

## **Factors Influencing Employee Performance of Chinese Automobile Companies**

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### **Abstract**

This paper delves into the intricate relationship between employee personal performance, team performance, and organizational effectiveness in the context of the automobile industry in China. The research adopts a systemic viewpoint to understand employee behavior within organizations. Through a comprehensive literature review, it investigates the influence of remuneration, rewards, training programs, and the work environment on employee performance. Notably, it elucidates how these factors, especially remuneration, rewards, and training, affect employee performance, using statistical analyses and multiple regression models. The findings reveal that remuneration, rewards, and training significantly influence employee performance, whereas the working environment exhibits limited impact. Among these factors, remuneration emerges as the most influential, followed by rewards and training. This study contributes to the existing literature by offering empirical evidence on the specific influences of these factors and their relative importance in enhancing employee performance. Practically, this research underscores the importance of implementing effective strategies related to salary incentives, employee training, and performance feedback mechanisms within organizations. By prioritizing fair compensation structures, structured training programs, and robust communication channels, companies can significantly boost employee performance and organizational success in the competitive automotive industry of China.

**Keywords:** C, Systemic Viewpoint, Employee Behavior

## 1.0 Introduction

Employee personal performance and team performance, organizational performance are interrelated, inseparable. The level of employee performance directly affects the company's profitability and future business development direction, its importance is beyond doubt (Elnaga, 2013). Summarizes the four key factors that affect the performance of the staff based on the double mastery of theory and practice.

Compensation elements are used to identify valuable work characteristics, based on these characteristics of enterprises to determine the position of a wage level. It is a valuable feature of organizational tasks that is included in many different positions that contribute to the organization's strategy (Imran, 2014). Incentives as a factor affecting employee performance to change the work of the staff to play a role in the enthusiasm (Ying, 2004). To make the incentive play a role, the organization should be based on the needs of individual employees' structure, personality, and other factors, and select the appropriate incentives and methods. Environmental factors that affect job performance can be divided into two types environmental factors within the organization and outside the organization (Imran, 2014). Whether it is the internal environment of the organization or the external environment, will affect the staff's workability (skills) and work attitude (work enthusiasm, etc.), affecting the performance of employees (Woods, 2013). Staff training refers to a certain organization's needs to carry out business and nurture talent, using various ways to staff purposeful and planned training and management activities, open internal training, and so are common staff training and business form training (Ying, 2004). Employee training is the most important basic way and an excellent way to directly improve managers' competence and staff skills and provide enterprises with new working ideas, knowledge, information, skills, growth of staff and professionalism, and innovation. Human resource development is a more important investment in human capital than physical capital investment (Elnaga, 2013).

At present, the research on the influencing factors of employee performance is limited to the individual level, and there is no limitation on the factors influencing the performance of the employees from the system point of view (Holmes, 2011). Based on the perspective of system analysis, the behavior of employees in the organization is a decision-making process that is influenced by many factors. Therefore, in addition to the individual differences, the study of the factors influencing the performance of the employees must also consider the work, group, and organizational factors. Individual differences, job tasks, work groups, and organizations determine the performance of an employee by direct or indirect action path and the effect of their differences. So, the researcher set the research objective as employee performance influencers in the automobile industry in China.

## **2.0 Literature Review**

### **2.1 Impact of Remuneration on Employee Performance**

Over the years, it has been found that good remuneration is one of the policies that organizations can take to increase their job performance and thereby increase organizational productivity (Soud, 2014). In addition, with the current global economic trends, most labor employers are aware that, to organize the competitiveness of the staff's performance in determining the success of the organization has a long way to go. Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms (Calvin, 2017). Surbhi (2015) also defines wages as a fixed amount paid to employees regularly for performance and productivity, while wages are paid on an hourly basis. An increase in an employee's pay depended on changes in the cost of living and employees regarded the increase in pay as entitlement without accounting for their performance, or that of the organization (Elijah, 2014). The pay of the staff depends on the skills and abilities they have, and what is worth working for.

Research literature shows that the performance of pay can indeed affect employee performance. But there are places where there is a negative impact on performance pay. The performance of the pay-per-performance is due to the large remuneration compared to the fact that the junior employee manages to accept what is considered controversial. Effective performance plans have had a positive impact on employee motivation. However, the preferences of the reward vary from one individual to another, so it is important to understand the individual and what motivates them not to provide them with practical rewards.

