

The Mediating Effects of Organisational Culture on Job Performance of Automotive salespersons in a Large Automotive Sales Company in Malaysia

Muhammad Iqbal Shaharom, K. Kuperan Viswanathan, Nor Azman Ali

Abstract: *The purpose of this paper was to examine the mediating effects that organisational culture would have, on the work performance of those automotive sales persons, specifically within a case study of a large automotive sales organisation within the country of Malaysia. The findings were then detailed from the perceptions of the studies automotive salespersons, along with the correlating implications that could affect the automotive retaining industry in Malaysia. It was known that the work and job performance of automotive salespersons were greatly influenced by the kind of organisational culture that they were residing within. The organisational culture theories were used to investigate the social cognitive theory, via literature reviews conducted. The methodology of this paper was through the usage of quantitative and survey means where the needful data was collected from the related salespersons originating from the branches and dealers of the Malaysian based Naza Group of Companies. The involved measurement tools have been adopted from the works of previous researchers. One thousand and two hundred questionnaires have been distributed to arrive at three hundred and seventy five usable responses, hence a response rate of 31.25%. The collected quantitative data was processed and analysed using the Statistical Package for Social Science (SPSS) version 22. The results illustrated that significant positive relationships exist between organisational culture with the employees' work performances.*

Keywords : Malaysian automotive industry, organisational culture, job performance, work performance

I. INTRODUCTION

The Malaysian business landscape has generally been challenging, complicated and filled with uncertainties (Frankema, Rosendaal & Taminiau, 2006). All business organisations have been facing social evolutions on a daily basis which includes but not limited to globalisation and tough rivalries among businesses from both within the same industry and internationally (Govaerts et al., 2011). The Malaysian automotive industry, especially when it comes to marketing and sales, has not been spared either.

According to the Automotive Institute of Malaysia, there are altogether twenty seven automotive manufacturers in Malaysia itself, with nineteen of them being car vehicle manufacturers, and another eight of them being motorcycle manufacturers (AIMS, 2009). It has been noted that, the automotive industry of Malaysia has in the year 2018 contributed around thirteen percent out of the total twenty nine percent of the overall Malaysian manufacturing sector to the country's GDP (AIMS, 2009).

Revised Manuscript Received on April 30, 2020.

* Correspondence Author

Muhammad Iqbal Shaharom, Universiti Utara Malaysia/Education, Kedah, Malaysia. Email: iqbalshaharom75@gmail.com

K. Kuperan Viswanathan, OYA Graduate School, Universiti Utara Malaysia/Education, Kedah, Malaysia. Email: kuperan@uum.edu.my

Nor Azman Ali, Department of Management and Marketing, Universiti Putra Malaysia, Selangor, Malaysia. Email: nazman@upm.edu.my

This translates to a rather high employment of employees within the country's automotive industry, where statistics has shown that the total employment numbers stand at 550,000 in the year 2014 (Statistics Employment, 2014). With such a high number of employees within the automotive sector, it is vital that their job performances are sustained in order to also sustain the growth of the overall automotive manufacturing sector in the country. Having a high number of employed staff but with low productivity will negatively affect the overall performance and growth of the automotive industry. This will then involve the role of organisation culture in optimising the mentality and psychological state of the employees to upkeep their work performance standards.

There has been several problems noted among the automotive salespersons that have motivated the formation of this study to look at the possible causes from the perspective of organisational culture. These salespersons have often been perceived by the Malaysians as being cold, untrustworthy, and cunning (Joetan & Kleiner, 2004). Such a bad perception on the salespersons' work performances could have been caused by inappropriate organisational cultures that were influencing them on a daily basis. Furthermore, these salespersons were often not willing to stay loyal to a specific automotive company, and their high turnover rates have been negatively affecting the organisations' profitability (Chris, 2015). When turnover rates are as high as 66% in merely a year (Jamie, 2014), something must be wrong with the organisational culture.

Therefore, the researcher aims to look into the relationship between organisational culture and the salespersons' negative work attitude, behaviour and job performances. As such, the following research questions were formed:

- 1) What is the relationship between organisational culture and work or job performance?
- 2) What is the effect of organizational culture as a mediator to job performance?

II. LITERATURE REVIEW

A. Organisational Culture

Aycan et al. (1999) opined organisational culture as the ways that employees would think and consequently make decisions which would eventually influence their work performance. Desatnic et al. (1986) has simply put organisational culture as the general personality that represents an organisation. Needle (2004) explained the organisational culture as the kinds of behaviour that employees within any organisation usually depicts as a result of interactions happening between themselves.

