

Key Success Factors of Organizational Success: A Study of MULA Car International

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ABSTRACT

This study is conducted to examine how does MULA Car International deal with organizational behavioural issues in the company to meet the objectives and goal of their e-hailing service business. MULA is an e-hailing business that uses "Internet Plus Transportation" model in the traffic service market. The study began with gathering information about obstacles and barriers that challenge MULA while operating towards their goal. In the study, it shows that employees are the main drivers for their success and development in the industry. We identified that MULA has come up with many impressive initiatives not only to attract more customers but also to satisfy their employees so that organizational commitment is developed. The purpose of this study is also to examine how MULA faces challenges in the company and use it as factors to develop the business and to remain competitive in the e-hailing industry.

Keywords: Car, E-hailing Service Business, Impressive Initiatives, Internet Plus Transportation Model, Success

INTRODUCTION

In this era, as we know that most Malaysians are using public transportation. This is because this service makes people's life easier especially in urban areas. E-hailing is a process of booking a taxi through a smartphone application that provides e-hailing service. Due to its 24-hour availability, door-to-door service, safety features, and vehicle choices such as taxis and private cars, it has become one of the main modes of public transportation in Malaysia. The rising adoption of using this service is because of ubiquitous network technologies, location-based services, and mobile commerce on digital platforms that democratizes access to services, skill, and information-often through disruptive models (Karimi & Walter, 2015; Lucas & Goh,2009; Schor, 2014). Overall, 70% out of 16 billion of global e-hailing trips were completed in Asia (ABI Research, 2018). Based on research, Asia has the largest e-hailing industry in the world with more than 90% of market share.

Apart from that, all e-hailing drivers must follow to further rules, including to obtain public service vehicle (PSV) license, comply and pass medical and criminal background checks. Not only that, but e-hailing vehicles must also undergo annual inspection at Computerised Vehicle Inspection centres (PUSPAKOM). Drivers are also contributed to the Social Security Organization (SOCSSO). Besides that, the e-hailing service industry incurred insurance for all the taxi drivers to hedge against the risk of contingent or uncertain loss. For safety purposes, every e-hailing vehicle should have safety equipment including fire extinguisher ready in their cars (the

Chu,2019). This advent of e-hailing service in Malaysia has introduced a new dimension to traveling or go somewhere from one location to another with a map embedded in a smartphone that allows for pick-up and drop-off points from anywhere. On-demand, e-hailing services have drastically shortened the waiting time and connect the drivers and users with low operational costs (Zha et al., 2016; Anderson,2014). Today, transportation services such as car-sharing, ridesharing, and on-demand ride sourcing are thriving worldwide (Henao & Marshall, 2017).

However, Ilma Khairani and Sri Rahayu Hijrah Hati (2017) showed that perceived value for money, service quality, and e-service quality affects customer satisfaction. E-hailing service in Malaysia has been introduced in July 2017 and currently, service companies that are operating in Malaysia are Grab, Riding Pink, MyCar, PICKnGO, Dacsee, and MULA Car. Such companies provide a platform for private drivers and taxi to accept customer booking through mobile apps which is downloadable in any android smartphones or IOS. The e-hailing mobile applications help users to book a ride anytime and anywhere by tapping from their mobile devices. The digital age has seen the widespread of mobile commerce, mobile social networking, and digital content parallel with the of smartphones and tablets, supported with a broadband network (Phonthanukitithaworn et al., 2016). This is because mobile devices are becoming more affordable, effective, and easy to use (Nassoura, 2012). The E-hailing service industry is the fastest-growing business in e-commerce, expanding at the rate of 50% or more annually, and is estimated to grow to \$300 billion by 2020 (eMarketer, 2016c).

Company Background

MULA Car International is a Malaysian technology-driven company that aimed to provide a wide range of passenger transportation network and logistics services through its state of mobile application. MULA's headquarter is operating in Penang. It offers safe and comfortable ride-sharing services with a brand-new fleet of premium, luxury MPVs, and compact cars for all customers. Since their launch, MULA has introduced e-hailing options into its system which means they are allowing drivers with their vehicles to join as well.