### **2.2 Rewards as a Motivation Tool for Employee**

Rewards can play an important role in employee performance. A good employee feels that the company's value lies in trying to improve their good work (Hameed, 2014). The manager's responsibility therefore includes "combining good incentives with meaningful work, setting performance goals, and using effective incentive systems ... to create the desired atmosphere and culture (Duah, 2011).

People often think that the ultimate responsibility of managers is to motivate their employees. 'While rewards may serve as incentives and those who bestow rewards may seek to use them as motivators; the real motivation to act comes from within the individual' (Duah, 2011). This is because managers can only react with the return of the staff to motivate them to perform but cannot force them. Therefore, the responsibility lies in the individual choice of execution or behavior. To this end, managers and employees must play a key

role in the incentive process of management and incentives. Therefore, effective motivations can only be achieved when managers and employees cooperate.

Herzberg adds some important factors to the models provided by Maslow and Porter. In other words, he changed these theories and then criticized them; it was one of the most important and best-motivating theories to date (Gohari, 2013). Herzberg's theory is widely known as one of the main theories of incentive factors and thus has practical and theoretical consequences. Getting basic benefits and salaries and having the right working environment do not make employees happy and happy with the job. Thus, focusing on his theory, employees try to find higher demands on their psychological minds, such as appreciation, improvement, and a higher sense of responsibility.

Rewards are divided into two categories: external and internal returns. External incentives are "many external things that managers can provide to encourage employees to increase productivity, including money, benefits, bonuses, promotions, flexible schedules and so on. The inner return is personal inside, in many ways less tangible. They are very subjective because they represent the personal feelings feel the work and value. The inherent "reward" is inherent in the content of the work itself, including" motivational characteristics ", diversity and autonomy and feedback, and employee participation in decision-making. Note that five can be summarized as healthy relationships, meaningful work, ability, progress, and choice.

### **2.3 Effects of Training on Employee**

Employees are the main assets of any organization. Their positive role in the success of the company cannot be underestimated. Therefore, the provision of these unique assets through effective training is essential to maximize job performance. While allowing them to face the challenges of today's competitive business environment (Nassazi, 2013). As a result, senior management recognizes the importance of investing in training and development to improve employee performance.

To allow employees to prepare their jobs as required and to provide training to optimize the potential of employees. Most companies invest in applying long-term planning to build new skills in their workforce so that they can cope with the uncertain conditions they face in the future, improving employee performance through superior motivation and commitment levels (Elnaga, 2013). In general, training affects the organization's competitiveness, income, and performance.

There may be poor performance of the staff and other reasons the workers may not feel motivated to no longer use their ability, or there may not be enough

confidence in their ability, or they may face work and life conflict (Ramya, 2016). There are different ways to define training terminology.

It can be defined as systematically developing the knowledge, skills, and behavior that employees provide to ensure the task or work, or simply to improve the performance of existing work (Angela, 2014). Therefore, the rapidly changing business environment requires lifelong learning as an important coping strategy. The business environment changes from time to time to continuously enhance the skills and capabilities of the staff to improve the performance of the job, grow, and adapt to the rapidly changing economy of the organization's environment to remain competitive (Ramya, 2016).

