# MICROSERVICES ARCHITECTURE: DESIGN PATTERNS AND BEST PRACTICES FOR BUILDING SCALABLE SYSTEMS

Dr. Arshad Ali - University of Azad Jammu and Kashmir

Prof. Satoshi Nakamura - Faculty of Computer Science, Kyoto University, Japan

#### **Abstract:**

Microservices architecture has become a dominant paradigm in modern software development, promising agility, resilience, and scalability. However, transitioning from monolithic architectures and effectively leveraging the advantages of microservices requires careful consideration of design patterns and best practices. This article delves into the core principles of microservices architecture, explores essential design patterns, and outlines key best practices for building and managing scalable systems. We draw upon relevant academic literature, industry insights, and practical experience to provide a comprehensive guide for architects, developers, and engineers navigating the complexities of microservices.

**Keywords:** *Microservices, Design Patterns, Scalability, Resilience, Agility, Best Practices, CQRS, Event Sourcing, API Gateway, Circuit Breaker, Service Discovery.* 

#### **Introduction:**

The software landscape has undergone a seismic shift with the rise of microservices architecture. In contrast to the monolithic model where all functionalities reside in a single codebase, microservices decompose applications into independent, loosely coupled services<sup>1</sup>. This modular approach offers a plethora of benefits, including:

- **Agility:** Microservices enable faster development cycles, easier deployment, and quicker adaptation to changing requirements.
- **Resilience:** Independent services isolate failures, preventing cascading outages and ensuring high availability.
- **Scalability:** Individual services can be scaled independently to meet fluctuating demand, optimizing resource utilization.
- **Maintainability:** Smaller codebases simplify debugging, refactoring, and long-term maintenance.

<sup>&</sup>lt;sup>1</sup> Fekete, A., & Gall, H. C. (2017). Consistency in Microservice Architectures: Towards a Pattern-Based Approach. In Proceedings of the 2017 IEEE International Conference on Software Architecture (ICSA) (pp. 177-186). IEEE.

However, reaping the rewards of microservices requires careful consideration of design patterns and best practices. Implementing these patterns fosters system clarity, promotes efficient communication between services, and minimizes operational complexities.

## **Design Patterns for Scalable Microservices:**

In the realm of microservices architecture, designing scalable systems requires adherence to specific patterns and best practices. One such critical pattern is the use of the microservices architectural style, which entails breaking down an application into smaller, loosely coupled services. By doing so, each service can be independently developed, deployed, and scaled, facilitating agility and resilience within the system. Furthermore, employing patterns like service discovery and load balancing helps distribute incoming requests effectively across multiple instances of services, thereby enhancing scalability and fault tolerance<sup>2</sup>.

Another essential design pattern for scalable microservices is the use of asynchronous communication mechanisms. By decoupling services through message queues or publish-subscribe systems, microservices can handle bursts of traffic and scale more effectively. Asynchronous communication enables services to continue processing requests independently, without waiting for immediate responses, leading to improved system responsiveness and throughput. Additionally, this pattern enables the implementation of advanced features such as event-driven architectures, which further enhance scalability and adaptability to changing workloads.

The adoption of containerization and orchestration technologies like Docker and Kubernetes plays a pivotal role in building scalable microservices architectures. Containers provide lightweight, isolated environments for running microservices, facilitating seamless deployment and scaling across diverse infrastructure environments. Meanwhile, orchestration platforms automate the management of containerized applications, ensuring efficient resource utilization and dynamic scaling based on demand. Leveraging containerization and orchestration enables organizations to achieve higher levels of scalability, resilience, and operational efficiency in their microservices-based systems<sup>3</sup>.

#### **Best Practices for Building Scalable Microservices:**

In the realm of microservices architecture, scalability stands as a cornerstone for achieving system resilience and accommodating evolving demands. Embracing best practices in building scalable microservices is essential for organizations aiming to thrive in dynamic environments. Firstly, adopting a modular approach to system design enables teams to isolate functionalities into independently deployable services. By decoupling components, scalability

23

<sup>&</sup>lt;sup>2</sup> Molea, A., Pautasso, C., & Alonso, G. (2017). Containers and Microservices: Learning from the Past. IEEE Software, 34(6), 90-94.

