

## Factors Affecting Organizational Success: A Case Of Body Glove

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### ABSTRACT

This paper aims to investigate how Body Glove, an outdoor water sports brand started in the United States, drives organizational success. This brand specializes in wet suits. Body Glove has good product quality and continues to develop its product via research and development to meet customers' expectations. Their passion for water sports led them to create the first wet suit to help fight those cold California waters. The price offered by Body Glove is affordable and worth it with its quality. Body Glove also provides online shopping that can ease customers to enjoy online shopping. We will test the hypotheses using survey. This paper contributes to understanding of how driving factors result in organizational success.

Keywords: brand, product quality, research and development, price, online shopping, organizational success

### INTRODUCTION

In today's intensely competitive environment, companies today are constantly looking for ways to satisfy customer by having a better understanding of changing customer preferences. The over changing market characteristics have huge impact on corporate decision. The global environment are also poses several complexities to the sellers in understanding the market. Among the current marketing environment, competition between products and services is becoming increasingly tough.

Body Glove is a clothing brand that produce water sports brand, such as wet suits, swimsuits, clothing, shoes, life vests, sunglasses, wakeboards, towables, backpacks, phone cases and snorkelling equipment. This brand was started at United States and now have opened their branch in other 50 countries by a network of independent retailers including Malaysia. Body Glove was founded in 1953 by identical twin brothers Bill Meistrell and Bob Meistrell. They became interested in diving and surfing because both of them were participated in their high school swim team.

60 years later the Meistrell family continues this dream by setting the standards of excellence in product design, a respect for the world around them and deep-rooted values in the water sports world, all while having a complete understanding of the needs and style of today's water enthusiasts around the world.

Body Glove's company at Queensbay Mall was launched in 2006. This company was founded by three shareholder which are Mr. KB Goh, Mrs. Anna and Mrs. Pauline. This boutique is one of the earliest shop that was open right after the Queensbay Mall was launched in 2006. The first location of this shop is at LG-38 & 39. In 2016 until now, Body Glove has moved to the new location at LG-33A opposite to Tea Live and next to

Edwin. For your information, Body Glove share the same ownership with Edwin under the same company which is Yen Global Berhad. Both company share the same factory to produce the merchandise and also the product policy.

Back then, the surf pioneers wore body glove wet suits exclusively, and that tradition continues with today's modern professional and amateur surf riders because the products are made to the exact specifications of the world's top water men. A customer wants to get the full value for their money whatever they buy they wants full satisfaction from the product. Body Glove always produce product meets customers need and customers satisfaction. They always follow up the trends.

In order to maintain their customers satisfaction and attract more customers to be aware of their product, Body Glove will doing a research and development to improve their quality of product. It is crucial for Body Glove to better than their competitor such as Billabong International Limited, The Burton Corporation and Columbia Sportswear Company.

In this case study, we would like to investigate how they drives their organization towards success because the authentic innovation in all water sports products is the model for Body Glove's continued to success.

## CHAPTER 2 : BACKGROUND OF THE COMPANY

### 2.1 PRODUCT AND SERVICE

As Body Glove is a big company that have more branch around the world, they have their strategiees to making sure that their quality was was meets their customers needs and also still follow the trends. Firstly, the high quality product that they produced. Secondly, the attractive design that they made for every single pieces, plus they always have a new design every month so that people don't feel bored and lame towards our products. Thirdly, their customer service that they give to make their customer feel pleased and enjoy shopping in shop.

For services, here they served each customer from the moment they enter the shop until they have made the payment with smile and politely.

### 2.2 MARKET OPPORTUNITY ANALYSIS

Market opportunity analysis of Body Glove include entering into market such as clothes like sport wear and opportunity in emerging markets. In order to entering into market such as sport wear, Body Glove worked to strengthen in producing products that meet their customers needs. Body Glove is focusing in marketing strategy and employees welfare. This company also make the customers needs as their priority to produce a high quality product to them. Other than that, the company designed a new attractive design every month so that they do not feel bored and lame towards the products. It is crucial for the company to fulfill their customers desire so that it can be build a strong relationship with their loyal customers and at the same time create a new customers.

Furthermore, it is a good opportunity in emerging markets in a new place. Customers are unaware of new products available under the main brand. This situation occur the company did not see the advertising as an important aspect in order to make their product being aware to people . Body glove will be advertise their products in many ways to make people knows the appearance of their new products in that place. For instance, they use their own media like website, Facebook, Instagram and so on to promote their products to people so that people will be aware of Body Glove products.

### 2.3 POLITICAL ENVIRONMENT

The political environmental factors affecting the business are always given a lot of importance. There are several aspects of government policy that can affect business which is all the firms have follow the law by government and the managers have see the upcoming legislation that can affect their activities. The political environment is one of the least predictable elements in the business environment because of cyclical political environment develops, as the democratic governments need to pursue re-election every certain years. This external element of organization includes the effects of the pressure group tend to change government policies.