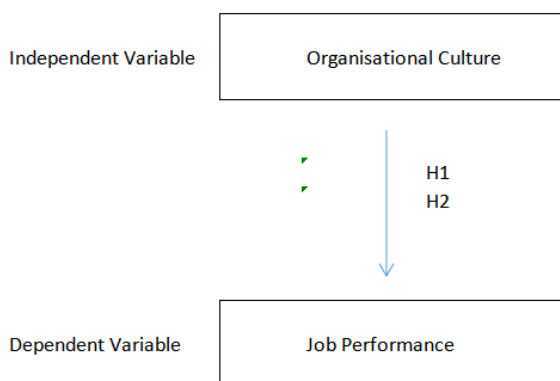
B. Work Performance

Campbell (1990) coined work performance as the kind of values that employees would typically contribute to the organisations through their behavioral sets. Katz and Kahn (1978) added the job performance as the kinds of motivation that employees would be directing towards their work responsibilities through the functions of their abilities, knowledge and skills. Daft (2000) clarified job or work performance as the employees’ abilities towards achieving their organisations’ goals through the efficient usage of the organisations’ resources. Cascio (2006) elaborated this as the degree that the employees are achieving their organisational missions which makes up part of their responsibilities.

C. Organisational Culture and Work Performance

Hebb (1949) has been one of the earliest who linked both organisational culture and work performance together by stating that the former will be affecting the employees’ job satisfaction level which, in turn, affect their behaviour and performance at work. Sheridan (1992) opined that organisational culture has been closely correlated with the work performance of the employees. This has been in line with the view of Wallach (1983) as well as Ogbonna and Harris (2000) of the positive association of these two elements. Kopelman et al. (1990) further reinforced that, this will consequently affect the productivity of the employees. Shahzad et al. (2013) emphasized that organisational culture has always been, in fact, a key influencer of the employees’ work performance levels and has since been establishing that only a strong organisational culture would lead to a strong foundation of performance excellence along with the ability of the organisations to consistently excel in their performances. Park and Kim (2009) simply put things into perspective by stating that a strong organisational culture will automatically lead towards good employees’ performance. Aycan et al. (1999) concluded that, only when organisational cultures are peaking, the work performance of employees will also follow suit to be maximising, these then become a great source of sustainable competitive advantage for the organisations to stay ahead of their competitions.

D. Theoretical Framework



The theoretical framework is based on one dependent variable of job performance that is being influenced by the independent variable of organisational culture. Where the organisational culture climate is not favourable or conducive for the salespersons, it will negatively affect their job

performance. Likewise, should the organisational culture climate is well, positive and favourable, their job performances will be leveraged. The relationship of these two variables are being governed by two hypothesis of:

H1: There is a significant positive correlation between organisational culture and job performance

H2: Organisational culture will have a positive mediating effect to job performance

III. METHODOLOGY

The Malaysian automotive sector corporate leaders and managers would be involved in this study so as to understand the influences that organisational culture would have on the automotive salespersons’ job performances of the latter fulfilling their work competencies in maximising their automotive retailing skills and results. It was known that ethical organisational climates would often lead towards positive work related outcomes (Jaramillo et al., 2006). Where ethical behaviours were displayed by the automotive sector employees, the expectation is that the salespersons’ productivity level would also be increased accordingly in meeting the needed economic growth (DeConinck, 2011). Therefore, the leaders and management team members being the pinnacle of the organisations would be approached to find out on the aspects of ethical organisational climates within their automotive organisations.

A quantitative methodology is selected. Firstly, a questionnaire form consisting of 50 questions was designed and pilot tested with a few respondents with the aim of finetuning and improving the instrument further before final disbursement. The target pilot testers would be from the management group such as the General Managers, the Directors, and the owners of the outlets. A total of 30 respondents have been approached to become pilot testers for this research.

Questionnaire survey forms were passed onto a total of 375 salespersons from within the Naza Group of Companies in Malaysia, via a random sampling method. These respondents originated from 156 different subsidiary companies within the Naza Group, out of a total 1,871 salespersons. The only criteria for selecting the 375 random respondents was based on their full time statuses, with other requirements such as the years of experiences and gender being totally random.

The below table shows how the survey forms have been distributed according to the different regions or brands within Malaysia, where it was evident that the salespersons have been evenly distributed across all the Malaysian regions. All in all, around 75% of the forms were distributed in the central region, another 48% within the east coast region, and finally another 54% from those East Malaysian regions.