### 2.3.1 Training and Development

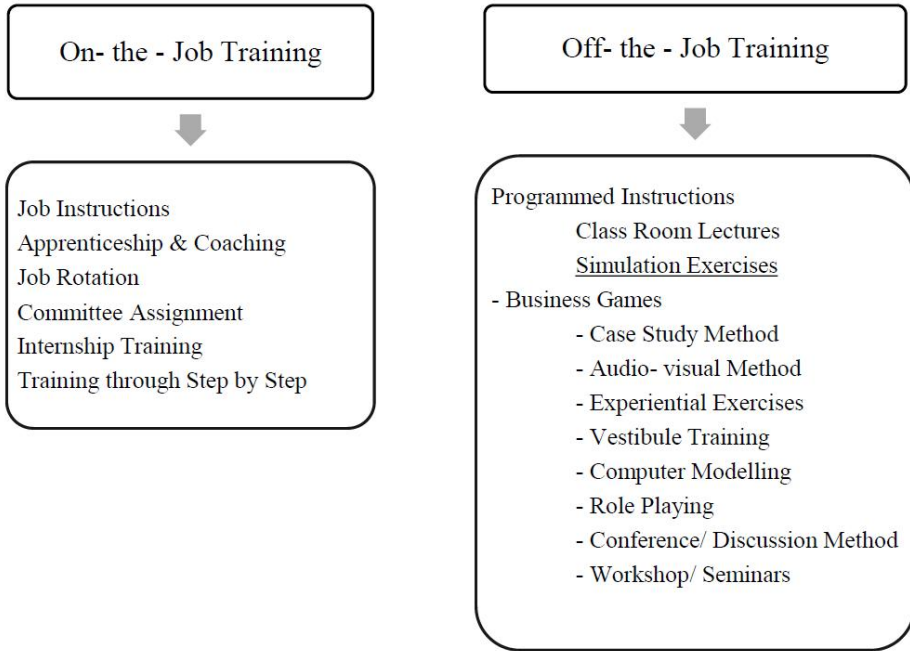
Training and development are an indispensable strategic tool for effective personal and organizational performance, so organizations are spending money and are confident in gaining a competitive advantage in business. However, for any organization to achieve its stated goals and objectives in this highly competitive world, the full and relevant training and development of staff cannot be overemphasized (Falola, 2014). The organization is expected to identify the training needs of its employees and design training programs to help optimize the use of employees to achieve organizational goals. Training and development are a technical use for transferring employee skills, knowledge, and competencies to improve employee performance in current and future tasks. To achieve its stated goals and objectives, the organization cannot carry out effective and optimal performance training for its employees.

### 2.3.2 Related Theories of Employee Training and Development

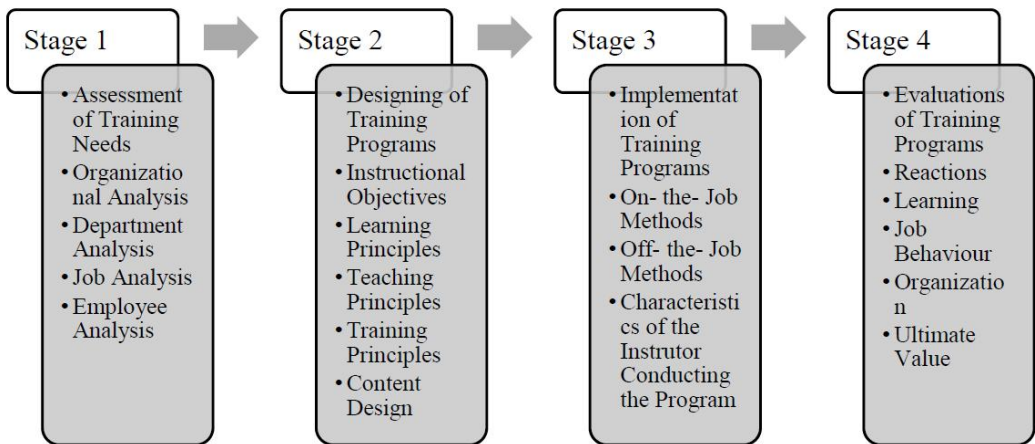
A variety of theories are proposed to explain the relevance of training needs in any organization. In social learning theory, employees acquire new skills and knowledge by observing other staff who are confident of them and believing in trustworthiness and more knowledge. This theory suggests that training and learning are influenced by human self-efficacy and the ability to successfully learn new skills that can be encouraged, verbal persuasion, logical confirmation, and observing the influence of others. The theory of reinforcement argues that training is a strategic tool that makes work interesting and a way for employees to design the best performance for improving the quality of their employees, and ultimately to improve the performance, innovation, and creativity of their employees. The company's resource-based view (RBV) advocates organizations to attract and retain human resources, gain a competitive advantage, identify relevant training for them, and continually improve their capabilities to achieve optimal performance. Through this meaning, the effectiveness of training and learning

depends on the work-related knowledge, skills, abilities, abilities, and behavior patterns that are critical to greater performance, all of which will necessarily affect the organization's success (Falola, 2014).

