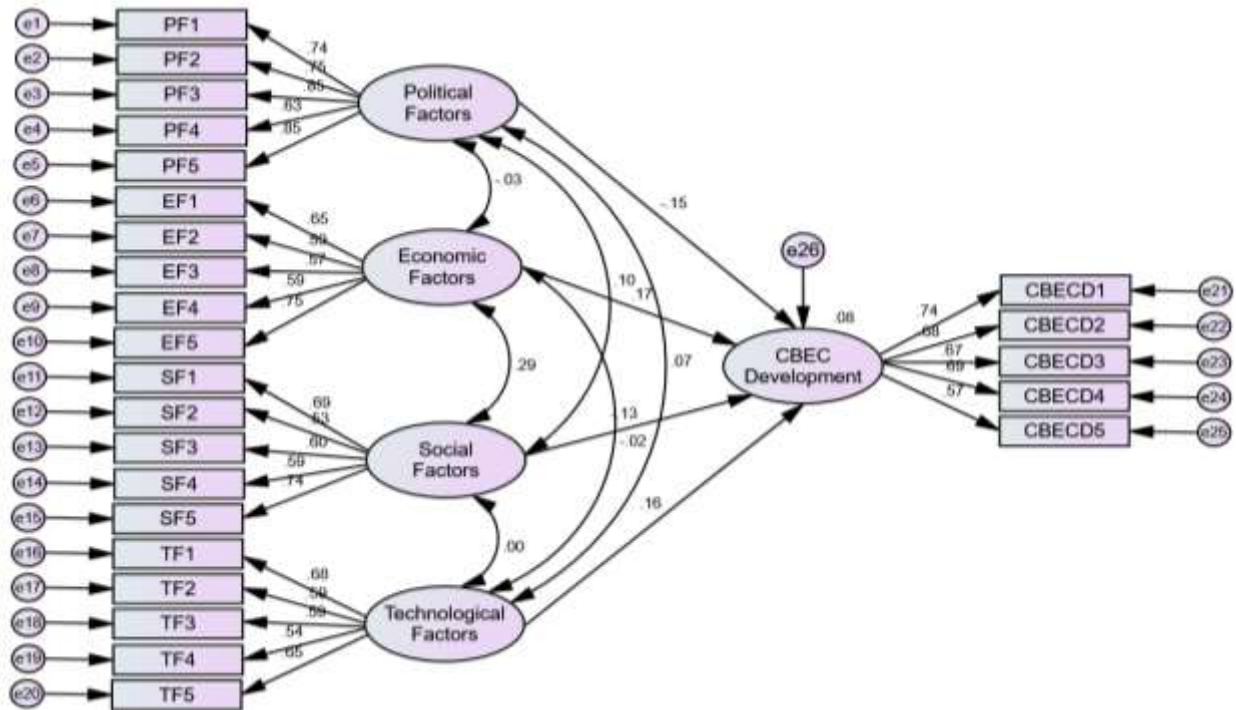
Confirmatory Factor Analysis (CFA)

A Confirmatory Factor Analysis (CFA) is conducted to ensure the validity of constructs (Moyo, 2019). Factor loadings that are acceptable are expected to be equal to or close to 0.707 for good convergent validity (Kim, Ku, Kim, Park and Park, 2016). Based on the results of a CFA, all factor loadings are acceptable, as they ranged between 0.53 and 0.85, hence close to 0.707 respectively.

Structural Equation Model

After running the test, the minimum was achieved, and a good fit for all measurement variables of this study was ensured, giving the following values of standardized estimates: Chi-square = 499.596, Degrees of freedom = 265, Probability level = 0.000, GFI = 0.882, AGFI = 0.855, TLI = 0.884, CFI = 0.897, RMSEA = 0.055.

Figure 2: Structural Equation Model



Source: Current Research

Table 2: Results of hypothesis testing (P – Values: Significant at <0.05)

Hypothesized Effect	P - Value	Result
Hypothesis 1: Political factors have a positive effect on CBECD.	0.027	Positive
Hypothesis 2: Economic factors have a positive effect on CBECD.	0.027	Positive
Hypothesis 3: Social factors have a negative effect on CBECD.	0.88	Negative
Hypothesis 4: Technological factors have a positive effect on CBECD.	0.037	Positive

Source: current research

As indicated in table 2; political factors have a positive effect on CBEC development, with the value of $p < 0.05$. The results also indicate that economic factors have a positive effect on CBEC development, with the value of $p < 0.05$. As shown in table 2; social factors have a negative effect on CBEC development, with the value of $p > 0.05$. As highlighted, technological factors have a positive effect on CBEC development, with the value of $p < 0.05$.