Table- I: Distribution of the dealerships according to the different regions in Malaysia

REGION /BRAND	NORTHERN OUTLETS	CENTRAL OUTLETS	SOUTHERN OUTLETS	EAST COAST OUTLETS	EAST MALAYSIA OUTLETS	TOTAL OUTLETS
KIA MOTORS	16	18	8	5	10	57
PEUGEOT	6	12	8	3	3	32
CITROEN	3	3	3	3	2	14
CHEVROLET	7	12	5	4	12	40
NAZA MOTOR	3	3	3	2	2	13
TOTAL	35	48	27	17	29	156

The targeted respondents have been chosen from a total of 156 outlets that were fully owned by the Naza Group. Out of this total, 100 outlets have been chosen for the purpose of this research because the other outlets consisted of multiple ownerships from the same group of shareholders, therefore not qualified to be tested or sourced from.

The table below shows the total number of salespersons, broken down by the different regions, brands across all the regional outlets within the country. It can be noted that, an average number of 62 salespersons per outlet branch have been recorded.

Table- II: The total number of salespersons for all the outlets within the Malaysia regions

REGION /BRAND	SALES ADVISOR PER BRANCH	NORTHERN OUTLETS	CENTRAL OUTLETS	SOUTHERN OUTLETS	EAST COAST OUTLETS	EAST MALAYSIA OUTLETS	TOTAL OUTLETS
KIA MOTORS	12	192	216	96	60	120	684
PEUGEOT	11	66	72	88	33	33	292
CITROEN	10	30	30	30	30	20	140
CHEVROLET	14	98	168	70	56	168	560
NAZA MOTOR	15	45	45	45	30	30	195
TOTAL	62	431	531	329	209	371	1871
DISTRIBUTED		300	400	200	100	200	1200
PERCENTAGE DISTRIBUTED		70	75	61	48	54	64
RESPONDENTS		113	126	66	32	38	375
PERCENTAGE RESPONDENTS		37	32	33	32	20	31.25

All the salespersons that were working in the aforementioned 100 outlets have been chosen to voice out their opinions through the survey forms. A period of four months have been provided for all the respondents to complete the surveys. All in all, 1,200 questionnaire forms have been distributed across all the 100 outlets. Out of this number, 375 questionnaire forms have been duly filled and returned, representing a 31.25% response rate. This response rate has been noted to be sufficient and adequate within a reasonable range as supported by Kumar (1996) and Abdul-Muhmin (2005).

The collected data were then processed and analysed using the SPSS software version 22. Among the processes ran would be the tests conducted to locate the reliability of all the items listed down in the questionnaire form. This is because, past researchers such as Hair et al. (2010) have stressed the importance to have the reliability of internal consistency association being adequately measured between all the items within the questionnaire form. This would then allow the researcher to further decide which of the questionnaire items that were properly linked, and which others could be excluded. After that, the exploratory factor analysis would then be used to have the measurement of equivalence being checked for all the questionnaire items. This could then allow those similar variables that possessed measurement characteristics to be easily evaluated using factor analysis (Cooper and Schindler, 2006). Furthermore, both the hypotheses that were formulated by the researcher would then be analysed using multiple regression analysis, which is used to examine the kinds of correlations that exist among the identified variables. This could also allow the measurement of those independent variables to be compared against the dependent ones in the aspect of variance.

The figure below shows the flow of the methodology, data collection from respondents, data processing using SPSS, data analysis, reporting of the findings, discussion of the results, the testing of hypothesis, to conclude the overall research and to recommend future directions for expanding this research.

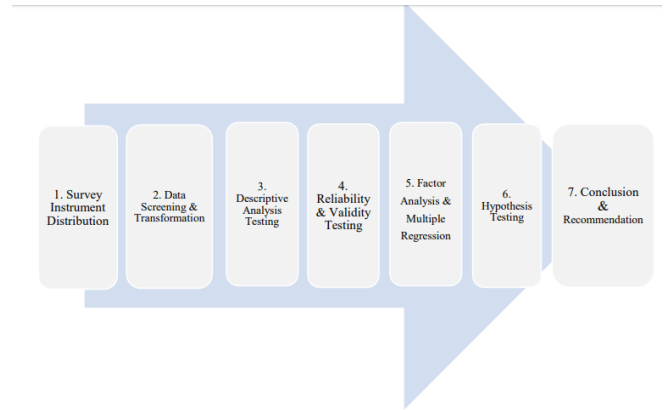


Fig. 1. The process flow of the data collection, processing and analysis

IV. RESULTS

The table below shows the demographic profile of the respondents from the perspective of their positions with Naza Group. The highest percentage comprised of sales advisors at 34.1%, followed by sales consultants at 31.5%, sales executives at 22.7% and the lastly the salesmen at 11.7%.