### Types of Training



(Kulkarni, 2013)



(Kulkarni, 2013)

## 2.2 The Impact of Working Environment on Employees

The working environment plays an important role in the performance of the staff. Controversy is that the work environment is critical to employee performance or positive results. In the world, there are international organizations to debate the rights of employees. Most people spend 50 percent of their lives in the indoor environment, which greatly affects their mental state, behavior, ability, and performance. Assuming better results and improved productivity are the result of a better working environment.

A better office physical environment will promote the development of employees, and ultimately improve the productivity of employees (Bushiri, 2014). The new challenge for management is to create a working environment that attracts, retains, and motivates employees. And a few years ago, was completely different, so that employees were satisfied. Many professional factors affect the performance of employees. Personality, workplace preferences, and the relationship between the outcome variables, performance, and commitment affect the performance of employees in the workplace. Research shows that the work environment has a significant impact on employee performance and attitudes to determine whether employees are faced with the same problem (Tetteh, 2012).

The working environment affects the morale, productivity, and participation of employees - positive and negative. The working environment in most industries is unsafe and unhealthy. These include improperly designed workstations, inappropriate furniture, poor ventilation, improper lighting, excessive noise, inadequate safety precautions in emergencies, and lack of personal protective equipment. People who work in this environment are prone to occupational diseases which affect the performance of their employees. As a result, due to the working environment, productivity is reduced. The greatest impact of the quality of the staff's working environment lies in their motivation and subsequent performance. How they are in contact with the organization, especially in their immediate environment largely affects their error rate, innovation level cooperation with other employees, absence, and ultimately stay in work for how long. Creating a working environment for employee productivity is critical to increasing profits for your organization, company, or small business. Work, workplace, and work tools, the workplace becomes an integral part of the work itself. Management decides how to maximize employee productivity around two key areas: the infrastructure of individual motivation and the working environment (Mathews, 2016).

### 2.4.1 Characteristics of Work Environment

Surface and open communication: Essentially, it makes the staff feel that they are appropriate in the organization. However, staff the concept, mission, and values of the organization (Jain, 2014).

The stability of working life: work and personal life must have a certain balance between. In general, a sense of balance will improve employee job satisfaction (Tripathi, 2015).

Fairness: Employees need to determine whether their performance is a fair return. Fairness means that the consequences of the performance are determined by the quantity and quality of the performance (Joubert, 2015).

Consistency: Consistency refers to predictability. Subordinates want to know how their supervisors react in a given situation. According to management research, consistency is the only most effective criterion for building your leadership (Mavin, 2010).

### 2.4.2 Physical Work Environment and Employee Performance

In the physical work environment, several factors m affect the performance of employees. These factors are lighting in the workplace. Some affect the performance of employees, the other interference is the noise, which will cause discomfort to the staff, thereby reducing the performance of employees. In addition, employee satisfaction may also lead to employee performance. Therefore, to satisfy employees, the actual workplace factors need to be applied to all workplaces (Rorong, 2016) . Temessek (2009) said that functionality helps functional and aesthetic aspects of the work environment's decor and design, ultimately helping to improve the employee's experience and need better performance (Jayaweera, 2015) . In addition, once employees become the source of the workplace, the work staff potential is great, and it will affect the performance of employees (Naharuddin, 2013) . Employees may be affected, depending on the tasks they give and the environment in which they work. Through a good environment, employees can use their energy and attention to work (Augustin, 2013).

## 3.0 Research Methodology

In this study, a simple random sampling quantitative analysis method was used to study the main variables that affect employee performance. To avoid prejudice and to maintain an objective answer, the data I collected to answer depends on a well-designed questionnaire. Randomly assigned to the Chinese car manufacturer BYD employees. The questionnaire is divided into two parts, the first part is a personal feature, which contains four questions: gender, position, education, and income; the second part deals with 20 objective issues

that affect employee performance. The 5-level rating scale is strongly agreed, agreed, mild, disagree, strongly disagree. The number of samples is 150, the respondents fill out the questionnaire, the collection of information for 2 weeks. This company in China's auto industry are representative. 150 employees represent some of their views on the factors that affect employee performance. The general characteristics of sampling are as follows:

This company was founded in 1995 and is a Chinese car brand, that mainly produces commercial and domestic cars. This company car follows the independent research and development, independent production, and independent brand development line, determined to create a truly inexpensive national car, product design not only learns from the international trend of advanced concepts but also in line with the aesthetic concept of Chinese culture. There is only one instrument used in collecting the relevant data that is used in the questionnaire. It is very difficult to accurately measure the factors that may affect employee performance. Thus, the researchers developed a measurement method based on the HH Renmers Purdue Rating Scale and Dean Elliott. Questionnaires are the most efficient and convenient method of quantitative analysis, and the method is based on a set of problem-collection responses. And there are many ways to collect face-to-face interviews, phone, and e-mail data as face-to-face.