MULA mobile apps also have been launched in 55 cities throughout China. All MULA's services can be enjoyed via a user-friendly mobile app which can be downloadable from Google Play Store and Apple Store. Furthermore, MULA also offers several services like instant booking, pre-book, and chartered services for local tours on all their cars at very competitive and affordable prices. However, MULA seems to be the most promising option for customers. The tradeoff is that the fee of rides is higher compared to the other ways.

In addition, their priority is passengers' safety and comfort. So, this makes them happy and the customer will get satisfied with the service provided. All MULA taxi drivers are professionally trained, undergo medical and background check-up before commencing their job with MULA. This company's objective is becoming passengers' and travelers' first choice and priority by providing a safe and comfortable ride at an optimum price. MULA also allows its users to book a driver for a minimum of two hours. MULA Car International is expected to expand its service that includes service for parcels and goods too. This service is focusing on delivering parcels to customers at a shorter time at lower prices both domestic and international wise. This service also focuses to not cause any damages to the

items in the parcels. Their organization's goals are to make their partner happy, have a happy family, spend less money, and more.

Characteristics of The Leader

Mr. Goh Kok Peow is the Managing Director of MULA, and he has a good character as a leader. Mr. Goh has leadership qualities where he will guide and help his employees who find difficulties in the job. For instance, he invests everything to his employees include his time, energy, and money to make his employees and his company grow well in the economy. This shows he has some good leadership qualities.

Mr. Goh is a very experienced manager because he has been in this company for a long time. He is also an experienced and still having previously held a large position in Blaupunkt, a company that manufactures electronics equipment such as home and car audio equipment. He certainly applies his experience in every field he pursues. Other than that, Mr. Goh is a reliable person because whenever his employees need bits of help, he will be available for them, getting things done as soon as possible and being supportive to his employees. Building cooperation as an attribute of character requires commitment, possible corporate redesign, and consciousness of client needs, both internal and external (Brian et al., 2007) for better outcomes.

At the same time, he respects his employees' ideas by taking it as consideration to improve the business. He is known for his kindness and problem solver to his employees. Being concerned about their feelings and emotions and other personal issues shows that he is a very professional manager. He communicates well with his employees with various activities he held every weekend. He is a risk taker too. He takes good care of his employees so that they work hard to provide best service in the town. Everything he does will be a good example to his employee and give spread spirit to all his employees so that company's objectives are achieved. Mr. Goh believes that when your people feel that they are cared for, they will return that care to you. They will give that extra effort to make you and the organization successful. Walters, C. (2014)

Literature Review

The literature review is divided into several organizational behavior issues in the company. These issues are discussed and evaluated on how they are being handled for constant business development. We discuss how MULA has reached its objectives and attracts more customers with their impressive ideas in the business to survive in this e-hailing industry. Internet Plus Transportation model has become its strength in succeeding in this industry and achieving its goals and objectives. We will know more about this model what it is capable of and how it can be something compulsory in industry.

Stress

Stress can be defined in terms which are physical and physiological effects on a person and maybe form of mental, physical or emotional strain. To make it simple, it is a mental, physical or mental strain caused by a demand that exceeds or interrogating the individual's coping abilities to perform well in a company or group and also the control of being able to handle challenges in the work stuff. This can be one of the issues identified in the MULA Car company. From the interview we had managing director named Goh Kok Peow, he admitted that he gets stressed

and hypertension when he is unable to avoid the pressure that arises from the problem in the company.

As a managing director, his role is to address all his employees' problems and solve them. Another issue faced by Mr. Goh is workplace conflict between the employees. According to Mangkunegara (2006: 67), the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone), namely the work (output) in quality and quantity achieved by an employee in carrying out his duties in accordance with responsibility given to him. Therefore, conflicts will slow down the business progress of achieving the company's goals and objectives.