Table- III: The Demographic Profiles on Position

Demographic Profiles on Position

Position	Frequency	Percentage
Sales Advisor	128	34.1%
Sales Consultant	118	31.5%
Sales Executive	85	22.7%
Salesmen	44	11.7%

The table below shows the demographic profile of the respondents from the perspective of their age. Those between the age group of 26-33 years old made up of the majority of the respondents at 42.9%. Secondly, the youngest group of 18-25 years old comprised of 38.4%. this is followed by those from 34-41 years old group at 10.7%, those between 42-49 years old at 5.1% and lastly, those exceeding 50 years of age at 2.9%.

Table- IV: Demographic Profiles on Age

Demographic Profiles on Age

Age	Frequency	Percentage
18-25 years	144	38.4%
26-33 years	161	42.9%
34-41 years	40	10.7%
42-49 years	19	5.1%
> 50 years	11	2.9%

The table below shows the demographic profile of the respondents from the perspective of their gender. It can be seen that a large majority of the salespersons have been the gentlemen with a whopping 77.1% over the ladies with only 22.9%.

Table- V: Demographics profile on gender

Demographic Profiles on Gender

Gender	Frequency	Percentage
Male	289	77.1%
Female	86	22.9%

The table below shows the demographic profile of the respondents from the perspective of their ethnicity. It was noted that the Malays made out of a majority of the salespersons reacting to this research with 47.7%, followed by the Chinese salespersons at 41.3%, the Indians at 8.0%, and lastly, others at 2.9%.

Table- VI: Demographics profile on ethnicity

Demographic Profiles on Ethnicity

Ethnicity	Frequency	Percentage
Malay	179	47.7%
Chinese	155	41.3%
Indian	30	8.0%
Others	11	2.9%

The table below shows the demographic profile of the respondents from the perspective of their marital statuses. Those married salespersons made up of the majority respondents, with 60.8% of them contributing to this research. Secondly would be those single salespersons at 36.0%, followed by the widows at 3.2%.

Table- VII: Demographics profile on marital statuses

Demographic Profiles on Marital Status

Marital Status	Frequency	Percentage
Single	135	36.0%
Married	228	60.8%
Widow	12	3.2%
Widower	0	0.0%

The table below shows the demographic profile of the respondents from the perspective of their education backgrounds. It has been noted that those with certificates of SRP, SPM or STPM made up of the largest respondent group at 52.8%, followed by those graduating from diploma or equivalent tertiary level at 26.4%. Next would be those holding primary school certificates at 18.7%, and lastly those owning bachelor's degree or equivalent statuses at 2.1%.

Table- VIII: Demographic profiles on education

Demographic Profiles on Education

Education	Frequency	Percentage
Primary school certificate	70	18.7%
SRP/SPM/STPM	198	52.8%
Diploma or equivalent	99	26.4%
Bachelor's degree or equivalent	8	2.1%
Master's degree or higher	0	0.0%

The table below shows the demographic profile of the respondents from the perspective of their job related experiences. Those having worked between 6 to 10 years were the majority respondents at 41.9%. This is closely followed by those fresh graduates that have worked up to 5

years at 41.6%. Next would be those working from 11 to 15 years at 15.7%, and finally the veterans with more than 16 years of experiences at 0.8%.

Table- IX: Demographic profiles on job related experiences

Demographic Profiles on Job Related Experience

Job Related Experience	Frequency	Percentage
0-5 years	156	41.6%
6-10 years	157	41.9%
11-15 years	59	15.7%
16-20 years	3	0.8%
> 21 years	0	0.0%

The table below shows the demographic profile of the respondents from the perspective of their number of years in service within the Naza Group. Those who have worked for less than five years have been the majority respondent group at 68.5%, followed by those having worked for the Group from 6 to 10 years at 28.8%. Those with 11 to 15 years service within the group stood at 2.7%

Table- X: Demographic profiles on years of service in the firm

Demographic Profiles on Years of Service in the Firm

Years of Service	Frequency	Percentage
0-5 years	257	68.5%
6-10 years	108	28.8%
11-15 years	10	2.7%
16-20 years	0	0.0%
> 21 years	0	0.0%

V. DISCUSSIONS

The table below shows the Cronbach alpha results processed through the SPSS software. Through the pilot study, the variables were found to be ranged between 0.917 to 0.972 which denoted strong reliability. Specifically, the organisational culture construct was found to have a value of 0.917 whereas the Cronbach's alpha value would be 0.972 for the job performance construct. In the actual data collection, the Cronbach's alpha value for all the variables were found to be within the range of 0.929 to 0.964. Individually, organisational culture was valued at 0.961 and job performance was at 0.962.