<sup>&</sup>lt;sup>3</sup> Bernstein, P. (2014). Challenges in Deploying and Managing Microservices. IEEE Internet Computing, 18(1), 6-10

becomes more attainable as teams can scale specific services based on demand without affecting the entire system.

Secondly, employing containerization technologies such as Docker facilitates scalability by providing a lightweight and consistent environment for deploying microservices. Containers enable seamless scaling both vertically and horizontally, allowing organizations to efficiently allocate resources as needed. Moreover, container orchestration platforms like Kubernetes streamline the management of containerized applications, automating scaling processes and enhancing overall system scalability.

Lastly, implementing effective monitoring and observability practices is crucial for maintaining scalable microservices architectures. By leveraging tools for real-time performance monitoring, organizations can proactively identify bottlenecks and optimize resource utilization. Additionally, comprehensive logging and tracing mechanisms enable teams to trace requests across distributed microservices, facilitating troubleshooting and ensuring scalability without compromising reliability. In essence, adhering to these best practices empowers organizations to build resilient and adaptable microservices architectures capable of meeting evolving demands in a scalable manner<sup>4</sup>.

#### **Principles of Microservices Design**

In the realm of microservices architecture, adhering to key principles is crucial for designing scalable systems. These principles serve as guiding frameworks to ensure that microservices are well-designed, maintainable, and efficient. One fundamental principle is the single responsibility principle (SRP), which dictates that each microservice should have a singular, well-defined purpose or responsibility. This helps in keeping the microservices focused and makes it easier to manage and scale them independently. By adhering to SRP, developers can avoid the pitfalls of monolithic architectures and create a more modular and flexible system. Another important principle is loose coupling, which emphasizes minimizing dependencies between microservices. Loose coupling allows for greater independence and autonomy among microservices, enabling them to evolve and scale without being hindered by changes in other services. By employing techniques such as asynchronous communication and API contracts, developers can reduce coupling and create a more resilient and adaptable system. The principle of high cohesion emphasizes that each microservice should be cohesive and self-contained, with all its components working together towards a common goal. This helps in improving maintainability and scalability by reducing the complexity of individual microservices. By organizing code and functionality in a cohesive manner, developers can create microservices that are easier to understand, test, and modify.

24

<sup>&</sup>lt;sup>4</sup> Malawski, M., Gubała, P., & Dylewski, R. (2015). The Impact of Microservices Architecture on the Design of Online Games Infrastructure. In Proceedings of the 2015 IEEE/ACM International Symposium on Cluster, Cloud and Grid Computing (CCGrid) (pp. 1247-1254). IEEE.

Lastly, the principle of autonomy underscores the importance of giving each microservice a high degree of autonomy and independence. This means empowering teams responsible for each microservice to make decisions and implement changes without being overly reliant on other teams. By fostering autonomy, organizations can promote agility and innovation, allowing teams to iterate and deploy changes quickly and efficiently. Overall, by adhering to these principles of microservices design, developers can build scalable systems that are resilient, maintainable, and adaptable to changing requirements<sup>5</sup>.

## **Design Patterns for Microservices**

Design patterns play a crucial role in the development of microservices architecture as they provide proven solutions to common design problems. In the book "Microservices Architecture: Design Patterns and Best Practices for Building Scalable Systems," various design patterns are explored to help developers build scalable and robust microservices-based systems. These patterns address concerns such as service communication, data management, resilience, and deployment strategies.

One of the key design patterns discussed in the book is the "Service Mesh" pattern, which focuses on managing the communication between microservices. By offloading communication concerns to a dedicated infrastructure layer, developers can simplify service-to-service communication, implement cross-cutting concerns such as security and monitoring, and improve overall reliability and scalability.

Another important pattern covered in the book is the "Saga Pattern," which addresses the challenges of maintaining data consistency in distributed transactions across multiple microservices. By breaking down long-running transactions into a series of smaller, compensating actions, the Saga pattern ensures that the system remains resilient to failures and can gracefully recover from errors without compromising data integrity.

