

Factors Affecting Hotel Employees' Performance

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ABSTRACT

Employee performance is defined as whether a person executes their job duties and responsibilities well since performance is a critical factor in organizational success. For that purpose, it requires the understanding for a particular position and that the employee knows the job performance basics and measures that he or she is relied upon to meet. This research aims to study the relationship between performance predictors such as empowerment, teamwork, and work environment with employee performance in hotel industry. It was found that teamwork and work environment have significant correlation with employees' performance. This research concluded that there is a strong relationship between teamwork and employees' performance, and also is the most dominant factor that influences employee performance.

Keyword: *Empowerment, teamwork, work environment, employee performance.*

INTRODUCTION

Today, Malaysia is the twelfth most-visited country in the world and the third in Asia after China and Thailand. The Malaysian government has made many efforts to guarantee that tourism plays a main part in the nation's economy. In 2016, travel and tourism specifically contributed MYR58 billion to the nation's Gross Domestic Product (GDP) equalling to 4.7% of aggregate GDP, as per the World Travel and Tourism Council's monetary measure. However, due to economic slowdown, the latest data records that tourist arrival in Malaysia has decreased to 2,068,995 in October from 2,092,378 in September of 2017. Tourist Arrivals in Malaysia averaged 1,647,634 from 1999 until 2017, reaching an all-time high of 2,806,565 in December of 2013 and a record low of 459,374 in April of 2003 (Malaysia Tourist Arrivals 1999-2018). Multiple studies conducted had focused on the service quality provided by service sector, particularly hotel industry. The aim was to educate the hotel industry to improve their services to attract tourists to gain more revenues. However, apart from having a decrease in tourist arrival, another critical issue faced by a hotel industry is personnel shortage. To improve the services, it requires good personnel to deliver them. A data provided by Aon Hewitt China Study (2016) shows that employee turnover rate in hotel industry was 43.4% in total which is the highest among other industries.