The conflict can affect the working environment and can be very stressful until it is solved because it will affect their productivity and job performance of employees. Ostroff (1992) argues that job satisfaction has a significant relationship with performance, then employees who feel satisfied with the work usually work harder and better compared to other employees who experience stress and are not satisfied with their work. Therefore, conflicts that may affect the employees' performance or satisfaction level should be solved so that the business progress of achieving company's goal and objectives will not slow down. Mr. Goh always makes up his mind for solutions without harming any party or being biased to reduce stressful environments at workplace. He always ensures all employees are working happily with one another towards the achievement of business goals and objectives. Customer satisfaction is also one of MULA objectives since it is defined as an overall evaluation based on the total purchase and consumption experience with good or service over time (Fornell, Johnson, Anderson, Cha & Bryant, 1996)

In addition, we believe that employee attitudes also play an important role in the organization. Employees and drivers get stressed too due to stressors in the company. Completion of paperwork or submission of reports before due dates can be stressful when they unable to cope up with workloads. This stress has affected employee's performance and provided poor service to the company. This concerns Mr. Goh because if this continues it will affect the customer's satisfaction and impression on MULA. Thus, Mr. Goh is educating his employees on how to avoid and deal with stress. For example, the administration employees should know how to deal with the customers if they receive complains in customer service. However, the drivers need to communicate with the customers so that they need to be patient and speak politely to the customer all the time. Mr. Goh also believes that some of the difficulties in attitude and discipline of an employee arise from other factors such as low job satisfaction due to low incentives or rewards provided to their employees.

The transactional theory of stress explains that the problem of coming home late is a form of the work hindrance face by some employees in MULA Car and taxi drivers that are caused by challenge stressors which is time pressure during working hours. That means the strong sense about the amount of that time that the taxi drivers used to ride is not enough and drivers find it challenging. By only working extra hours, the company can achieve its objective that is to satisfy passengers who ride MULA Car to earn more profit. So, this is a form of challenge stressors facing by employees and taxi drivers. So, they have wasted a lot of time working compare to spend time with their family. According to Jones, et al (2010), work-family conflict will occur when an employee has difficulty in dividing the time

between employee demands and family demands. Then, if the conflict continues it will result in low commitment to the organization so that employees will have more intention to quit their employment (Wulansari, 2017)

Motivation

Motivation refers to the ability of a person or of a team in performing a task. Motivation is one of the three key performance elements. Mr. Goh, the managing director of MULA have said that he faced a few challenges in handling workers that include taxi drivers and administration employees. Some employees have given their opinions in the JobStreet.com and as well as during a survey conducted by the management about their level of satisfaction and motivation by working with MULA Car.

The Human Resource Department has taken it into consideration in order to fix the problem so that the workers will stay motivated working with MULA Car. Mr. Goh said that some drivers reported that working as taxi drivers is less challenging and therefore, they want to try any other new jobs. This clearly explains that some taxi drivers are not motivated to work with MULA Car anymore. This will result in the company facing a hard time to achieve their set objectives if more employees quit their jobs. The business certainly will slow down.

Next, the issues faced by Mr. Goh Kok was absenteeism by administration employees. Employees who do not have much motivation with their job always absent from work. When administration employees and MULA Car drivers refuse to turn up it will give a major impact on the business such as increment of unsettled tasks and unachieved of daily targets. Reduction in revenue will also happen when drivers refuse to ride because unable to meet the demand of rides by customers when fewer taxis are available on the streets. This leads to the goal of the company is unmet. When the goal is unmet, the business will soon stop operating. Therefore, Mr. Goh always monitors his employees and either fire or reduce the payment of employees if they least present to work.