The political environment can even affect the government policies at the local to the federal level and as for that, Body Glove should prepared to deal with both local and international outcomes of the politics. One of the political element is increased and a decreased in tax. As an example, the government might have to increase the taxes for some companies and it might give direct effect on Body Glove businesses. This will affect negatively on Body Glove as the more high taxation level, it would demotivate companies like Body Glove from maximizing their profits. The stability of the currency is also important because an unstable currency could discourage international investors to invest. The insufficiency of political stability in country also can affect the operations and especially for the companies that operate internationally. As an example, a violent takeover could rout a government and this could lead to disturbances in the environment. These will definitely damage the business operations.

### 2.4 SOCIAL AND TECHNOLOGY

Culture, behavior, religion, life style and preference are the social factors affecting Body Glove performance, the brand and also customer loyalty. Body Glove must have knowledge and keep in mind all the community and beliefs when take any decision and implanting strategy. Nowadays people more to health conscious which they want to address health related issue and live an active lifestyle. The Body Glove Brand not just creates the wet suit which was not just a garment to wear in the water for warmth. It put a lot focus on keep the knee and elbows warm. Apart from that, it also applying pressure to the blood flowing to help improve surfers' and divers' skills. With the brand identity close affiliated with surfing lifestyle, Body Glove had celebrated the company's advocacy for the health of the world's ocean. For a public service spot for Earth Day in 1990, the Body Glove company had produced the movie trailer featuring a sea lion at the edge of a polluted sea as child narrated quotations from the book of Genesis.

Technology environment is some of the part of the the company's external environment in which changes in technology affected of the company effort and it may pose threats or present the opportunities. For Body Glove, they make the experiment of the product under varying conditions because the want to meet their customers' demand. The Body Glove company use the technical and natural materials replacements. For example is the Body Glove Water Filters. It combined effort of Water Inc. and Body Glove to provide a clean, affordable alternative to bottled water. The Body Glove company are committed to brought for the people the most advanced technology in the water filter industry. The manufactured use the most sustainable and eco-friendly production.

### 2.5 ECONOMIC ENVIRONMENT

The term of economic environment refers to the external factors which is influence buying habits of customers and business as well affect the performance of the company. Body Glove is the one of company as designer, marketer, manufacturer,

seller of water sports apparel and accessories. The Body Glove is the American Brand and the business has open branch at various places such as Malaysia, Singapore, Indonesia and others. Body Glove must play smart with the price of materials. But they face continuous challenges when importing or exporting goods and the rise of counterfeit products dampers Body Gloves' sales which the ideas can be copied by other competitors. Body Glove must do research where to sell and distribute the products for the people. Moreover the company must plan to compete with their competitors. This ensures the company growth and opportunities. The target customers of the Body Glove is the urban people who wants a leisure style specifically to the youth and family. According to **Bill and Bob Meistrell (1953)**, they created a company on a dream of a life in the water and with over 75% of the planet being covered with the water, Body Glove wants to be there for every water experience to people.

## RESULTS AND DISCUSSION

### 3.1.1 JOB PERFORMANCE

According to **Colquitt, Lepine & Wesson (2019)**, organizational behavior improves performance and commitment in the workplace. A job performance includes the behaviors that are within the control of employees, but its places a boundary on which behaviors are and are not relevant to job performance. The behavior of a Body Glove employee's must be relevant to the accomplishment of organizational goals.

### 3.1.2 TASK PERFORMANCE

Task performance refers to employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Task performance is the set of the explicit obligations that an employee must fulfill to receive compensation and continued employment. For the employees of Body Glove the different position have the different of task performance. For examples is the manager, task performance includes responsible in planning, leading, and overseeing the organization. For a sales manager, task performance involves responsibilities in to growing the Body Glove branch business through new and existing account as well as restructuring the Body Glove specialty sales force. The task performance can be in terms of more general categories.

### 3.1.3 CITIZENSHIP BEHAVIOUR

Based on our research we believe that the Body Glove employees are going citizenship behavior. Research by **Organ (1988)** suggest there are two main categories of citizenship behavior which are interpersonal and organizational citizenship behavior . The employees assisting coworkers who have workloads and promoting the company with the goal of improving public perception of it. Indeed, employees citizenship behavior has been found to influence the salary and promotion recommendations people receive, over and above their task performance.

### 3.1.4 COUNTERPRODUCTIVE BEHAVIOUR

Counterproductive behaviour is defined as employee behaviors that intentionally hinder organizational goal accomplishment. Property deviance, production deviance, political deviance and personal aggression are the example of the group counterproductive behavior. For example, the employee who work too slowly or take to many breaks are



wasting resources because time is money and forgot to switch off the lamps or air conditioner after working hours. In the other hand, some of the employee rude, impolite and lack of respect for elders are the examples of incivility. It can even be a problem for customers. There are many ways of effectively the company can take in managing certain types of counterproductive behaviors.

### 3.2 MOTIVATION

The employees who are motivated, simply move faster and longer than unmotivated employees. Motivation can be defined as a set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence. According to Ofelia ROBESCU, Alina-Georgiana IANCU (2016) motivating employees became today an important objective for organizations that want to remain viable on the market nowadays. Motivation is a critical consideration in the organizational (Body Glove) because a high level of motivation is required in order to get effective job performance.