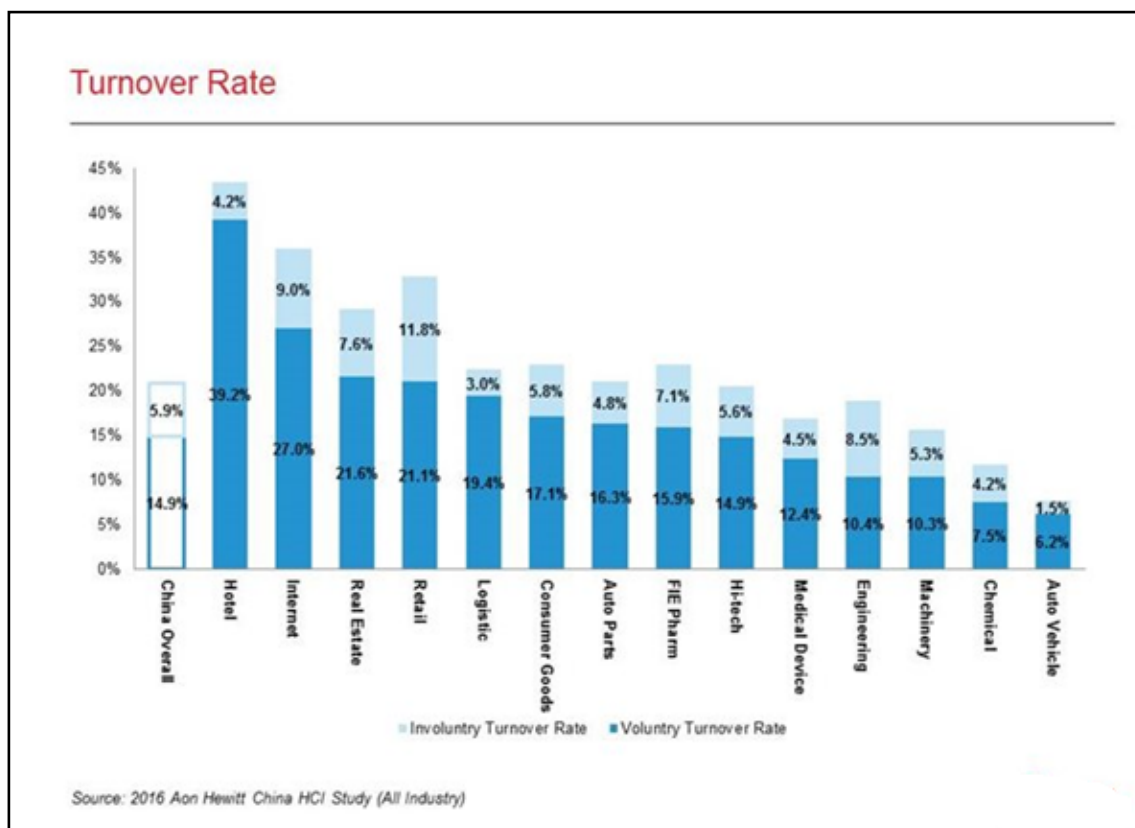


Figure 1: Employee Turnover Rate in Hotel Industry

The above data shows that something in the hotel industry failed to retain the employees. If these hotels are unable to retain good employees, it will lead to another problem, which is the decrease in occupancy rate. This happens due to failure of the employees in satisfying the customers demand. Tourists may also cut the duration of remaining in a particular hotel due to the same reason.

According to Forget (2015), in hospitality industry, employee turnover is a common issue. Human resource department plays an important role to achieve a competitive advantage by planning on effective utilization of employees in this industry. In addition, hospitality industry directly depends on human factor and in-contact with customers. Human resources department also is a key part in improving an organizational image. In Malaysia, human resources department in hospitality sector needs to focus on employees training to achieve work performance.

This research is trying to see the influence of empowerment, teamwork and work environment on employees' performance in hotel industry and the strength of the relationship. The objective is to see which factors employees seek the most and considered as important to boost their performance. A high-level employee performance is deemed as importance in gaining competitive advantage (Mohamad & Nurzeti, 2010). The study was conducted in several hotels in Northern Malaysia.

LITERATURE REVIEW

Employee Performance

Sinha (2001) as cited in Bushiri (2014) expressed that employees' performance relies upon the willingness and the trustworthiness of the employees in doing their job. He additionally expressed that by

having these important criteria, it could build the employees' productivity, which likewise stimulates the performance.

Safia and Nagendra (2014) defined job performance as "the total expected value to the organization of the separate behavioural episodes that an individual carries out over a standard period". Borman and Motowidlo (1993), and Campbell (1990) as cited in Rich, Lepine and Crawford (2010), defined job performance as aggregated value to an organization of the set of behaviours that an employee contributes both directly and indirectly to organizational goals.

In the matter of boosting job performance, Mohammad Ahmad Nabil (2016) said that teams offer more influence, difficulties and sentiments of achievement. Organizations with teams will appeal and hold the best individuals. This, in sum, will make high performance that is adaptable, proficient and in particular, beneficial. The management must comprehend the significance of employees' performance by finding a way to create and motivate employees to perform well.

Empowerment

Chei, Yee, Men and Bee (2014) defined empowerment as "authorize, give power to". Employees are given authority to make decisions related to their work. Additionally, Chei et al. (2014) also trusts that power can empower the exchanging of control with proper training and changing an entire organization to an empowerment model.

Empowerment is the tool of giving an employee a specialist to make decision and is aligned regularly with the distribution of duty from managers to different employees. Empowerment was characterized earlier as furnishing an organization's employees with the expert to manage matters related with their day-by-day job activities (Jalal, 2016).