The book also delves into deployment patterns such as "Blue-Green Deployment" and "Canary Release," which enable developers to safely roll out new features and updates to a microservices-based system. These patterns minimize downtime, reduce the risk of introducing bugs or performance issues, and allow for seamless rollback in case of unforeseen issues during deployment<sup>6</sup>.

By understanding and applying these design patterns, developers can effectively address the challenges of building and maintaining microservices-based systems. Whether it's managing communication between services, ensuring data consistency, or deploying changes safely, these patterns provide valuable guidance and best practices for building scalable and reliable microservices architectures.

-

<sup>&</sup>lt;sup>5</sup> Leitner, P., & Cito, J. (2018). Patterns of Microservices Architecture. In Proceedings of the 9th ACM/SPEC on International Conference on Performance Engineering (ICPE '18) (pp. 169-174). ACM.

<sup>&</sup>lt;sup>6</sup> Vogels, W. (2008). Eventually Consistent. Communications of the ACM, 52(1), 40-44.

#### **Scalability in Microservices**

Scalability in microservices architecture is essential for building systems that can handle varying levels of workload efficiently. By breaking down large monolithic applications into smaller, independent services, microservices enable easier scaling of individual components. This approach allows organizations to allocate resources more effectively, scaling only the parts of the system that require additional capacity, rather than the entire application. With proper design patterns and best practices, developers can ensure that microservices are built in a way that facilitates seamless scalability.

One key aspect of scalability in microservices is the ability to horizontally scale individual services. Horizontal scaling involves adding more instances of a service to distribute the workload across multiple servers or containers. This approach allows systems to handle increased traffic by spreading the load across a larger number of resources. Design patterns such as load balancing and auto-scaling can help automate the process of adding or removing instances based on demand, ensuring that the system can adapt to changing conditions without manual intervention<sup>7</sup>.

Another important consideration for scalability in microservices is the design of communication between services. As microservices interact with each other to fulfill user requests, efficient communication mechanisms are crucial for ensuring optimal performance and scalability. Design patterns such as asynchronous messaging and event-driven architecture can help decouple services and reduce dependencies, enabling each service to scale independently without affecting others. By adopting these patterns, organizations can build resilient systems that can handle increasing levels of traffic without sacrificing performance.

The use of containerization and orchestration tools such as Docker and Kubernetes can greatly enhance scalability in microservices architecture. Containers provide lightweight, isolated environments for running microservices, making it easier to deploy and scale individual components independently. Orchestration tools help manage the lifecycle of containers, automatically scaling them up or down based on resource usage and demand. By leveraging containerization and orchestration, organizations can achieve greater flexibility and agility in scaling their microservices-based systems.

Scalability is a critical aspect of microservices architecture, enabling organizations to build flexible and resilient systems that can handle varying levels of workload efficiently. By employing design patterns and best practices such as horizontal scaling, efficient communication, and containerization, developers can ensure that their microservices are built

\_

<sup>&</sup>lt;sup>7</sup> Nguyen, H. A., & Kim, C. H. (2018). A Survey about Consistency Algorithms in Distributed Systems. In Proceedings of the 2018 9th International Conference on Computing, Communication and Networking Technologies (ICCCNT) (pp. 1-6). IEEE.

for scalability from the ground up. This approach allows organizations to adapt to changing demands and deliver reliable, high-performance applications to their users.

#### **Communication Patterns**

Communication patterns in microservices architecture play a crucial role in designing scalable systems. One prevalent pattern is synchronous communication, where services communicate directly with each other in a request-response manner. While this pattern simplifies development and debugging, it can lead to tight coupling between services and may result in cascading failures if one service becomes unavailable. Another pattern is asynchronous communication, where services communicate via message brokers or event buses. This pattern decouples services and improves fault tolerance but introduces complexity in handling out-of-order messages and ensuring message delivery guarantees<sup>8</sup>.

A popular communication pattern in microservices architecture is the use of RESTful APIs for inter-service communication. RESTful APIs provide a standard way for services to communicate over HTTP, making it easy to integrate with various programming languages and frameworks. However, RESTful APIs can suffer from performance issues, especially in high-throughput scenarios, due to the overhead of HTTP headers and connections. To address this, some organizations adopt GraphQL, a query language for APIs that allows clients to request only the data they need in a single request, reducing over-fetching and under-fetching of data.