Table- XI: Cronbach’s alpha of pilot study versus actual study

Cronbach’s alpha of Pilot Study vs Actual Study

Variables	Questionnaire	Items	Cronbach’s Alpha (Pilot Study) num: 30	Cronbach’s Alpha (Actual Data) num:375
Self-efficacy	Q1-Q10	10	.943	.950
Job stress	Q11-Q20	10	.960	.929
Role ambiguity	Q20-Q30	10	.963	.957
Organizational culture	Q30-Q40	10	.917	.961
Job performance	Q41-Q50	10	.972	.962
All Variables		50	.968	.964

The table below shows the results for the validity analyses done. All the studied items have word items exceeding 0.691 denoting that individually, each item could be explained as having 69% of the variance against its factor that were rated to be above the threshold value of 0.5. This research showed that all the selected items were able to have their factors being explained along with the convergent validity of the measurements. Therefore, the items for all the factors could be confirmed as to be measuring the same constructs.

Table- XII: Factor analysis (Assessing the convergent validity among the predictors)

Factor Analysis (Assessing Convergent Validity among Predictors)

Factor Analysis	Component		
	1	2	3
1. Respond sufficiently to co-workers.		.748	
2. Administer your work well.		.836	
3. Take sufficient course of action to keep your job running efficiently.		.892	
4. Reassign a co-worker that interrupt you quickly.		.882	
5. Get through to most trouble co-workers.		.872	
6. Coordinate your work.		.878	
7. Collaborate with others in a team.		.888	
8. Continue in succeeding to overcome barriers to complete an assignment.		.874	
9. Look for a demanding assignment/task.		.734	
10. Get an overseer to help you if necessary		.698	
11. Working here makes it limited time spend with my family.			.734
12. I am deeply involved with my work.			.837
13. There are lots of times when my job irritates me.			.850
14. Working here leaves little time for other interest.			.874
15. Sometimes when I think about my job i get a crushing sensation in my chest.			.867
16. I regularly get the feeling I am attached to the company.		.885	
17. The extent of my work is so great and I have limited time to do it.		.908	
18. I feel i am at fault when I take time off from the job.		.893	
19. No occasion in the past I have a day off.		.696	
20. I don't have enough time to train my people.		.691	
21. I am sure about how much power I have.	.774		
22. There are clear, purpose goal for my job.	.862		
23. Lack of strategy and direction to help me.	.818		
24. I am set right or remunerated when I really don't expect it.	.889		
25. I know that i have managed my time properly.	.915		
26. I know what my job functions are.	.925		
27. I know what is presume of me.	.916		
28. Clear clarification is given on what has to be done.	.866		
29. I am told how well I am performing.	.775		
30. I receive a task without the personnel to complete it	.795		

Note: Factor 1, Self Efficacy; Factor 2, Job Stress; Factor 3, Role Ambiguity

The table below shows the correlation analysis for all the studies variables. Such analysis was usually conducted in order to examine the degree and significance of related connections among the functions developed, prior to launching the regression analysis. Should the dependent and independent variables were found to be closely correlated, it would then be suitable to have the models being constructed (Richardson et al., 2005). As shown in the below table, all of the cases have been picked up by the correlation outputs so there were no data missing among all the fifty items studies with N=375 respondents. The correlation coefficient value

needed to be checked whether there were any negative signs being attached, so as to determine where the relationships of the items were heading at. The correlation coefficients within the Pearson analysis can range from +1 down to -1. So when the correlations were found to be nearer to the value of 1, meaning exceeding 0.9, it means that a threat of a multi-collinearity was found (Sekaran & Bougie, 2013). Through the data processing done, the Pearson correlation between job performance and organisational culture was found to be at 0.541.