As the empowerment programme meant to give power and expertise to employees through the managers in order to impart the responsibility to them, this in the long run, will help to empower employees in enhancing their recognition and status. Such employees would create positive consideration and have a tendency to do their best to perform well at the workplace (Nour Al Ahmad & Mohamed Atteia, 2016).

Empowered employees will perform more successfully and productively compared to those working in centralized organizational structure because the latter, in the long run, will feel that they are not a part of the organization or similarly as an adherent (Choong, Wong & Lau, 2011). Jacqueline (2014) stated that empowered employees are more likely to develop feelings of motivation that will help them not only to gain the authority and control but also to apply the important knowledge and skills for dealing with customer needs. As the empowerment programme aims to give power and authority to employees through managers by sharing the responsibility with them, this will eventually help to empower employees in improving their recognitions and status. Such employees would develop positive thinking and tend to do their best to perform well at the workplace (Wadhwa & Verghese, 2015).

Moreover, Anil Kumar (2012) also believes power can enable the transferring of control with proper training and converting a whole company to an empowerment model. It may give a certain degree of authority to certain entrusted employees so that the employees have the ability to make their own decision making in order to complete the task. Empowerment is a fundamental and important aspect for successful achievement, productivity, and growth in any business (Hunjra, UIHaq, Akbar & Yousaf, 2011).

Teamwork

These days, managers in specific organizations are making more team errands for employees with the aim to fortify their insight and enhance their expertise. Working in teams enables employees to collaborate, enhance personal skills, and give functional criticism without creating any rivalries between any of the individuals (Jones, Latreille & Sloane, 2011). Through teamwork, every employee would have the chance to share with others how to play out a specific task efficiently.

In today's business world, the role of teamwork is essential for the survival of a company. Based on Manzoor, Ullah, Hussain, and Ahmad (2011), teamwork is commonly defined as the collaboration among groups of people who possess certain level of competency, ability, and knowledge to perform tasks together; at the same time are also responsible for the outcomes as well.

In the past, leaders emphasized more on individual performance. The upper level of management would evaluate their employees' performance on individual basis. However, due to the advancement of the technology, they changed the original concept to team-oriented since recent study indicated that working as a team can generate more outputs if compared to individual. Indeed, teamwork tends to be a powerful strategy for every organization; however, it always takes time to nurture (Rabindra & Lalatendu, 2016). Gallie, Zhou, Felstead, and Green (2009) revealed that teamwork increases employee productivity. This will also lead to greater levels of organizational commitment. Therefore, it is believed that by adopting team members' collaboration, the opportunity for shared learning and productivity will be higher (Jalal, 2016). Musriha (2013) reported that that effective teamwork activity can lead to increased job satisfaction and higher employee's performance.

According to Kakayi (2012), team performance relies heavily on the interaction of team members. An excellent engagement between the employees and leader or superior enables them to meet mutual objective. Working as team is more likely able to establish such engagement.

Work Environment

Elements of environment assume an imperative part towards the employees' performance. The variables of environment give an enormous effect to the employees' results either positively or negatively (Chandrasekar, 2011). In the course of the most recent decades, the components of work environment of the office workers had changed because of the adjustments in a few factors, for example, the social environment, information technology and the adaptable methods for sorting out work forms (Zafir & Fazilah, 2011).

Employees will work harder and increase performance when they have great work environment. According to Chei et al. (2014), the capacity for employees to impart information to each other relies upon how the environment is utilized. This encourages organization to expand value regarding profit, level of aggressiveness and others. Safety and health working condition is one of the highlights that organization needs to consider. A threatening workplace is probably going to cause physical disharmony. Poor and hazardous workplace will convey genuine risk to employees. Organizations additionally see that office outline and format will bring in successful management process and this will expand employee performance.

Other than that, lighting is also part of working environment. Mills, Tomkins, and Schlangen (2007) stated that brightness and wavelength of light have an impact on task performance and human system like mood and alertness. According to Hameed and Amjad (2009), office layout and design, which are defined by good design and layout of workplace, can make employees perform better. Office design and work performance are interrelated.