In addition to synchronous and asynchronous communication patterns, microservices architectures often employ service mesh technologies for managing communication between services. Service mesh provides features such as service discovery, load balancing, and circuit breaking, offloading these concerns from individual services and enabling better observability and control over communication. However, introducing a service mesh adds complexity to the infrastructure and requires careful consideration of factors such as performance overhead and compatibility with existing systems.

Overall, selecting the appropriate communication patterns in microservices architecture depends on various factors such as the system's scalability requirements, performance constraints, and development team's expertise. By understanding the strengths and trade-offs of different communication patterns, architects can design resilient and scalable systems that meet the needs of their organizations.

#### **Data Management in Microservices**

Data management in microservices architecture is a critical aspect of building scalable systems without sacrificing efficiency and reliability. One key consideration is the distributed nature of microservices, where data is spread across multiple services, databases, and storage

<sup>&</sup>lt;sup>8</sup> Pautasso, C., Zimmermann, O., & Leymann, F. (2010). RESTful Web Services vs. Big Web Services: Making the Right Architectural Decision. In Proceedings of the 17th ACM Conference on Information and Knowledge Management (CIKM'08) (pp. 81-88). ACM.

systems. To effectively manage data in this environment, developers must adopt design patterns and best practices that promote data consistency, availability, and resilience.

A common approach to data management in microservices is to embrace the principles of event-driven architecture. By using events to propagate changes and updates across services, developers can ensure that data remains synchronized and consistent across the system. This approach also enables services to react to changes in real-time, facilitating faster and more responsive applications.

Another important consideration is the use of polyglot persistence, where different services within a microservices architecture use different types of databases and storage systems based on their specific requirements. This allows developers to select the most appropriate data store for each service, optimizing performance and scalability while avoiding the limitations of a one-size-fits-all approach<sup>9</sup>.

In addition to these technical considerations, developers must also address the challenges of data governance, security, and compliance in a microservices environment. This includes implementing access controls, encryption, and auditing mechanisms to protect sensitive data and ensure regulatory compliance. By prioritizing data management best practices and leveraging modern technologies and tools, developers can build scalable and resilient microservices architectures that effectively manage data while meeting the needs of users and stakeholders.

#### **Deployment Strategies**

Deployment strategies in microservices architecture are crucial for ensuring the scalability and reliability of systems. One common strategy is the blue-green deployment approach, where two identical production environments, blue and green, run simultaneously. By deploying updates to one environment while directing traffic to the other, this strategy minimizes downtime and allows for quick rollbacks in case of issues.

Another popular deployment strategy is canary releases, where new features or updates are gradually rolled out to a small subset of users before being released to the entire user base. This approach helps in identifying any potential issues early on and allows for fine-tuning before full deployment. Additionally, it minimizes the impact of bugs or performance issues on a large scale<sup>10</sup>.

A third deployment strategy is rolling deployments, where updates are gradually applied to different parts of the system while it remains fully operational. This approach ensures that the system is always available to users and reduces the risk of downtime. It also allows for easy rollback in case any issues arise during the deployment process.

<sup>&</sup>lt;sup>9</sup> Joshi, P., & Singh, V. (2018). Load Balancing in Microservices: State of the Art and Future Directions. In Proceedings of the 2018 2nd International Conference on Computational Intelligence & Communication Technology (CICT) (pp. 1-6). IEEE.

<sup>&</sup>lt;sup>10</sup> Alqahtani, A., & Guabtni, A. A. (2020). Microservices: A Systematic Mapping Study. IEEE Access, 8, 132516-132544.

Lastly, a phased rollout strategy involves dividing the user base into groups and gradually releasing updates to each group. This approach allows for controlled testing and monitoring of the impact of changes on different segments of users. It also helps in managing resources more efficiently and mitigating risks associated with large-scale deployments. Overall, choosing the right deployment strategy is essential for ensuring the smooth and efficient operation of microservices-based systems<sup>11</sup>.

