

Factors Affecting Employees Performance In The Retail Sector

Umme Salma Sultana¹, Anis Alysha Binti Mohd Nazri², Wan Adleena Binti Wan Abdul Malik³.

^{1,2} Faculty of Business Management and Professional Studies, Management and Science University, Seksyen 13, 40100, Shah Alam, Selangor, Malaysia.

³ Management & Science University, Seksyen 13, 40100, Shah Alam, Selangor, Malaysia.

ABSTRACT

This study addresses the factors influencing the output of the employees in the Shah Alam retail market. Leaders of the retail sector are looking for successful approaches to enhance the efficiency of the employee in order to increase the output rates of the business. The aim of this study is to identify and evaluate the key factors influencing the performance of employees in the retail sector and to enable retail sector leaders to examine and take effective action to inspire their employees to achieve higher rates of overall performance of the business. This study uses a modelling system, using research design and data analysis process, with significant, moderating and mediating effects. The research participants consisted of 100 retail workers from the retail shops across the main Shah Alam area who worked in the retail sector for over a year. Semi-structured interviews and surveys consisted of data collection. Data analysis included theme identification and grouping of data, as well as transcript reviews, and the emerging themes were checked from the interview data. The findings of the analysis revealed that the factors impacting output of the workers had both positive and negative impacts. This study's findings and related consequences are based in large part on empirical evidence and survey interviews. Through integrating perspectives from various online articles and the online survey, this study advances understanding of the factors influencing the performance of employees in Shah Alam's retail sector. Leaders in the retail sector may use the results of this study to include strategies to inspire their workers. The message of this study for social change is that retail leaders should apply strategies that include workers in their work while optimizing the organization's sustainability.

Keywords

Retail, Employees, Performances.

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Introduction

Retail is an extraordinary business, with an ever-shifting landscape. Many retail markets in the world have been particularly eventful in recent years, with increasing competition, margin pressure, and greater merger and acquisition activity (Tang & Lim, 2008: 18). Retailing is increasingly gaining importance and along with the developed technology is turning into a giant sector (MEGEP: 2008: 3). Today's potential customer is most likely an experienced buyer with a keen eye for price, service and convenience. They are more sophisticated and more demanding. As markets become more competitive, customers' demands for quality product and service increase. As a result, delivering a unique in-store experience is a key goal for retailers today (Tang & Lim, 2008: 10).

Employees' performances in general leaves a big impact on the overall company's performances. It will determine whether the company will reach its target sales and revenue for the week, month, and year. Hence, we would like to conduct a research to identify the factors that affects the employees' performances in the sales industry that could lead to either the success or failure of the company. People often think that retailing is just selling goods at a store, while retailing at the same time includes the sale of services

Retailing performs a variety of functions towards day in our daily lives. The main role can be seen in the marketing distribution channel. It serves them producer, consumer and economy, as a whole in a big way (Tiwari, 2009: 7). A retailing or retailer's function is important for consumers and manufacturers and wholesalers. Retailers

work as buying specialists (agents) for clients and sales agents for their suppliers: while fulfilling these roles, they perform various marketing activities such as meeting customer needs, creating product types, collecting market information, and granting customer's credit.

These provide the consumer's connections with producers or wholesalers (Mucuk, 2009: 285).

The research objectives are to examine if the skills and behaviour affects the employees performance in the retail sector in Shah Alam, to examine if the neuroticism affects the employees performance in the retail sector in Shah Alam, to examine if the job security affects the employees performance in the retail sector in Shah Alam, to examine if the organization's environment affects the employees performance in the retail sector in Shah Alam, to examine if the sales management affects the employees performance in the retail sector in Shah Alam, to examine if the technology enablement affects the employees performance in the retail sector in Shah Alam, to examine if the communication and feedbacks affects the employees performance in the retail sector in Shah Alam, to examine if the right sales strategy affects the employees performance in the retail sector in Shah Alam, to examine if the sales training affects the employees performance in the retail sector in Shah Alam, and to examine if the sales incentive programs affects the employees performance in the retail sector in Shah Alam.