From the above literatures, the following research framework was constructed. This study aims to identify the influence of empowerment, teamwork and work environment on employee performance in hospitality industry specifically.

The framework was adapted from various sources. Empowerment Model on Job Performance was adapted from Academia.edu research September 2007, Teamwork Model on Employees Performance was extracted from Manzoor, Ullah, Hussain, and Ahmad (2011) and Model of Work Environment on Job Performance was adapted from Aarabi, Subramaniam, and Abu Baker Akeel (2013).

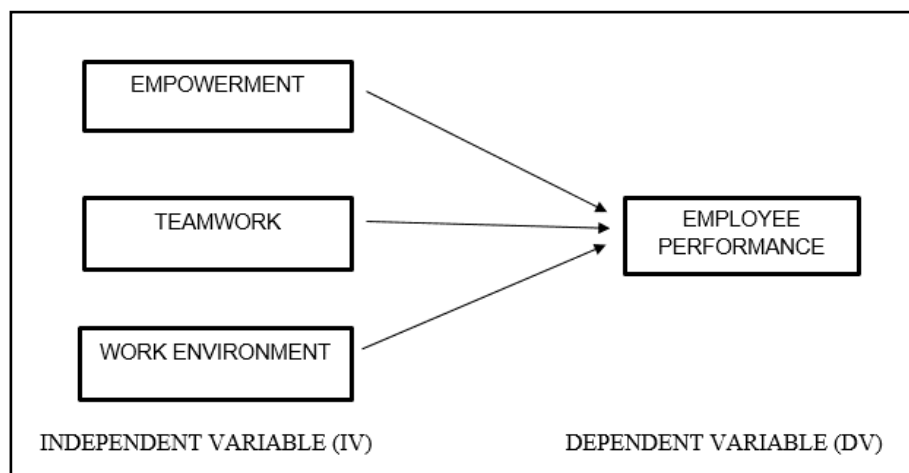


Figure 2: The Research Framework

Thus, these hypotheses were formulated:

- H1.** Empowerment has a significant influence towards employee performance.
- H2.** Teamwork has a significant influence towards employee performance.
- H3.** Work environment has a significant influence towards employee performance.
- H4.** Empowerment is the most dominant factor contributing to employee performance.
- H5.** Teamwork is the most dominant factor contributing to employee performance.
- H6.** Work environment is the most dominant factor contributing to employee performance.

METHODOLOGY

This study was conducted by distributing the 150 questionnaires to hotel employees in northern region of Malaysia. The questionnaire composed of two sections, the first section solicited demographic information about respondents, while the second part was related to employee performance. The items were measured using 5-point Likert scale, where 5 refers to “strongly agree” and 1 refers to “strongly disagree” for each and every statement in the questionnaire. The scale was adopted from Sekaran (2013). The Statistical Package of Social Sciences (SPSS) version 22 was used for analysis by applying frequency analysis, descriptive analysis, correlation analysis and multiple regression analysis.

RESULTS

For the classification of respondents, 59.1% of the respondents are male and 39.8% are female between the age of 18 to 46 years and above, while majority of the employees are less than 25 years old. 64.5% had an education up to Sijil Pelajaran Malaysia (SPM) and another 35.5% had up to Diploma, Degree and other levels. Most of the employees have worked for 3 to 4 years (48.4%) with full time status. Respondents were also asked to answer a question about a department in which they worked. The employees were most represented by the Kitchen Department with 14.0% followed by 12.9% respondents in Housekeeping and Banquet Department, 9.7% respondents from Maintenance and F&B Department, 8.6% from Front Office Department, 7.5% from Finance Department, and others were from Stewarding (5.4%) and Security and Sales Departments (4.3%).