However, there are a few administration employees such as general clerks have admitted that they are gaining experiences while working with MULA Car. They have admitted that they are motivated and can perform their tasks well for the company's well-being. Mr. Goh believes that motivation helps to increase the productivity of the employees and the revenues of the company. Therefore, in order to keep his employees motivated, Mr. Goh has come up with certain incentives that can benefit the employees.

For instance, in collaboration with the HR department, he decided to give a bonus in terms of cash credited to the driver's cash wallet in the MULA Car app if the drivers have managed to reach the certain level points from their rides. This is to reduce the complaints received from passengers for the late arrival of taxis to the spots. Passengers find it dissatisfying to ride with MULA Car because of the delay and unavailability of taxis on streets. This has concerned the company therefore; they have come up with the Bonus plan. Furthermore, HR is also providing insurance benefits for its employees for their emergency. Not only that, but MULA Car also conducts annual appreciation dinner for all the administration employees in order to reward them so that they will remain motivated while working with MULA Car. From this, it reduced the motivational issues in the company as employees believe management or ownership is highly responsible for this. Other

than that, MULA believes that employees get unmotivated for low pay, and thus, HR is increasing pay for the employees who shows more commitments towards the company goal achievement and perform well.

Process and Communication

Team process is a term that refers to the different types of communication, activities, and interactions that occur within and outside the team that contribute to their ultimate end goals. Team characteristics, like member diversity, task interdependence, team size, and so forth, affect team processes and communication. Communication is the process by which information and meaning get transferred from a sender to a receiver. Moreover, communication plays a fundamental role in all facets of a business. Therefore, it is very important to have healthy communication within and outside the organization as well as team process so that it will contribute to ultimate goals accomplishment.

The MULA Car app assigns taxi to nearby commuters through the location-sharing system. MULA Car reaches out directly to taxi drivers by signing them up at the airport, hawker centers, taxi queues, and depots. The company also educates the drivers on how to use the smartphone and their mobile application for those who need assistance since its internet plus transportation business. For administration employees, a meeting will be conducted once a month so that employees can discuss any problems that arise. This way it helps the company to set a solution as strategies in the internal control of the company so that goal of the company is achieved. Mr. Goh said that this platform eases the employees to communicate, share their problem or information and express their opinions and ideas

However, MULA drivers will interact with the management either by visiting nearby MULA Car center or by submitting inquiries in the help center in the mobile application. Drivers can convey their messages via mobile app if they face any troubles in rides. Furthermore, MULA interacts with taxi drivers via the mobile application by sending emails so that the drivers will remain in follow up with the management decisions. MULA believes that mobile app communication for sharing knowledge with all the taxi drivers is crucial as it takes to accomplish the company's goals and objectives.

The process begins with assigning trips to each MULA driver if they are connected to the mobile application. The taxi drivers will fetch the passenger at a pick-up point that is shown in the mobile app to drop the passenger at a drop-off point. Drivers will be receiving the following trips as they complete each trip one by one. The fee for each trip is the revenue earn by the drivers from their rides. However, MULA will get a commission from each ride. The passengers also can communicate MULA through the help center if they are unhappy with the drivers or with the service provided. This is because loyalty is one of the requirements for an organization which creates a personal different feeling to customers overall to the services or the organization. This feeling will make customers more loyal to the service MULA and all the goals of the manager will be achieved to make sure their company is top rate.

Organizational Commitment

Organizational commitment is defined as a desire on the part of an employee to remain as a member of an organization. Organizational commitment comes in three forms such as affective commitment, continuance commitment, and normative commitment. The organization will be effective when the top manager in an organization can apply his ability or power to control their staff and productivity using fewer resources to achieve the target and goals of the organization effectively. To make sure an employee to remain as member of the organization, every managing director should play their role and always learn new things to give some motivation to them. Researchers like Buckingham & Coffman (1999) have found that the talented employee may join an organization for many reasons, but how long that employee stays and how productive he/she is while there is determined by the relationship with the immediate supervisor.