The questionnaire is divided into three parts. The first part is the characteristics of the participants. The second part is the position of the company where the participant is located, as well as the department. The third part deals with some objectivity issues that affect employee performance. I assigned questionnaires and, based on face-to-face interviews, collected data using SPSS analysis. In this study, the data was analyzed by IBM, SPSS software 22.00, the analysis points included descriptive analysis, normality tests, effectiveness tests, reliability tests and some tables, charts, etc., as well as statistical procedures, including test assumptions Such as the two-test, an ANOVA, a multiple regression, and variance analysis.

## **4.0 Research Findings**

### **4.1 Research Sample Background Information**

A total of 180 questionnaires were distributed in the survey. 150 questionnaires were included in the final sample pool. The rate of recovery was 83.3%. In the 150 questionnaires, there were 60 men, and 88 women and there were 2 missing cases. The sex ratio had little significant difference, indicating that the samples of this study were selected well.

<b>Gender</b>					
		frequency	%	Valid %	Accumulated %
Valid	1	60	40.0	40.5	40.5
	2	88	58.7	59.5	100.0
	total	148	98.7	100.0	
Missing	system	2	1.3		
Total		105	150	100.0	

About the age of the sample, 42.7% concentrated in 21-30 years old, 53.3% concentrated in 31-40 years old. The distribution ratio of this age is reasonable, which accords with the actual age of most employees. This shows that the selected samples are reasonable.

<b>Organizational Service Tenure</b>					
		frequency	%	Valid %	Accumulated %
Valid	1	1	.7	.7	.7
	2	64	42.7	43.2	43.9
	3	80	53.3	54.1	98.0
	4	3	2.0	2.0	100.0
	total	148	98.7	100.0	
Missing	system	2	1.3		
Total		105	150	100.0	

As to the education of the samples, 55.3% have a college degree, and 40.0% with master’s degree or above. The sample selected by this research institute has a high degree of education. The sample has a more reasonable degree, which is conducive to the development of this study.

<b>Education</b>					
		frequency	%	Valid %	Accumulated %
Valid	1	1	.7	.7	.7
	2	4	2.7	2.7	3.4
	3	83	55.3	56.1	59.5
	4	60	40.0	40.5	100.0
	total	148	98.7	100.0	
Missing	system	2	1.3		
Total		150	150	100.0	

## 4.2 Reliability Analysis

Reliability refers to the measurement results of the degree of consistency or reliability, to estimate the impact of measurement errors on the whole test results. For the same content or variable measurement, consistency checks for all measurements. In the measurement, by measuring the size of the error, we then evaluate the reliability. Reliability for understanding the authenticity of the scores in the test scores and the proportion of errors in the measurement. The greater between the measurement and the true score gap is large, and the result is a lack of reliability, indicating not reliable. The questionnaire to measure whether the real researchers want to measure the content of reliability is the premise. The higher the reliability, the measurement result is more reliable. The coefficient is higher, and the test content is more consistent. In general, if the reliability coefficient is above 0.8, then the reliability is high; reliability can be reached more than 0.7 referring to good reliability; above 0.6 for reliability can be accepted at least.

### The standard for reliability

Reliability	Result
>0.8	Very good reliability
>0.7	Good reliability
>0.6	Acceptable reliability
<0.6	Unacceptable reliability

Factors	Items	Reliability	Results
Factor 1: remuneration	3	0.914	> 0.7, good reliability
Factor 2: rewards	3	0.909	> 0.7, good reliability
Factor 3: training	3	0.806	> 0.7, good reliability
Factor 4: environment	4	0.648	> 0.6, acceptable reliability
Employees performance	3	0.869	> 0.7, good reliability

As the data shown in the table, the reliability of most variables is greater than 0.8, indicating a high reliability and reliability of each scale. Although the environment has reliability which is lower than 0.7, most of the variables are greater than 0.8, indicating that the scale has a reasonable and acceptable reliability.