Literature Review

Based on the website cultbranding.com, Retail is the sale of goods and services from businesses to an end user called a customer. Retail marketing is the process by which retailers promote awareness and interest of their goods and services

in an effort to generate sales from their consumers. There are a wide range of approaches and methodologies retailers can use to advertise their products and services. Retailing is a critical economic operation, offering consumers an outlet to purchase goods and services from different types of traders. The retail sector consists of supermarkets, department stores, chain stores, specialty shops, convenience stores, franchise stores, convenience stores, franchise stores, mail order houses, online retailers, and door-to-door sales. Retail stores are purchasing their products from wholesalers, stocking the items and reselling them in limited quantities to individual customers. Retailers must be mindful to the people of needs and desires of their clients, they must also promote and show the products they sell attractively. The main retailing roles can be divided into five categories: merchandising and purchasing, store management, sales promotion and advertisement, accounting and bookkeeping, and staff. Merchandising and purchasing decide the variety and quantity of products to be sold, displayed or stored in a shop within a company. Store operations staff keep building for the retailer. Sales promotion and ads educate about the products and services available to customers and prospective customers. Bookkeeping and accounting staff keep Track of money spent and earned, as well as tracking consumer payrolls, taxes, and money owed. The staff department at the store is staffed with trained staff. Retail business owners are businessmen establishing or purchasing their own business or franchise company. They are responsible for all facets of a company activity, from arranging and ordering goods to day-to-day operations supervision. Retail managers are responsible for retail establishments running profitably. Their responsibilities include recruiting, educating, and overseeing other staff, maintaining physical facilities, handling inventories, controlling expenditures and receipts, and maintaining good public relations. Retail sales staff assist consumers with transactions by recognizing their needs, presenting or illustrating goods, collecting payment, reporting sales and packaging their orders or preparing for delivery. Sometimes, they are called sales managers, store clerks or salesmen.

Theoretical Foundation

Theory 1: Impact of Workplace Environment on Employee Performance

Based on the website ispatguru.com, we found out that Employees are very important assets in an organization. A good organization is one which takes care of its employees. This is often done by paying attention to their workplace environment. This is because the employees spend substantial part of the time of their lives at the workplace while carrying out their work. Hence, workplace environment influences their cognitive and emotional states, concentration, behavior, actions, and abilities. It plays an important role in the employees' engagement as well as in their performance. In fact, workplace environment has a big contribution for the organization in maintaining a high level of employees' productivity and hence the organizational productivity.

Theory 2: How Do Bonuses Affect Employees' Work Performance?

Based on the article written by Ruth Mayhew in the website smallbusiness.chron.com, we have found out that employers pay performance bonuses to employees who achieve satisfactory or high ratings during their annual performance appraisals. An incentive-based bonus links the amount of the payment to the level of performance. For instance, an employee whose overall performance rating is outstanding or the highest level achievable may receive the largest bonus the company has determined it will pay each employee. An employee whose rating is satisfactory or above may receive a lesser amount, but a bonus nonetheless. The effect this type of bonus has on employee performance is that conscientious employees remind themselves month after month that their efforts and hard work will be rewarded at the end of the year.

Theory 3: Effects of Training on Employee Performance

Based on the article written by Jerry Shaw in March 09, 2019, we have found out that Companies can reap the rewards of providing training for their employees because welltrained workers help increase productivity and profits. Investing in employee training should improve worker retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce. Investment in training can improve a company's financial standing. Poor performance often results when employees don't know exactly what they're supposed to do, how to do their jobs or why they need to work a certain way. Training can help solve these performance problems by explaining the details of the job.



Figure 2.4. The conceptual model for the factors affecting the employees' performance in the retail and marketing sector

Based on the conceptual model above, the skills and behaviour, neuroticism, job security, organization's environment, sales management, technology enablement, communication and feedback, the right sales strategy, sales training, sales incentive programs are the independent variables that affects the employees performance in the retail and marketing sector which is the dependent variable.