Table- XIII: Correlation Analysis

Correlations Analysis

		Job Performance	Self-Efficacy	Job Stress	Role Ambiguity	Organization Culture
Pearson Correlation	Job Performance	1.000	.265	.243	.388	.541
	Self-Efficacy	.265	1.000	.305	.289	.335
	Job Stress	.243	.305	1.000	.488	.446
	Role Ambiguity	.388	.289	.488	1.000	.646
	Organization Culture	.541	.335	.446	.646	1.000
Sig. (1-tailed)	Job Performance	.000	.000	.000	.000	.000
	Self-Efficacy	.000	.000	.000	.000	.000
	Job Stress	.000	.000	.000	.000	.000
	Role Ambiguity	.000	.000	.000	.000	.000
	Organization Culture	.000	.000	.000	.000	.000
N	Job Performance	375	375	375	375	375
	Self-Efficacy	375	375	375	375	375
	Job Stress	375	375	375	375	375
	Role Ambiguity	375	375	375	375	375
	Organization Culture	375	375	375	375	375

The normality tests were usually done to verify the normality of the data in terms of their distribution trends (Pallant, 2013). Should the data were deviating a lot from normal distribution, then those data would not be suitable for the purpose of statistical analysis. In the table below, where the value of Sig was found to be exceeding 0.50, it denoted that the results were non-significant. These tabulations were based on the Kolmogorov-Smirnov statistical results.

Table- XIV: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
MeanSE	.061	375	.002	.990	375	.013
MeanJS	.098	375	.000	.974	375	.000
MeanRA	.075	375	.000	.982	375	.000
MeanOC	.074	375	.000	.979	375	.000
MeanJP	.059	375	.003	.986	375	.001

a. Lilliefors Significance Correction

This study has shown clear signs that both the dependent and independent variables have a close relationship of above 0.3.

Table- XV: Multiple Regression analysis

Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.175	.283		7.695	.000
	Self-Efficacy	.159	.050	.160	3.193	.002
	Job Stress	.035	.053	.036	.654	.513
	Role Ambiguity	.331	.056	.324	5.926	.000
2	(Constant)	1.812	.264		6.862	.000
	Self-Efficacy	.094	.047	.094	2.009	.045
	Job Stress	-.032	.050	-.033	-.637	.525
	Role Ambiguity	.067	.061	.066	1.103	.271
	Organization	.469	.057	.482	8.193	.000
	Culture					
Model	R	R square	F Value	Significance Level		
1	.421a	.177	26.619	.000		
2	.551b	.303	67.122	.000		

a.) Predictors : (Constant), SE, JS, RA
 b.) Predictors : (Constant), SE, JS, RA, OC

From the table below, it could be seen that organisational culture had a Pearson correlation value of 0.541 against the job performance variable, denoting a high degree of correlative relationship.

Table- XVII: Pearson correlation

Pearson Correlation of Variables

		Organization Culture	Job Performance
Self-Efficacy	Pearson Correlation	.335**	.265**
	Sig. (2-tailed)	.000	.000
Job Stress	Pearson Correlation	.446**	.243**
	Sig. (2-tailed)	.000	.000
Role Ambiguity	Pearson Correlation	.646**	.388**
	Sig. (2-tailed)	.000	.000
Organizational Culture	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.000

VI. CONCLUSIONS AND FUTURE SCOPE

This study has concluded that, the job performance of the salespersons within the Naza Group of Companies as an automotive leader in the sales and marketing of vehicles, was closely related to the organisational culture. Where organisational culture has a positive, conducive and favourable climate, the work or job performance of the salespersons will be automatically beefed up. Therefore, both the hypotheses H1 and H2 have been accepted and proven to be significant. For future studies, it is suggested that future researchers could expand the scope of the respondent pool outwards towards other automotive companies, and not merely a group of companies. Even though the Naza Group was perceived to be a market leader within Malaysia, there could be some views or circumstances that could not be detected in Naza Group. Therefore, by including more automotive companies in Malaysia or even intentionally, this will increase the variance and diversity of the quality of responses collected. This will in turn increase the reliability and quality of the research outcome.