Discussion of Results

Political factors

Based on the results of this study, political factors have a positive effect on the development of CBEC. This outcome is echoed by Wang, Yang and Yin (2015), as they indicate that the development of CBEC is highly attributed to the influence of laws, policies, industry and commerce, customs and other regulatory activities. Trade agreements, which are mainly focusing on the tariffs and legal aspects, are other essential factors affecting the development of CBEC (Boyd, Hobbs and Kerr, 2003). As such, the current findings are concurring with the results of the previous researchers with regards to the influence of political factors on the development of cross-border e-commerce.

Economic factors

The results of the study also suggest that economic factors have a positive effect on the development of CBEC. Several scholars are also acknowledging the impact of economic factors on CBEC. In this regard, Li et al (2018) propounded the view that cross-border e-commerce is central to the transformation and upgrading of foreign trade. As the major indicators of international trade, economic components such as import volume, export volume, fiscal policies, exchange rates and monetary policies are critical in the development of CBEC (Li et al, 2018). It cannot be underestimated that fiscal policies, monetary policies and exchange rates have a huge impact in the development of cross-border e-commerce (Farhoomand, Tuunainen and Yee, 2000).

Social factors

Based on the findings of this study, social factors have a negative effect on the development of CBEC. Some of the previous researchers have indicated that social factors are negatively affecting the development of CBEC. According to Li et al (2018), cultural factors have a negative influence on cross-border e-commerce development. They depicted that factors such as cross-border credit risk, language difference and resistance to changes are regarded as barriers or obstructions to the development of cross-border e-commerce (Li et al, 2018).

Technical factors

According to the outcome of this study, technological factors have a positive effect on the development of CBEC. The technological advancement of cross-border e-commerce logistics, communication of information, transactions and data analysis have an enormous impact on the efficiency, effectiveness, convenience and safety of cross-border e-commerce and thereby contributing to the reduction of operational costs (Ai, Yang and Wang, 2016). In addition, Wang, Yang and Yin (2015) expressed the view that the application of technology and electronic clearance levels are mediating factors in the international logistics performance.

Conclusion

In pursuit of examining several factors affecting cross-border e-commerce development; political, economic, social and technological factors were identified and treated as independent variables of this study. CBEC was regarded as a dependent variable. The results of this study suggest that political factors are positively influencing the development of CBEC. In this regard, components of political factors such as policies, laws, customs and other regulatory undertakings are very essential in the advancement of cross-border e-commerce. In this case, the development of cross-border e-commerce can only be achieved when these components are supporting international trade. Otherwise, if these factors are not supportive of international trade, they could act as barriers to CBEC.

The findings of this study also suggest that economic factors are key drivers of CBEC. In the context of international trade, economic factors such as monetary policies, import volume, fiscal policies, export volume and exchange rates are of paramount importance in CBEC. However, social factors are negatively affecting the development of CBEC. As unearthed by the current research, aspects of social factors such as language and cultural differences are barriers to the advancement or development of CBEC.

The study also established that technological factors are positively impacting the development of CBEC. A well-developed internet security system, system integration, upgraded standards and applications and infrastructure establishment, has a positive effect on the development of cross-border e-commerce. It is important to note that there are a wide range of factors affecting the development of cross-border e-commerce. However, this study only focused on political, economic, social and technological factors (PEST). Even though this is the case, it is of paramount importance to note that this study is contributing enormously to the body of new knowledge in the field of international business. That is, it identifies the key drivers of CBEC from the perspective of consumers within the

context of South Africa. Future researchers can direct their research focus on identifying and testing other factors affecting CBECD from other perspectives, as this will advance research in international business.