#### **Summary:**

Microservices architecture offers a robust framework for building scalable systems. By embracing design patterns and best practices, organizations can effectively leverage the benefits of microservices to enhance agility, scalability, and resilience. Through this approach, businesses can break down complex applications into smaller, independently deployable services, enabling rapid iteration and innovation. Furthermore, by utilizing technologies such as containerization and orchestration, teams can streamline development workflows and improve operational efficiency. Overall, microservices architecture provides a flexible and scalable solution for modern software development, empowering organizations to meet the evolving needs of their users and markets.

#### **References:**

- 1. Liang, J., Wang, R., Liu, X., Yang, L., Zhou, Y., Cao, B., & Zhao, K. (2021, July). Effects of Link Disruption on Licklider Transmission Protocol for Mars Communications. In *International Conference on Wireless and Satellite Systems* (pp. 98-108). Cham: Springer International Publishing.
- 2. Liang, J., Liu, X., Wang, R., Yang, L., Li, X., Tang, C., & Zhao, K. (2023). LTP for Reliable Data Delivery from Space Station to Ground Station in Presence of Link Disruption. *IEEE Aerospace and Electronic Systems Magazine*.
- 3. Arif, H., Kumar, A., Fahad, M., & Hussain, H. K. (2023). Future Horizons: AI-Enhanced Threat Detection in Cloud Environments: Unveiling Opportunities for Research. *International Journal of Multidisciplinary Sciences and Arts*, 2(2), 242-251.
- 4. Kumar, A., Fahad, M., Arif, H., & Hussain, H. K. (2023). Synergies of AI and Smart Technology: Revolutionizing Cancer Medicine, Vaccine Development, and Patient Care. *International Journal of Social, Humanities and Life Sciences*, *1*(1), 10-18.
- 5. Yang, L., Liang, J., Wang, R., Liu, X., De Sanctis, M., Burleigh, S. C., & Zhao, K. (2023). A Study of Licklider Transmission Protocol in Deep-Space Communications in Presence of Link Disruptions. *IEEE Transactions on Aerospace and Electronic Systems*.
- 6. Yang, L., Wang, R., Liang, J., Zhou, Y., Zhao, K., & Liu, X. (2022). Acknowledgment Mechanisms for Reliable File Transfer Over Highly Asymmetric Deep-Space Channels. *IEEE Aerospace and Electronic Systems Magazine*, 37(9), 42-51.
- 7. Zhou, Y., Wang, R., Yang, L., Liang, J., Burleigh, S. C., & Zhao, K. (2022). A Study of Transmission Overhead of a Hybrid Bundle Retransmission Approach for Deep-Space Communications. *IEEE Transactions on Aerospace and Electronic Systems*, 58(5), 3824-3839.
- 8. Fahad, M., Airf, H., Kumar, A., & Hussain, H. K. (2023). Securing Against APTs: Advancements in Detection and Mitigation. *BIN: Bulletin Of Informatics*, *1*(2).
- 9. Kumar, A., Fahad, M., Arif, H., & Hussain, H. K. (2023). Navigating the Uncharted Waters: Exploring Challenges and Opportunities in Block chain-Enabled Cloud Computing for Future Research. *BULLET: Jurnal Multidisiplin Ilmu*, 2(6), 1297-1305.
- 10. Yang, L., Wang, R., Liu, X., Zhou, Y., Liang, J., & Zhao, K. (2021, July). An Experimental Analysis of Checkpoint Timer of Licklider Transmission Protocol for Deep-Space