H1 : There is a significant positive effect of skills and behavior on the employees performances in the sales industry

H2 : There is a significant negative effect of neuroticism on the employees performances in the sales industry

H3 : There is a significant positive effect of job security on the employees performances in the sales industry

H4 : There is a significant positive effect of organization's environment on the employees performances in the sales industry

H5 : There is a significant positive effect of sales management on the employees performances in the sales industry

H6 : There is a significant positive effect of technology enablement on the employees performances in the sales industry

H7 : There is a significant positive effect of communication and feedback when there is employees engagement to the employees performances in the sales industry

H8 : There is a significant positive effect of the right sales strategy when there is employees engagement on the employees performances in the sales industry

H9 : There is a significant positive effect of sales training when there is employees engagement on the employees performances in the sales industry

H10 : There is a significant positive effect of sales incentive programs when there is employees engagement on the employees performances in the sales industry

Methodology

This study is using the correlation research quantitative design attempts to determine the extent of a relationship between a number variables using statistical data. The primary data are collected via survey questionnaires with the employees in the retail sector mainly in Shah Alam. In order to explore possibilities with a focus on pre-identified areas for large data applications in literature review retail operations, the online survey questionnaire is chosen as a method for obtaining primary data as it allows researchers to use close-ended questions to provide in-depth answers.

The tool we have chosen to create and distribute our survey questionnaire is to use the google form where we then distribute it to Shah Alam retail employees throughout Shah Alam by going to retail stores such as the Aeon Shah Alam Mall, SACC Mall, Giant Shah Alam, Tesco Extra Shah Alam, Seksyen 7 stores, and PKNS Shah Alam to link them to the survey questionnaire. Secondary data comprise academic literature, non-academic literature, and company websites, as this field has yet to be established and continues to grow.

The questionnaires for this research had been developed in ten steps. The first step is to define goals, resources and time constraints for the survey. We decided to do the online survey that has its benefits and inconveniences. One of the benefits is that it makes data collection simpler. The Internet is a huge virtual world linking people of all kinds from around the globe. Of this purpose, a survey requiring a hundred or more respondents can be performed more quickly through the Internet. The respondents can deploy and complete the survey questionnaire quickly, particularly if there is an incentive provided after their participation.

The population for our research is the employees from the retail sector in Shah Alam,

Selangor. The area we cover are the retail stores throughout Shah Alam which are the Aeon Mall Shah Alam, SACC Mall, Giant Shah Alam, Tesco Extra Shah Alam, Seksyen 7 stores and PKNS Shah Alam. We focus mainly on full time retailers. Sampling frame is an integral representation of the elements in the population from which the sample was taken. The population sampling system is, however, unachievable. Because there is no sample frame data of the Shah Alam retail employees. Sampling is a method by which a given number of employees are drawn from a sampling frame that represents an existing list of employees in the plantation population employed. The use of probability sampling in this analysis should achieve representativeness, since each employee is equally likely to be included in the survey. This study is to be carried out in Shah Alam.

Results and Discussion

This chapter presents the findings of this study, which were obtained from the questionnaire survey that we have conducted. The chapter starts with the respondents' profile and is supported by demographic information. This chapter will also cover the data analysis, which includes the frequency test, cross tabulation, central tendency, independent sample test, one-way anova, correlation analysis and multiple regression analysis. Each analysis will interpret and answer the research questions. Cross tabulation is a method for quantitatively analysing the relationship between multiple variables. The central tendency for the values of a random variable to cluster round its mean. Independent samples are samples that are selected randomly so that its observations do not depend on the values other observations. The one-way analysis anova is used to determine whether there are any statistically significant differences between the means of two or more independent groups. Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. Lastly, the multiple regression analysis is a powerful technique used for predicting the unknown value of a variable from the known value of two or more variables.

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 18	2	1.7	1.7	1.7
18-24	91	75.8	75.8	77.6
25-30	24	20.0	20.0	97.5
31-40	3	2.5	2.5	100.0
Total	120	100.0	100.0	

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	75	62.5	62.5	62.5
Female	45	37.5	37.5	100.0
Total	120	100.0	100.0	

Ethnicity				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	87	72.5	72.5	72.5
Chinese	18	15.0	15.0	87.5
Indian	15	12.5	12.5	100.0
Total	120	100.0	100.0	

Nationality				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malaysian	119	99.2	99.2	99.2
Non-Malaysian	1	.8	.8	100.0
Total	120	100.0	100.0	

Salary				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below RM 1000	17	14.2	14.2	14.2
Rm 1000- Rm 2000	85	70.8	70.8	85.0
Rm 2000- Rm 3000	9	7.5	7.5	92.5
Rm 3000- Rm 9000	1	.8	.8	93.3
Above Rm 10000	0	0.0	0.0	100.0
Total	120	100.0	100.0	