		Correlation				
		Remuneration	Rewards	Training	Environment	Performance
Remuneration	Pearson correlation	1	.861**	.173*	.250**	.568**
	significant value (two tails)		0	0.035	0.002	0
Rewards	Pearson correlation	.861**	1	0.136	.194*	.560**
	significant value (two tails)	0		0.097	0.017	0
Training	Pearson correlation	.173*	0.136	1	.426**	.261**
	significant value (two tails)	0.035	0.097		0	0.001
Environment	Pearson correlation	.250**	.194*	.426**	1	.253**
	significant value (two tails)	0.002	0.017	0		0.002
Performance	Pearson correlation	.568**	.560**	.261**	.253**	1
	significant value (two t tails)	0	0	0.001	0.002	

According to the results of the Pearson correlation test, remuneration, rewards, training and working environment were positively and significantly correlated with employee performance.

### 4.3 Multiple Regression

A study on the dependent variable, with two or more than two independent variables is what we call “multiple regression”. Also known as multiple linear regression, the number reflects the phenomenon or things in a variety of phenomena or things change and corresponding changes in the laws.

model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467	.219	.211	.7259632
2	.539	.290	.276	.6952209

R represents the goodness of fit, the closer to 1, the better the fitting effect. In this study, it is around 0.5, showing that the degree of data fit is reasonable.

Anova						
	model	Sum of squares	df	Mean square	F	Sig.
1	regression	75.950	1	75.950	69.915	.000
	residual	159.689	147	1.086		
	total	235.639	148			
2	regression	82.534	2	41.267	39.352	.000
	residual	153.105	146	1.049		
	total	235.639	148			
3	regression	87.489	3	29.163	28.543	.000
	residual	148.150	145	1.022		
	total	235.639	148			

According to the result of Anova analysis, values of dependent variables are significantly different in different levels of independent variables, indicating a good model fit.

Excluded variables						
model		Beta In	t	Sig.	Partial correlation	Collinearity statistics
						tolerance
1	Environment	.119	1.708	.090	.140	.937
	Training	.170	2.506	.013	.203	.970
	Rewards	.277	2.096	.038	.171	.259
2	Environment	.059	.787	.432	.065	.786
	Rewards	.285	2.202	.029	.180	.258
3	Environment	.065	.877	.382	.073	.785

Coefficients								
model		Unstandardized coefficients		Standardized coefficients	t	Sig.	95.0% CI	
		B	Std. Error	Beta			lower	upper
1	(constant)	2.227	.234		9.512	.000	1.764	2.689
	Remuneration	.516	.062	.568	8.362	.000	.394	.638
2	(constant)	1.064	.518		2.055	.042	.041	2.088
	Remuneration	.489	.062	.538	7.948	.000	.368	.611
	Training	.232	.093	.170	2.506	.013	.049	.415
3	(constant)	1.025	.511		2.004	.047	.014	2.036

Remuneration	.265	.118	.292	2.242	.027	.031	.499
Training	.237	.091	.173	2.594	.010	.056	.418
Rewards	.260	.118	.285	2.202	.029	.027	.494

Stepwise regression results show that the salary, reward, and training the significant regression coefficient (P value (SIG) is less than 0.05, and the coefficient is positive), indicating that the three variables can lead to higher performance, because the compensation coefficient is the biggest influence on the performance of the maximum salary, followed by reward, finally training. The working environment of the coefficient is not significant, and therefore cannot bring employee innovation.

#### 4.4 Conclusion of Hypothesis Test

Hypothesis	Result
Remuneration has an impact on employee performance	Supported
Rewards have an impact on employee performance	Supported
Training has an impact on employee performance	Supported
The environment has an impact on employee performance	Not supported

### 5.0 Conclusion

#### 5.1 Research Findings

The design model, questionnaire, data collection, and influencing factors of job performance were studied. This paper puts forward four may have an impact on job performance factors: remuneration, rewards, training, and, working environment, but by the end of the multiple regression, remuneration, rewards, and training have a significant influence on employee performance, while working environment has no significant impact on employee performance. Among the three factors that have a significant impact on employee performance, remuneration is the most influential incentive, and finally training.

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