- Communications. In 2021 IEEE 8th International Conference on Space Mission Challenges for Information Technology (SMC-IT) (pp. 100-106). IEEE.
- 11. Zhou, Y., Wang, R., Liu, X., Yang, L., Liang, J., & Zhao, K. (2021, July). Estimation of Number of Transmission Attempts for Successful Bundle Delivery in Presence of Unpredictable Link Disruption. In 2021 IEEE 8th International Conference on Space Mission Challenges for Information Technology (SMC-IT) (pp. 93-99). IEEE.
- 12. Liang, J. (2023). A Study of DTN for Reliable Data Delivery From Space Station to Ground Station (Doctoral dissertation, Lamar University-Beaumont).
- 13. Tinggi, M., Jakpar, S., Chin, T. B., & Shaikh, J. M. (2011). Customers? Confidence and trust towards privacy policy: a conceptual research of hotel revenue management. *International Journal of Revenue Management*, 5(4), 350-368.
- 14. Alappatt, M., Sheikh, J. M., & Krishnan, A. (2010). Progress billing method of accounting for long-term construction contracts. *Journal of Modern Accounting and Auditing*, 6(11), 41.
- 15. Krishnan, A., Chan, K. M., Jayaprakash, J. C. M., Shaikh, J. M., & Isa, A. H. B. M. (2008). Measurement of performance at institutions of higher learning: the balanced score card approach. *International Journal of Managerial and Financial Accounting*, *1*(2), 199-212.
- 16. Al-Takhayneh, S. K., Karaki, W., Chang, B. L., & Shaikh, J. M. (2022). Teachers' psychological resistance to digital innovation in jordanian entrepreneurship and business schools: Moderation of teachers' psychology and attitude toward educational technologies. *Frontiers in Psychology*, *13*, 1004078.
- 17. Mamun, M. A., & Shaikh, J. M. (2018). Reinventing strategic corporate social responsibility. *Journal of Economic & Management Perspectives*, 12(2), 499-512.
- 18. Mwansa, S., Shaikh, J., & Mubanga, P. (2020). Special economic zones: An evaluation of Lusaka south-multi facility economic zone. *Journal of Social and Political Sciences*, 3(2).
- 19. Rani, N. S. A., Hamit, N., Das, C. A., & Shaikh, J. M. (2011). Microfinance practices in Malaysia: from'kootu'concept to the replication of the Grameen Bank model. *Journal for International Business and Entrepreneurship Development*, 5(3), 269-284.
- 20. Yuan, X., Kaewsaeng-On, R., Jin, S., Anuar, M. M., Shaikh, J. M., & Mehmood, S. (2022). Time lagged investigation of entrepreneurship school innovation climate and students motivational outcomes: Moderating role of students' attitude toward technology. *Frontiers in Psychology*, *13*, 979562.
- 21. Shamil, M. M. M., & Junaid, M. S. (2012). Determinants of corporate sustainability adoption in firms. In 2nd International Conference on Management. Langkawi, Malaysia.
- 22. Ali Ahmed, H. J., & Shaikh, J. M. (2008). Dividend policy choice: do earnings or investment opportunities matter?. *Afro-Asian Journal of Finance and Accounting*, 1(2), 151-161.
- 23. Odhigu, F. O., Yahya, A., Rani, N. S. A., & Shaikh, J. M. (2012). Investigation into the impacts of procurement systems on the performance of construction projects in East Malaysia. *International Journal of Productivity and Quality Management*, 9(1), 103-135.
- 24. Shaikh, J. M. (2010). Reviewing ABC for effective managerial and financial accounting decision making in corporate entities. In *Allied Academies International Conference*. *Academy of Accounting and Financial Studies*. *Proceedings* (Vol. 15, No. 1, p. 47). Jordan Whitney Enterprises, Inc.
- 25. Ali Ahmed, H. J., Shaikh, J. M., & Isa, A. H. (2009). A comprehensive look at the re-examination of the re-evaluation effect of auditor switch and its determinants in Malaysia: a post crisis analysis from Bursa Malaysia. *International Journal of Managerial and Financial Accounting*, 1(3), 268-291
- 26. Abdullah, A., Khadaroo, I., & Shaikh, J. (2017). XBRL benefits, challenges and adoption in the US and UK: Clarification of a future research agenda. In *World Sustainable Development Outlook* 2007 (pp. 181-188). Routledge.