Sales experience in the past				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid New	86	71.7	71.7	71.7
3 months	3	2.5	2.5	74.2
6 months	12	10.0	10.0	84.2
12 months	13	10.8	10.8	95.0
More 12 months	4	3.3	3.3	100.0
Total	120	100.0	100.0	

Number of years working in the retail sector				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 1 year	31	25.8	25.8	25.8
1-2 years	57	47.5	47.5	73.3
3-4 years	24	20.0	20.0	93.3
5-10 years	8	6.7	6.7	100.0
Total	120	100.0	100.0	

Marital Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	110	91.7	91.7	91.7
Married	9	7.5	7.5	99.2
Divorced	1	.8	.8	100.0
Total	120	100.0	100.0	

Position				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sales Associate	64	53.3	53.3	53.3
Cashier	34	28.3	28.3	81.7
Assistant Supervisor	12	10.0	10.0	91.7
Supervisor	2	1.7	1.7	93.3
Assistant Manager	5	4.2	4.2	97.5
Manager	3	2.5	2.5	100.0
Total	120	100.0	100.0	

4.2. Respondent Behaviours

4.2.1. Anova Testing Table

ANOVA					
The skills in retailing helps the employees in their job performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.168	5	.234	.617	.687
Within Groups	43.157	114	.379		
Total	44.325	119			

Multiple Comparisons
Dependent Variable: The skills in retailing helps the employees in their job performance
Tukey HSD

(I) Position	(J) Position	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Sales Associate	Cashier	-.025	.131	1.000	-.40	.35
	Assistant Supervisor	.245	.194	.803	-.32	.81
	Supervisor	-.172	.442	.999	-1.45	1.11
	Assistant Manager	-.273	.286	.932	-1.10	.56
	Manager	-.005	.363	1.000	-1.06	1.05
Cashier	Sales Associate	.025	.131	1.000	-.35	.40
	Assistant Supervisor	.270	.207	.762	-.23	.87
	Supervisor	-.147	.448	.999	-1.44	1.15
	Assistant Manager	-.247	.295	.960	-1.10	.61
	Manager	.020	.371	1.000	-1.05	1.09
Assistant Supervisor	Sales Associate	-.245	.194	.803	-.81	.32
	Cashier	-.270	.207	.762	-.87	.33
	Supervisor	-.417	.470	.949	-1.78	.95
	Assistant Manager	-.517	.328	.615	-1.47	.43
	Manager	-.250	.397	.989	-1.40	.90
Supervisor	Sales Associate	.172	.442	.999	-1.11	1.45
	Cashier	.147	.448	.999	-1.15	1.44
	Assistant Supervisor	.417	.470	.949	-.95	1.78
	Assistant Manager	-.100	.515	1.000	-1.59	1.39
	Manager	.167	.562	1.000	-1.46	1.79
Assistant Manager	Sales Associate	.273	.286	.932	-.56	1.10
	Cashier	.247	.295	.960	-.61	1.10
	Assistant Supervisor	.517	.328	.615	-.43	1.47
	Supervisor	.100	.515	1.000	-1.39	1.59
	Manager	.267	.449	.991	-1.04	1.57
Manager	Sales Associate	.005	.363	1.000	-1.05	1.06
	Cashier	-.020	.371	1.000	-1.09	1.05
	Assistant Supervisor	.250	.397	.989	-.90	1.40
	Supervisor	-.167	.562	1.000	-1.79	1.46
	Assistant Manager	-.267	.449	.991	-1.57	1.04

Based on the significant value which is 0.687, we accept the null. So we can conclude that there is no significant behavioural differences between the position group and the skills in retail that helps the employees to perform in their job.