Descriptive Statistical Analysis

From Table 1 below, mean value for each factor is more than 3.12 out of five-point scale which indicates a good result for Likert scale (Sekaran, 2013). Mean value shows the average that is used to derive the central tendency of the data in question. In this study, the mean value for every variable is close to 4.0, which indicates that most of the respondents have provided favourable responses for every question asked.

Table 1: Descriptive statistic

	N	Mean	Std. deviation
E PERFORMANCE	92	3.8804	.71369
EMPOWERMENT	92	3.9000	.68868
TEAMWORK	92	3.8978	.65800
W ENVIRONMENT	92	3.7087	.61442

Reliability Analysis

Table 2 shows the Cronbach's Alpha for the independent and dependent variables. The closer the Cronbach's Alpha is to 1, the higher the internal consistency reliability. As pointed out by Sekaran (2013), the reliability that is less than 0.60 is considered as poor and if it is in the range of 0.70, it is considered as acceptable. As for those, which are more than 0.80, it is considered as good.

Table 2: Reliability Statistics

	Total Item	N	Cronbach's Alpha
EMPOWERMENT	5	92	.884
TEAMWORK	5	92	.798
W ENVIRONMENT	5	92	.869
E PERFORMANCE	3	92	.746

From the above result, the Cronbach's Alpha's value is more than 0.70, which indicates good consistency.

Correlation Analysis

Correlation analysis was carried out to see the relationship of the variables tested. Table 3 shows that empowerment has a positive relationship with employee performance. The correlation coefficient value of 0.636 falls under coefficient range from ± 0.41 to ± 0.70 . Therefore, it indicates a moderate relationship.

However, teamwork shows a higher value of 0.868. The values of 0.868 falls under a coefficient range of ± 0.71 to ± 0.90 . Therefore, the relationship between teamwork and employee performance is considered as high.

Lastly, work environment show value of 0.702. Therefore, the relationships of work environment between employee performances are moderate. Hence, this support hypothesis three that work environment has a significant relationship with employee performance.

Table 3: Correlations Analysis Results

	E_PERFORMANCE	EMPOWERMENT	TEAMWORK	W_ENVIRONMENT
E PERFORMANCE	1	.636**	.868**	.702**
EMPOWERMENT		1	.595**	.523**
TEAMWORK			1	.468**
W ENVIRONMENT				1

**Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Table 4 below shows the summary of the relationship between dependent variable and independent variable. R square showed a value of 0.866 which is 86.6 percent of factors that affect employee performance that can be explained by the given independent variables which are empowerment, teamwork and work environment. The percentage means that the independent variables have a relationship towards dependent variable. This summary is actually leading to find out the influence between dependent variable and independent variable. The R Square (.866), which is the explained variance, is actually the square of the multiple R (.930)² (Sekaran, 2013) The adjusted $R^2 = 0.861$ shows that an increase in the independent variables will increase employee performance by 86.1 percent. Thus, 86.1 percent variation in employee performance is explained by empowerment, teamwork and work environment and 13.9 percent could be due to other factors that were not considered in the study (Adjirackor & Agarwal, 2016).

For each regression model, a display for autocorrelation was used by Durbin Watson index. The range index value that can be accepted is 0 to 4. In this research, the Durbin Watson value is 1.155 and it shows a positive autocorrelation (Ghani, 2015).

Table 4: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.930 ^a	.866	.861	.26587	1.155

Coefficient

Standardized Coefficients Beta measures the influence of each variable to the model. Table 5 shows that the highest Beta value is 0.669 which means that Teamwork is the most dominant factor affecting employee performance. Teamwork and work environment are significant as according to the value of 0.000 but as for empowerment, it is insignificant as the value is 0.360. In this case, the entire variable has a relationship towards employee performance but there is no significance for empowerment.

The tolerance value of less than 0.20 or 0.10 indicates a multicollinearity problem. In the above table, the tolerance values of all independent variables are 0.570, 0.612, and 0.689, which show that the tolerance level is moderate, good and have no problem of multicollinearity (Adjirackor & Agarwal, 2016).