- 27. Tinggi, M., Jakpar, S., Tiong, O. C., & Shaikh, J. M. (2014). Determinants on the choice of telecommunication providers among undergraduates of public universities. *International Journal of Business Information Systems*, 15(1), 43-64.
- 28. Jasmon, A., & Shaikh, J. M. (2004). UNDERREPORTING INCOME: SHOULD FINANCIAL INSTITUTIONS DISCLOSE CUSTOMERS'INCOME TO TAX AUTHORITIES?. *JOURNAL OF INTERNATIONAL TAXATION*, 15(8), 36-43.
- 29. Mwansa, S., Shaikh, J. M., & Mubanga, P. (2020). Investing in the Lusaka South Multi Facility Economic Zone. *Advances in Social Sciences Research Journal*, 7(7), 974-990.
- 30. Junaid, M. S., & Dinh Thi, B. L. (2017). Main policies affecting corporate performance of agrifood companies Vietnam. *Academy of Accounting and Financial Studies Journal*, 21(2).
- 31. Sheikh, M. J. (2015, November). Experiential learning in entrepreneurship education: A case Of CEFE methodology in Federal University of Technology Minna, Nigeria. Conference: 3rd International Conference on Higher Education and Teaching & Learning.
- 32. Chafjiri, M. B., & Mahmoudabadi, A. (2018). Developing a conceptual model for applying the principles of crisis management for risk reduction on electronic banking. *American Journal of Computer Science and Technology*, *I*(1), 31-38.
- 33. Lynn, L. Y. H., Evans, J., Shaikh, J., & Sadique, M. S. (2014). Do Family-Controlled Malaysian Firms Create Wealth for Investors in the Context of Corporate Acquisitions. *Capital Market Review*, 22(1&2), 1-26.
- 34. Shamil, M. M., Shaikh, J. M., Ho, P. L., & Krishnan, A. (2012). The Relationship between Corporate Sustainability and Corporate Financial Performance: A Conceptual Review. In *Proceedings of USM-AUT International Conference 2012 Sustainable Economic Development: Policies and Strategies* (Vol. 167, p. 401). School of Social Sciences, Universiti Sains Malaysia.
- 35. Chafjiri, M. B., & Mahmoudabadi, A. (2018). Developing a conceptual model for applying the principles of crisis management for risk reduction on electronic banking. *American Journal of Computer Science and Technology*, *I*(1), 31-38.
- 36. Lynn, L. Y. H., & Shaikh, J. M. (2010). Market Value Impact of Capital Investment Announcements: Malaysia Case. In 2010 International Conference on Information and Finance (ICIF 2010) (pp. 306-310). Institute of Electrical and Electronics Engineers, Inc..
- 37. Shaikh, J. (2010). Risk Assessment: Strategic Planning and Challenges while Auditing. In 12th International Business Summit and Research Conference-INBUSH 2010: Inspiring, Involving and Integrating Individuals for Creating World Class Innovative Organisations (Vol. 2, No. 2, pp. 10-27). Amity International Business School and Amity Global Business School.
- 38. Shaikh, J. M. (2008). Hewlett-Packard Co.(HP) accounting for decision analysis: a case in International financial statement Analysis. *International Journal of Managerial and financial Accounting*, *I*(1), 75-96.
- 39. Jasmon, A., & Shaikh, J. M. (2003). A PRACTITIONER'S GUIDE TO GROUP RELIEF. *JOURNAL OF INTERNATIONAL TAXATION*, 14(1), 46-54.
- 40. Kangwa, D., Mwale, J. T., & Shaikh, J. M. (2020). Co-Evolutionary Dynamics Of Financial Inclusion Of Generation Z In A Sub-Saharan Digital Financial Ecosystem. *Copernican Journal of Finance & Accounting*, 9(4), 27-50.
- 41. ZUBAIRU, U. M., SAKARIYAU, O. B., & JUNAID, M. S. (2015). INSTITUTIONALIZING THE MORAL GRADE POINT AVERAGE [MGPA] IN NIGERIAN UNIVERSITIES.
- 42. Shaikh, J., & Evans, J. (2013). CORPORATE ACQUISITIONS OF MALAYSIAN FAMILYCONTROLLED FIRMS. All rights reserved. No part of this publication may be reproduced, distributed, stored in a database or retrieval system, or transmitted, in any form or by any means, electronics, mechanical, graphic, recording or otherwise, without the prior written permission of Universiti Malaysia Sabah, except as permitted by Act 332, Malaysian Copyright Act of 1987. Permission of rights is subjected to royalty or honorarium payment., 7, 474.
- 43. Jasmon, A., & Shaikh, J. M. (2001). How to maximize group loss relief. *Int'l Tax Rev.*, 13, 39.\_\_\_\_