REFERENCES

- Ai, W., Yang, J., and Wang, L., (2016). Revelation of cross-border logistics performance for the manufacturing industry development. *International Journal of Mobile Communications*, 14(6): 593.
- Accenture, (2012) *European Cross-border E-commerce: The Challenge of Achieving Profitable Growth*, Dublin: Accenture Publications.
- Alkadi, I., Alkadi, G. and Zhu, Z. (2004) "Growth of international franchising through E-Commerce", *Human Systems Management*, vol. 23, pp.269–273.
- Armstrong, M., (2009). Eleventh Edition. *Handbook of Human Resource Management Practice*. Kogan Page Limited, London.
- Bingi, P., Mir, A., and Khamalah, J. N., (2000). *The Challenges Facing Global E-Commerce*. *Information Systems Management*, 17(4): 22-30.
- Boyd, S. L., Hobbs, J. E., and Kerr, W. A., (2003). *The impact of customs procedures on business to consumer e-commerce in food products*. *Supply Chain Management*, 8(3):195-200.
- Burinskiene, A. (2012) "International trade and E-commerce in the practice of enterprises activity", *European Integration Studies*, vol. 6, pp.85–93
- Chen, J. V., Chen, Y., and Capistrano, E. P. S., (2013). *Process quality and collaboration quality on B2B e-commerce*. *Industrial Management and Data Systems*, 113 (6): 908-926.
- Cho, H., and Lee, J., (2017). *Searching for Logistics and Regulatory Determinants Affecting Overseas Direct Purchase: An Empirical Cross-National Study*. *Asian Journal of Shipping & Logistics*, 33(1):11-18.
- Cho, H., and Lee, J., (2017). *Searching for Logistics and Regulatory Determinants Affecting Overseas Direct Purchase: An Empirical Cross-National Study*. *Asian Journal of Shipping & Logistics*, 33(1):11-18.
- Ding, F., Huo, J., and Campos, J. K., (2017). *The Development of Cross Border E-Commerce*. *Advances in Economics, Business and Management Research (AEBMR)*, volume 37 *International Conference on Transformations and Innovations in Management (ICTIM-17)*.
- Editorial. (2020). *Flexible employment relationships and careers in times of the COVID-19 pandemic*. *Journal of Vocational Behaviour* 119 (2020) 103435.
- Erickson, J. (2015) "Cross-Border E-Commerce To Reach \$ 1 Trillion In 2020", [Online], Available: <http://www.alizila.com/cross-border-e-commerce-to-reach-1-trillion-in-2020/>
- Farhoomand, A. F., Tuunainen, V. K., and Yee, L. W., (2000). *Barriers to Global Electronic Commerce: A Cross-Country Study of Hong Kong and Finland*. *Journal of Organizational Computing & Electronic Commerce*, 10 (1): 23 - 48.
- Farhoomand, A. F., Tuunainen, V. K., and Yee, L. W., (2000). *Barriers to Global Electronic Commerce: A Cross-Country Study of Hong Kong and Finland*. *Journal of Organizational Computing & Electronic Commerce*, 10 (1): 23-48.
- Fichter, K., (2003). *E-Commerce: Sorting Out the Environmental Consequences*. *Journal of Industrial Ecology*. Volume 6, Number 2.
- Grant, R.M. and Bakhru, A. (2004) "The limitations of internationalization in e-commerce", *European Business Journal*, vol. 16, pp.95–104.

Gibbs, J., Kraemer, K. L., and Dedrick, J., (2003). Environment and Policy Factors Shaping Global E-Commerce Diffusion: A Cross-Country Comparison. *Information Society*, 19(1):5-18.

Gomez-Herrera, E., Martens, B., and Turlea, G., (2014). The drivers and impediments for cross-border e-commerce in the EU. *Information Economics & Policy*, 28 (1):83-96.

Hwang, W., Jung, H.S. and Salvendy, G. (2006) "Internationalization of e-commerce: a comparison of online shopping preferences among Korean, Turkish and US populations", *Behavior & Information Technology*, vol. 25, no.1, pp.3–18.

International Labour Organisation. (2020). COVID-19 and the world of work: Impact and policy responses. ILO Monitor 1st Edition. 18 March 2020.

Javalgi, R., and Ramsey, R., (2001). Strategic issues of e-commerce as an alternative global distribution system. *International Marketing Review*, 18(4):376-391.

Kawa, A., and Zdrenka, W., (2016). Conception of Integrator in Cross-Border E-Commerce. In Li, J., Zhang, J., Qu, F., and Zhao, Y., (2018). The Influencing Factors Model of Cross-Border Ecommerce Development: A Theoretical Analysis. WHICEB 2018 Proceedings. 74.

Kenton, B., and Yarnall, J., (2010). Second Edition. HR – The Business Partner Furthering the Journey. Elsevier Ltd. United Kingdom.