4.3. Hypothesis Testing

4.3.1. Multiple Regression Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.575	.536	.446

a. Predictors: (Constant), Having sales incentive program such as cash rewards makes the employees perform their job better, Negative thinking and emotional state is affecting the employees' job performance, The sales management helps the employees to perform in my job better, Using technology has help the employees to perform in their job better, The organization environment affects the employees job performance, The skills in retailing helps the employees in their job performance, Having the right sales strategy helps the employees to perform their job better, The leader need to listen to their employees feedback for employees to perform better, Providing training can boost the employees' performance, Communicating and receiving feedback from the leader makes the employees perform their job better

Based on the result, the factors that affects the employees' performance can be explained with 53.6% by these ten variables. It means, 46.4% explanation of the factors that affects the employees performance depends on other factors, which we never include in this study.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.281	10	2.928	14.746	.000 ^b
	Residual	21.644	109	.199		
	Total	50.925	119			

a. Dependent Variable: Employees are performing at their job

b. Predictors: (Constant), Having sales incentive program such as cash rewards makes the employees perform their job better, Negative thinking and emotional state is affecting the employees' job performance, The sale management helps the employees to perform in my job better, Using technology has help the employees to perform in their job better, The organization environment affects the employees job performance, The skills in retailing helps the employees in their job performance, Having the right sales strategy helps the employees to perform their job better, The leader need to listen to their employees feedback for employees to perform better, Providing training can boost the employees' performance, Communicating and receiving feedback from the leader makes the employees perform their job better

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.304	.375		.809	.420
	The skills in retailing helps the employees in their job performance	.437	.115	.407	3.804	.000
	Negative thinking and emotional state is affecting the employees' job performance	.049	.042	.092	1.156	.250
	The leader need to listen to their employees feedback for employees to perform better	-.044	.131	-.042	-.338	.736
	The organization environment affects the employees job performance	.078	.088	.089	.881	.380
	The sale management helps the employees to perform in my job better	.189	.093	.218	2.041	.044
	Using technology has help the employees to perform in their job better	.129	.067	.164	1.918	.058
	Communicating and receiving feedback from the leader makes the employees perform their job better	.376	.165	.303	2.271	.025
	Having the right sales strategy helps the employees to perform their job better	-.193	.116	-.197	-1.662	.099
	Providing training can boost the employees' performance	-.115	.138	-.104	-.839	.403
	Having sales incentive program such as cash rewards makes the employees perform their job better	.013	.094	.012	.136	.892

a. Dependent Variable: Employees are performing at their job

Based on the significant value for each variables, we can conclude that the independent variables of skills and behavior, sales management, and communication and feedbacks

are important because their significant value is lesser than 0.05.

Conclusions

Theoretical contribution is a process that are depends on the development and advancement in existing theory with some rationales and realities. The focus towards this study was to identify the important factors that can simply affect the employees' performance in the retail sector industry. From

what had been discovered throughout the research, it can surely said that by providing training, it can boost up the employees performances towards their job. Besides that, a positive leader and a good organization can totally boost up their performances. It can be seen from the results of hypothesis that shows all the independent variables have a significant relationship with the dependent variable. Basically, this study theoretical contributed as a secondary data for other research to help in knowing what are the factors that affect the employees' performance in the retail sector. This can be proved by seeing the result of the hypothesis that had been shown in Chapter Four. Other than that, it also can help other researcher in doing their research about any similar topic or different topic but with the same idea.

The contribution of this research reaches to the organizations, and managements of retail companies to further improve the employees' performance which directly contribute to the company's overall performance. This research could bring a positive impact especially to the companies in the Shah Alam area. The managements could use the information here in this research to analyse and observe the factors that affects the employees' performance and figure out what they can improve on or engage on to ensure the employees' performance could meet their expectations.

Furthermore, this research could also contribute to other researchers that are studying on this topic as well in hope that it will give an input of information to the knowledge of factors that affecting the employees' performance in the retail sector. This research also could contribute not for the study of employees' performance in the retail sector but also for the study of factors that affects the employees' performance in general.

The limitation that was found during the further study is the lack of timing, lack of meetings between the group members and our supervisor. Lack of time occurs because we have been hold back to distribute our questionnaires since it is prohibited for us to go outside during this Covid-19 pandemic. We barely have time to fully commit to do the questionnaires before this pandemic going on. These are the major issues that we have faced that lead to our lack of timing. The second limitation is the lack of meeting between the group members and our supervisor. This really is a challenge for us as we have to communicate all of the projects through our phone. By not seeing our supervisor to seek help for our thesis is also hard for us.

In the further study, we hope that the area of our research can be broader because our data only cover a small sample size of the Shah Alam area. We believe that with a bigger and broader sample size and sample area, the information and data of this research would be more precise, accurate and relevant to be used by the organizations, companies, industry and other researchers as well.

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