REFERENCES

- Abdul-Muhmin, A. (2005). Instrumental and Interpersonal Determinants of Relationship Satisfaction and Commitment in Industrial Markets. *Journal of Business Research*, 58, 619-628.
- AIMS (2009). Briefing to Ministry of Trade Malaysia. Hashim, H., unpublished, Kuala Lumpur.
- Aycan, Z., Kanungo, R. N., & Sinha, J. P. (1999). Organizational Culture and Human Resource Management Practices: The Model of Culture Fit. *Journal of Crosscultural Psychology*, 30, 501-526. <https://doi.org/10.1177/0022022199030004006>
- Campbell, J. P. (1990). An overview of the army selection and classification project (Project A). *Personnel Psychology*, 43, 231-239.
- Cascio, W. F. (2006). *Managing Human Resources: Productivity, Quality of Life, Profits*. McGraw-Hill Irwin.
- Chris, Y. (2015). *The Real Costs of Employee Turnover*. Street Directory, http://www.Streetdirectory.com/Travel_Guide.
- Daft, R. L. (2000). *Organisational Theory and Design*, 7th Ed., South-Western College Publishing, Thomson Learning.
- Deconinck, J. (2011). The Effects of Ethical Climate on Organizational Identification, Supervisory Trust, and Turnover Among Salespeople. *Journal of Business Research*, 64(6), 617-624.
- Desatinic, R.L. (1986). Management climate survey: a way to uncover an organization's culture. *Personel*, 49-54.
- Frankema, K., Rosendaal, B., & Taminiau, Y. (2006). Acting on Frictions: Learning Blocks and Flows in Knowledge Intensive Organizations. *Journal of European Industrial Training*, 30(4), 291-309.
- Govaerts, N., Kyndt, E., Dochy, F., & Baert, H. (2011). Influence of Learning and Working Climate on the Retention of Talented Employees. *Journal of Workplace Learning*, 23(1), 35-55.
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis: A Global Perspective* (7th ed.) New Jersey: Pearson Education, Inc.
- Hebb, D.O. (1949). *The organization of behavior*. New York: John Wiley and Sons
- Jamie, L. (8th December 2014). High Salesperson Turnover Getting Worse. *Automotive News*.
- Jaramillo, J., Mulki, J., & Soloman, P. (2006). The Role of Ethical Climate on Salesperson's Role Stress, Job Attitudes, Turnover Intention, and Job Performance. *Journal of Selling and Management*, 26(3), 271-282.
- Joetan, Edwin, and Brian H. Kleiner. (2004). Incentives Practices in the U.S. Automobile Industry, *Management Research News*, 27(7), 49-56.
- Katz, D., & Kahn, R.L. 1978. *The social psychology of organizations* (2nd ed.), New York: Wiley.
- Kopelman, R E., Brief, A. P. and Guzzo, R A., 1990. The role of climate and culture in productivity. *San Francisco Jossey-Bass*.
- Kumar, R. (1996). *Research Methodology: A Step by Step Guide for Beginners*. South Melbourne Australia: Addison Wesley Longman Australia Pty Limited.
- Kumar, K. (2001). *Remembering Media Events of Childhood and Early Youth: The Indian Experience*. Project Report.
- Needle, David., 2004. *Business in Context: An Introduction to Business and Its Environment*. ISBN 978-1861529923. Chapter 4 ref.
- Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *International Journal of Human Resource Management*, 11(4), 766-788. <https://doi.org/10.1080/09585190050075114>
- Pallant, J. (2013). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using IBM SPSS* (5th ed.). New York: McGraw-Hill International.
- Palmer, Stephen, Gary, Cooper., & Kate, Thomas. (2004). *A Model of Work Stress*. Winter.
- Park, J. S., & Kim, T.H. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention? *Leadership in Health Services*, 22(1), pp.20 – 38.
- Richardson, S., Guru, K., Yu, M., Wei, K., & Pointon, L. (2005). *How To Research: A Guide for Undergraduate & Graduate Students*. New York: Thomson Learning.
- Shahzad, F., Iqbal, Z., & Gulzar, M. (2013). Impact of organizational culture on employees job performance: An empirical study of software houses in Pakistan. *Journal of Business Studies Quarterly*, 5(2), 56. Retrieved from http://jbsq.org/wp-content/uploads/2013/12/December_2013_4.pdf
- Sheridan, J. E., 1992. Organizational culture and employee retention. *Academy of Management Journal*, 35, 1036-1056



27. Statistics, Department of Malaysia. (2012). Census of Establishments and Enterprises 2012 of Malaysia.
28. Statistics, Department of Malaysia. (2014). Census of Employment of Malaysia. Wallach, E.J. (1983), Individual and organization: The culture match. Training and Development Journal, 37(2): 29-36