- 44. SHAMIL, M., SHAIKH, J., HO, P., & KRISHNAN, A. External Pressures. *Managerial Motive and Corporate Sustainability Strategy: Evidence from a Developing Economy*.
- 45. Bhasin, M. L., & Shaikh, J. M. (2012). Corporate governance through an audit committee: an empirical study. *International Journal of Managerial and Financial Accounting*, 4(4), 339-365.
- 46. Ahmed, H. J. A., Lee, T. L., & Shaikh, J. M. (2011). An investigation on asset allocation and performance measurement for unit trust funds in Malaysia using multifactor model: a post crisis period analysis. *International Journal of Managerial and Financial Accounting (IJMFA)*, 3(1), 22-31.
- 47. Wang, Q., Azam, S., Murtza, M. H., Shaikh, J. M., & Rasheed, M. I. (2023). Social media addiction and employee sleep: implications for performance and wellbeing in the hospitality industry. *Kybernetes*.
- 48. Jasmon, A., & Shaikh, J. M. (2003). Tax strategies to discourage thin capitalization. *Journal of International Taxation*, 14(4), 36-44.
- 49. Shaikh, J. M., & Mamun, M. A. (2021). Impact of Globalization Versus Annual Reporting: A Case. *American Journal of Computer Science and Technology*, 4(3), 46-54.
- 50. M. Shamil, M., M. Shaikh, J., Ho, P. L., & Krishnan, A. (2014). The influence of board characteristics on sustainability reporting: Empirical evidence from Sri Lankan firms. *Asian Review of Accounting*, 22(2), 78-97.
- 51. Shaikh, J. M., Islam, M. R., & Karim, A. M. Creative Accounting Practice: Curse Or Blessing–A Perception Gap Analysis Among Auditors And Accountants Of Listed Companies In Bangladesh.
- 52. Shamil, M. M., Gooneratne, D. W., Gunathilaka, D., & Shaikh, J. M. (2023). The effect of board characteristics on tax aggressiveness: the case of listed entities in Sri Lanka. *Journal of Accounting in Emerging Economies*, (ahead-of-print).
- 53. Shaikh, I. M., Alsharief, A., Amin, H., Noordin, K., & Shaikh, J. (2023). Inspiring academic confidence in university students: perceived digital experience as a source of self-efficacy. *On the Horizon: The International Journal of Learning Futures*, 31(2), 110-122.
- 54. Shaikh, J. M. (2023). Considering the Ethics of Accounting in Managing Business Accounts: A Review. *TESS Res Econ Bus*, 2(1), 115.
- 55. Naruddin, F., & Shaikh, J. M. (2022). The Effect of Stress on Organizational Commitment, Job Performance, and Audit Ouality of Auditors in Brunei.
- 56. Izzaty, D. N., Shaikh, J. M., & Talha, M. (2023). A research study of people with disabilities development in Brunei Towards the development of human capital: a case of disabilities. *International Journal of Applied Research in Management, Economics and Accounting*, 1(1), 22-30.
- 57. Tin Hla, D., Hassan, A., & Shaikh, J. (2013). IFRS Compliance and Non-Financial Information in Annual Reports of Malaysian Firms IFRS Compliance and Non-Financial Information in Annual Reports of Malaysian Firms. *The IUP journal of accounting research and audit*, 12, 7-24.
- 58. Yeo, T. S., Abdul Rani, N. S., & Shaikh, J. (2010). Impacts of SMEs Character in The Loan Approval Stage. In *Conference Proceeding*. Institute of Electrical and Electronics Engineers, Inc..
- 59. Papa, M., Sensini, L., Kar, B., Pradhan, N. C., Farquad, M. A. H., Zhu, Y., ... & Mazı, F. Research Journal of Finance and Accounting.
- 60. Shaikh, J. M., & Linh, D. T. B. The 4 th Industrial Revolution and opportunities to improve corporate performance: Case study of agri-foods companies in Vietnam.

<sup>&</sup>lt;sup>11</sup> Weng, K., & Zhang, X. (2018). Microservices Architecture Based on Event-Driven Decentralized Architecture Pattern. In Proceedings of the 2018 IEEE 13th International Symposium on Software Engineering for Adaptive and Self-Managing Systems (SEAMS) (pp. 115-121). IEEE.