The reciprocal of the tolerance is known as the Variance Inflation Factor (VIF). The VIF of 5 or 10 and above indicates a multicollinearity problem. In the table below, VIF values of independent variables are 1.755, 1.634 and 1.452 show that the VIF level have no problem of multicollinearity, thus independent variables have no influence on each other and do not affect or influence the outcome of employee performance in the study (Adjirackor & Agarwal, 2016).

Table 5: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.707	.201		-3.519	.001		
EMPOWERMENT	.049	.054	.048	.919	.360	.570	1.755
TEAMWORK	.726	.054	.669	13.403	.000	.612	1.634
W_ENVIRONMENT	.422	.055	.363	7.725	.000	.689	1.452

SUMMARY OF HYPOTHESIS

From the above analysis, results were concluded in Table 6.

Table 6: Result of Hypothesis

HYPHOTHESIS	RESULT
H1: Empowerment has a significant relationship with employee performance in hotel industry.	Rejected
H2: Teamwork has a significant relationship with employee performance in hotel industry.	Accepted
H3: Work environment has a significant relationship with employee performance in hotel industry.	Accepted
H4: Empowerment is the most dominant factor that affect employee performance in hotel industry.	Rejected
H5: Teamwork is the most dominant factor that affect employee performance in hotel industry.	Accepted
H6: Work environment is the most dominant factor that affect employee performance in hotel industry.	Rejected

DISCUSSION

This research was conducted to identify factors that affect employees' performance in the hotel industry. The objective of the research is to study whether empowerment, teamwork and work environment can affect the employee performance.

The first hypothesis for this research was rejected because empowerment has no significant relationship with employee performance. This finding is in contrast with Chei et al. (2014) where there was a significant relationship between employee performance and empowerment. Though the hypothesis was not accepted, empowerment is related to employee performance. One reason could be that the employees under the study do not have sufficient freedom to give ideas to perform their job. They might depend on instructions for job completion. Other justification for the above result is that, while individuals may appreciate empowerment, they may perceive that they have things under control and monitored, thus they feel that there is no need to put too much effort on the task. Therefore, their performance is not as high as that of others (Ke & Zhang, 2011). It is true that powers are given to employees to perform their job up to certain level. Routine jobs, which are not critical, do not need top management's interference thus allowing employees to make decisions. However, for critical issues, employees do not have the freedom to have a say. Due to this, they might think they are not given the power to perform the job.

In addition, second hypothesis indicates that teamwork has a significant relationship with employee performance. The result of this hypothesis is consistent with the previous study from (Adjirackor & Agarwal, 2016) which stated that organizations that focus more on teams displayed increment in employee performance and gained greater productivity. In order to increase the performance of employee in teamwork, human resource needs to take an action to give full attention for the quality of teamwork activity among the organization. When employees have an opportunity to take charge of their teamwork performance, it automatically can improve their skill and satisfaction with their job. Teamwork is very important and that is why in this research teamwork is the most dominant factor that affect employee performance.

The last hypothesis indicates that work environment has a significant relationship with employee performance. It is consistent with the research of Nina and Mohammad (2013) who found that work environment has positive affect on employee performance. If an organization has a good working environment, it would be less likely for employees to quit their job. To improve better employee performance, organization must able provide a friendly environment to reduce the level of stress. This might increase employees' appreciation and increase their performance as well.

CONCLUSION

The aim of this study is to see the relationship between three variables, which are empowerment, teamwork and work environment with employee performance. The results revealed that teamwork and work environment have significant relationship with employee performance. Hotel industry should take these findings as important matters as it leads the organization towards the achievement of their objectives. The organization should give consistent training and support to both managers and employees as a lesson and example to all in the organization on what is expected in terms of performance. This research can be used as a reference for future research on the factor that will significantly affect employee performance in this industry.

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