Mr. Goh says that he evaluates all of his employees' commitment and performance levels. Employees who have a high task performance and high organizational commitment will be the stars and get rewarded during the annual appreciation dinner. While other employees should work more harder to receive appreciation from their employer. This way will make them more active to join and take part in every meeting and voice out their opinion and suggestion to improves the goal of company organization. Employees who have high organizational commitment will lead to high task performance as well. Thus, Mr. Goh will always communicate and stay engaged with his employees so that they are committed.

Rewarding is an encouragement for the members or employees to remain in the organization is known as normative commitment. Mr. Goh says that he rewards his employees who perform well and give unstoppable commitment so that they remain motivated and stay loyal to the company. This will make employees feel happy and appreciated. Mr. Goh always ensures that he awakens affective commitment within his employees which give a strong sense of belonging and feel they are a part of the family organization. For example, celebrating which Hari Raya, Chinese New Year, Deepavali with employees together will strengthen their bonding with each other and increase the sense of belonging in the company. It is also making employees feel attached to their company and co-workers.

Lastly, for the normative commitment, the employees will remain in the company as Mr. Goh trains them and provide courses that are professionally recognized everywhere with certifications. He also mentors them because he has a lot of experiences throughout his working years. He tried to make his employees that comes from different backgrounds to believe that MULA Car is the best service company compared to the other e-hailing companies in Malaysia. He also uses a different kind of method of leadership to organize and to influence his employees to create loyalty and work harder.

RESEARCH METHOD

The research methods are the various procedures, schemes, steps that are used in research to collect data. The purpose of this research is to find out the factors that attract customers to use MULA Car International in comparison to the other e-hailing services that are available in Malaysia. We used a quantitative method that is a questionnaire as a survey by distributing several questions to respondents

about a related topic which mainly emphasizes the preferences of customers in e-hailing services. We are using this online survey as it is one of the most convenient platforms to gain more information from respondents that will be helpful to complete our research and study. By conducting this, we managed to gather all the information from respondents by encouraging them to answer the survey truthfully. This method allows us to analyze and discuss the data. In addition, we have also conducted an interview through a phone call with the Managing Director of MULA Car to get further information on how he manages the organizational behavioral issues in the company. This method also aids us to study and analyze the manager's characteristics and quality leadership in mitigating organizational behavioral issues.

RESULTS AND DISCUSSION

Table 1: Summary of respondents' demographics (N=50)

RESPONSE	FREQUENCY	PERCENTAGE (%)
Gender		
Female	35	70
Male	15	30
Age Group		
18-21 years old	28	56
22-25 years old	20	40
26-29 years old	2	4
Do you know about MULA?		
Yes	49	98
No	1	2
How do you know about MULA?		
Friends/family	33	66
Advertisement	12	24
Other	5	10
Have you use MULA car?		
Yes	44	88
No	6	12
Is MULA car application very convenient to you when you use it? (rate 1-5)		
1 (very poor)	0	0
2 (poor)	1	2
3 (satisfied)	13	26
4 (good)	23	46
5 (very good)	13	26
What attracts you to use MULA car?		
Cheap fee	32	64
Points incentives for discount	16	32
Safety and comfy	15	30
Faster to get car	17	34
Are you satisfied using MULA car? (rate 1-5)		

1 (very poor)	1	2
2 (poor)	1	2
3 (satisfied)	12	24
4 (good)	23	46
5 (very good)	13	26
Did you consider any of e-hailing ride service? Which one if so?		
Grab	45	90
Eazicab / eazicar	7	14
Dascee	4	8
Jom rides	3	6

Table 1 indicated that the responses are collected from 50 respondents which consist of different gender and age group. Based on the result above, this survey has been answered by 70% of females and 30% of male respondents who stay in Penang state. 28 respondents are between the age of 18-21 years old while another 20 more respondents were in the range of 22-25 years old and the last 4 respondents were between 26-29 years old. The survey depicted that 98% of the respondents that were 49 out of 50 of them were aware of the existence of MULA Car International that provides e-hailing service for people living in Penang and only 1% of respondents claimed that they were unknowing about MULA Car presence.