Kim, H., Ku, B., Kim, J. Y., Park, Y. J., and Park, Y. B. (2016). Confirmatory and Exploratory Factor Analysis for Validating the Phlegm Pattern Questionnaire for Healthy Subjects. *Evidence-Based Complementary and Alternative Medicine*, Hindawi, Volume 2016, Article ID 2696019. <https://doi.org/10.1155/2016/2696019>

Kim, T. Y., Dekker, R., and Heij, C., (2017). Cross-Border Electronic Commerce: Distance Effects and Express Delivery in European Union Markets. *International Journal of Electronic Commerce*, 21(2): 184-218.

Leong, C., Pan, S. L., and Newell, S, et al. (2016). The emergence of self-organizing e-commerce ecosystems in remote villages of china: A tale of digital empowerment for rural development. *MIS Quarterly*, 40(2):475-484.

Li, J., Zhang, J., Qu, F., and Zhao, Y., (2018). The Influencing Factors Model of Cross-Border Ecommerce Development: A Theoretical Analysis. WHICEB 2018 Proceedings. 74.

Liu, J., Liu, W., Liu, X., and Zhao, J., (2015). Research of Sino-Russian Cross-border E-commerce Development Based on Grounded Theory Method. In Li, J., Zhang, J., Qu, F., and Zhao, Y., (2018). The Influencing Factors Model of Cross-Border Ecommerce Development: A Theoretical Analysis. WHICEB 2018 Proceedings. 74.

Liu, X., Chen, D. and Cai, J. (2015) "The Operation of the Cross-Border e-commerce Logistics in China", *International Journal of Intelligent Information Systems*, vol.4, no.2, pp.15–18.

McDermott, K. (2015) *Key Business Drivers and Opportunities in Cross-Border Ecommerce*, Amsterdam: Payvision Publications.

Moyo, N. (2019). Testing the effect of employee engagement, transformational leadership and organisational communication on organisational commitment. *J. Mgt. Mkt. Review* 4 (4) 27- 278.

Nielson, J. and Morris, R. (2001) "E-commerce and trade: resolving dilemmas", *OECD Observer*, vol. 224, pp.37–39.

Nunnally, J. C., (1994). *Psychometric theory* 3E. Tata McGraw-Hill Education.

Okamura, J. (2006) "Worldwide via the Web", *Multi-channel Merchant* (Penton Media, Inc.), vol.2, no.2, pp.31–32.

Oreku, G. S., Jianzhong, L., Kimutai, K., and Mtenzi, F. J. (2009). State of Tanzania e-readiness and e-commerce: overview. *Information Technology for Development*, 15(4): 302-311.

- Oreku, G. S., Li, J., Kimeli, K., and Mtenzi, F. J., (2009). State of Tanzania e-readiness and e-commerce: overview. *Information Technology for Development*, 15(4):302-311.
- Panagariya, A. (2000) "E-Commerce, WTO and Developing Countries", *World Economy*, vol.23, no.8, pp.959-978.
- Pounder, P. (2013) "A Review of Supply Chain Management and Its Main External Influential Factors in the global market economy Supply Chain", *Supply Chain Forum*, vol.14, no.3, pp.42-50.
- Shewmake, B. and Sapp, G. (2000) "Bringing down the international barriers", *InfoWorld*, vol. 22, no.18, pp.30.
- Terzi, N. (2011) "The impact of e-commerce on international trade and employment," *Procedia - Social and Behavioral Sciences*, vol. 24, pp.745-753.
- Wang, L., Yang, J., and Yin, S., (2015). Electronic commerce international logistics performance influence factor analysis. *International Journal of Mobile Communications*, 13(5): 498-509.
- Wang, J. (2014) "Opportunities and Challenges of International e-Commerce in the Pilot Areas of China", *International Journal of Marketing Studies*, vol. 6, no.6, pp.141-149.
- Wei, X. L., Hu, L. Q., and Wei, L. P. (2017). Influencing factors of cross border e-commerce of tea enterprises in China, *Time finance*, (24), 327-337.
- Xu, X., (2008). Effects of two national environmental factors on e-commerce functionality adoption: a cross-country case study of a global bank. *Enterprise Information Systems*, 2 (3): 325-339.
- Zhu, L., and Thatcher, S. M. B., (2010). National information ecology: A new institutional economics perspective on global e-commerce adoption. *Journal of Electronic Commerce Research*, 11(1): 53-72.