AUTHORS PROFILE



Dr Muhammad Iqbal Shaharom holds the position of President & Chief Executive Officer of MBM Resources Bhd., an automotive group with diverse investments in distributorship and dealership of major international brands and automotive parts manufacturing in Malaysia. The Group is well represented in all segments of the market from light trucks to medium and heavy duty trucks and busses in the commercial vehicle market, and from compact entry level cars to luxury cars in the passenger vehicle market. Its automotive parts manufacturing division, consisting of wheels, airbags, seatbelts, steering wheels and noise, vibration and harshness (NVH) products and tyre assembly services, is a significant supplier to all the major brands in Malaysia. In the past, Dr. Iqbal holds the positions of Vice President of Naza Quest Auto Sdn. Bhd., Chief Operating Officer of DRB-Hicom Sdn. Bhd., and Deputy Chief Marketing Officer of Chery Automobile Sdn. Bhd. Dr. Muhammad Iqbal specialized in organizational behavior, organizational change management, corporate finance, strategic management, strategic marketing, human resource management and merger & acquisition. He is a certified professional trainer & facilitator from University Malaya and a certified trainer from HRDF. He also holds the certification of International Merger & Acquisition from Institute for Mergers, Acquisition & Alliance, Vienna, Switzerland.

At present, he also holds the directorship of 11 other companies in the MBM Resources Group.

- Director of Federal Auto Holdings Berhad
- Director of Daihatsu (Malaysia) Sdn Bhd
- Director of Autoliv Hirotako Sdn Bhd
- Director of Hirotako Acoustics Sdn Bhd
- Director of Oriental Metal Industries (M) Sdn Bhd
- Director of Inai Benua Sdn Bhd
- Director of MBMR Properties Sdn Bhd
- Director of Galaxy Waves Sdn Bhd
- Director of Summit Vehicle Body Works Sdn Bhd
- Director of F.A Trucks Sdn Bhd
- Director of Hino Motors Sales (Malaysia) Sdn Bhd

Qualifications

- Doctor in Business Administration (DBA) Organizational Behaviour, University Utara Malaysia.
- Master's Degree in Business Administration (MBA), Major in Finance & Strategic Management, University of Toledo.
- Bachelor Degree in Business Administration (BBA), Major in International Business & Banking, University of Toledo.



Professor Dr. K. Kuperan Viswanathan is Professor of Resource Economics and Management. Before joining OYAGSB, he was an Associate Professor of Resource Economics at the Faculty of Economics and Management, Universiti Putra Malaysia. Professor Kuperan is a leading natural resource economist with more than 30 years of experience in resource economics, policy and development research, social science research capacity building, education and

training. He was a member of the World Bank Affiliated Centers for International Agricultural Research (CGIAR) senior researchers' team of the World Fish Centre and led the Centre's Dhaka and South Asia office from January 2004 – March 2005. On the international level, he has served on the board of the Marine Steward Council, United Kingdom and is currently the Chair of the United Nations Global Compact on Responsible Management Education (PRME), ASEAN+ Chapter. He has published over 45 technical publications and has visited more than 30 countries for professional activities. Professor Kuperan is also active in professional organizations in Malaysia and abroad and serves in editorial committees of major natural resource journals of developing countries such as African Journal of Marine Science and the Malaysian Journal of Agricultural Economics. Since the early 1980s, he has worked as a researcher, project leader, senior scientist,

director and expert adviser for a number of organizations such as World Fish, Food and Agriculture Organization of the United Nations.

Qualifications:

- PhD, Resource Economics, University of Rhode Island, United States of America.
- Master in Economics (Agricultural and Resource Management), University of New England (Australia).
- BSc. Resource Economics, University Putra Malaysia, Malaysia.



Professor Madya Dr. Noor Azman Ali hold the position of Associate Professor in the Faculty of Economics and Management, Universiti Putra Malaysia, Serdang, Selangor. Prof Dr. Nor Azman also holds the position of Deputy Director of the Center for Quality Assurance, DVC Research and Industrial Linkages Office, Universiti Putra Malaysia. Prof Dr. Nor Azman Ali specialized in total quality

management, service quality, entrepreneurship, strategy decision making, human resource quality governance, enterprise risk management, quality supply chain and service quality. Dr. Nor Azman also was involved as a consultant for transformation of Financial management of Putrajaya municipality in 2015 to 2016. He was also an advisor to MPC on Malaysian Public Sector Productivity and Performance Report for 2015. Dr. Nor Azman was also involved in various scientific experience and specialization with European Center of TQM and Llyods Register Quality Assurance Ltd. Dr Noor Azman had a total of 55 publication in various research journals.

Qualification:

- Doctor of Philosophy (PHD), Bradford University, United Kingdom.
- Postgraduate Diploma in Research Method, Bradford University, United Kingdom.
- Master of Business Administration (MBA), University of Wolverhampton, United Kingdom.
- Bachelor of Business Administration (BBA), University of OHIO (Athens)
- Diploma in Business Studies (Transportation), University Teknologi MARA (UITM)