In addition, 66% of 49 respondents who admitted to knowing well about MULA Car claimed to know about this service through their friends and family members which means it is believed that they were encouraged by friends or family to use MULA Car for transportation. To the remaining 24% of respondents, MULA was introduced through the advertisement that has been done by MULA Car via television and social media to promote its business.

Other than that, the survey has also revealed that only 88% of the respondents have used the MULA car before while the remaining 12% of them have never used it before. Next, the highest percentage to rate whether MULA Car application is convenient to use was 46% which was "good" in a result while 0% have rated for "very poor". Cheap fees, points incentives for discount, safety and comfy and duration to get taxis are the attractions for customers to ride with MULA Car. Therefore, cheap fee attracted customers the most with its highest percentage in the survey which was 64% while the lowest percentage was 30% which was for the safe and comfortable ride with MULA Car.

Moreover, only 1 out of 50 respondents were poorly satisfied with the services provided by MULA but 23 of them which was the have claimed to be satisfied with the e-hailing service. Lastly, the highly preferable e-hailing service by customers besides MULA Car was Grab Car as per the survey conducted.

Implications

We can determine the performance of a company by its income earned over the year and the company's market value. However, the key factors that lead to the success of an organization are strong and good leadership. A good leader is the one who through their actions can handle their employees well and influence them in a positive way for better results. Leaders should be able to articulate the results

they wish to see from improvement activities that are suitable for employees (Kent, 2006). We may infer that the MULA taxi drivers have a very high job performance and organizational commitment based on individual mechanisms that we have discussed above which are stress and motivation. The discussed individual mechanisms also gave a positive impact on individual outcomes such as job performance and organizational commitment.

Both managers and drivers faced stress in their daily life at the workplace. It is an unavoidable issue as in a recent survey by Northwestern National Life revealed that about 40% of workers reported that their jobs were extremely stressful. In addition, the survey by Yale University depicted that 29% of workers reported feeling extreme stress because of their jobs. Stress and issues that arise from the stressors should be mitigated for objectives achievement. High level of job performance and organizational commitment can be obtained by motivating the employees by rewarding them for their job performance. Job satisfaction also results from rewards the employees get for their job performance and organizational commitment. Based on an interview conducted, employees in MULA are experiencing a high level of job satisfaction from values like rewards such as pay satisfaction, supervision satisfaction, and satisfaction with the work itself.

Based on the mechanisms which have mentioned above, we can conclude that the employees and managers of MULA appear to have high team performance and team commitment since all of them working towards the accomplishment of the company goal. We may assume Mr. Goh is a good leader to his employees as he leads, guides, and influences his employees in every aspect.

CONCLUSIONS

In conclusion, MULA is one of the biggest e-hailing businesses in Malaysia competing with Grab, MyCar, and so on. The experience we gain through communication via phone call with the manager, Mr. Goh is a major step of knowledge for young students like us who are in the process of learning. This mail communication is the practical side of learning in which the students have the opportunity to discover the differences between the theories and applications in real life. MULA is keeping their employees motivated to increase their job performance and bring meaningfulness for their work to increase their job satisfaction. In other words, setting clear goals and caring for employees is the key to success. MULA's manager, Mr. Goh tries to make the environment less stressful for his employees by organizing annual dinner, festivals celebrations, and team building. MULA always appreciates its employees' contributions and efforts for business development. with the bonus incentives and reward function. Increasing pay is the most preferable rewards by employees in MULA Car. Success is about having committed and satisfied employees. Job satisfaction will create loyalty and permanent employees that remain working in the company. This can be done by providing a comfortable and stress-free environment for workers by MULA. Not only that, developing sense of belonging within employees will increase job performance by them which also ease the process of accomplishing goals and objectives of the company.

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