Based on our survey with the manager of Body Glove, taking care and build a strong relationship among employees is one of their strategies to accomplish the aim and mission of the organization. Teamwork is really an important element of a company to success, and group the employees together has an advantage in building the team's mentality. The manager often advices the employees if there is a conflict between them. Nothing can beat individual attention when it comes to individual motivation.

Body Glove also provides training for the new employees in order for them to get improve their skills' in serving customers and learn deeply about the organization. The old employees or managers usually are in charge to handle training for them because they already have been in the organization for a long time and at the same time they can strengthening the relationship between employees.

In order to get the employees to get motivated during work are by discussing the goals together. The manager of Body Glove was assigning goals for the employees as an example of the sale goals for a day in order to achieve the organization's goals. When goal commitment is high, assigning specific goals will have significant benefits for task performance.

### 3.3 ABILITY

Ability can be defined as the relatively stable capabilities of people have to perform a particular range of different but related activities. Abilities can change slowly over time with instruction, repeated practice, and repetition but, the level of a given ability generally limits how much a person can improve, even with the best training in the world. In contrast to skills, which can be improved over time with training, the ability is relatively stable.

There are 3 types of ability which are cognitive ability, emotional ability, and physical ability. Cognitive ability is relevant in jobs such as Body Glove because the work is involving the use of information to make decisions or to solve problems. Cognitive ability refers to capabilities related to the acquisition and application of knowledge in problem-solving. According to Education of Supersea (2018), the cognitive skills and abilities of naval leaders must be viewed as a strategic national asset.

The type of cognitive ability which is suit with Body Glove is verbal ability because it is various capabilities associated with understanding and expressing oral and writing communication. The employees of Body Glove needs verbal ability as they have to make effective decisions and solve problems in order to achieve the organization's goals. The communication skills are also important to serve customers with full of confidence.

### 3.4 ORGANIZATIONAL CULTURE

Organizational culture may be defined as the shared basic assumptions, values, and beliefs that characterize a setting and are thought to newcomers as the proper way to think and feel, communicated by the way it is as it solved problems associated with external adaptation and internal integration (**Schein 2010, Trice & Beyer 1993, Zohar & Hofmann**)

As for Body Glove, the organization culture is more to market culture. This is a results-based organization that emphasizes finishing work and getting things done. The organization is competitive and focused on achieving their goals. In order to increase growth of their organization, they keep motivated and tough on achieving their goals. Also they emphasize on winning keeps the organization together. Reputation and success are the most important to make their organization grow and be better. Body Glove keeps maintaining their products by fulfilling their customers' needs based on the seasons. Other than that, to make sure the Body Glove grows well, the organization provides an incentive for employees to strengthen the organization's performance such as training for the new employees, always be friendly and nice to customers.

### 3.5 LEADERSHIP: STYLES AND BEHAVIORS

Leadership is defined as the use of power and influence to direct the activities of followers toward goal and achievement. **According to James C. Sarros (2008)**, appropriate leadership to effect such change is required; however, there has been little empirical analysis of the theoretical relationships among the key components that make up such change strategy, including transformational leadership, organizational culture, and organizational innovation. The direction can affect followers' interpretation of events, the organization of their work activities, their commitment to key goals, their relationships with other followers, on their access to cooperation and support from other work units. A good leader has a good relationship with employees as leader-member exchange theory through role taking and role making.

Role taking phase is a manager describes role expectations to an employee and the employee attempts to fulfill those expectations with his or her job behaviors. Research by **Ralph H. Turner (1956)** role-taking may or may not include adoption of the standpoint of the other as one's own and may or may not be reflexive, these distinctions being related to its functions in the acquisition or implementation of values and to the element of self-consciousness in behavior. Role making which the employee's own expectations for the dyad get mixed in with those of the leader.

Body Glove is a heritage-rich business and brand originating in 1953 when twin brothers Bill and Bob (Robbie's father) Meistrell developed the first functional wetsuit with a dream of a life in the water. Robbie, who became president of BGI in 1983, has led the company from a small domestic market dealing in wetsuits, to the wilder shores of international trade and licensing of watersports products. Under Robbie's leadership, Body Glove has become one of the world's most well-known surf brands.

As a manager, that has to know how to handle employees like if there is any conflict among the employees, manager will quickly gather them to settle down and give some advice. One of the pieces of advice to them for example "You will face your colleague everyday, it's no use to fight everyday and make the working environment as an unhappy place to come".

#### CHAPTER 4 : IDEA APPLICATION

According to the job performance of BodyGlove's company, mostly their staff will be provided with task performance. For instance, as a promoter they have to communicate with different people from different country.

One of the problem that facing by Body Glove is the employees who are working as promoter have to facing the problem when they have to communicate with different kind of tourism. Most of their job to promoting product and help customers. Usually everything goes okay, but there are always a few customers that can be hard to deal with. English is the language which connects people by default so the company needs to consider the candidate's ability and inability to speak fluently in English as one of the major selection criterion. To improve their staff communication, company need to selecting employees who have more good skills in communication. However there also have some risk, in the interview, they only can speak certain words, not be able to speak fluent.

Second, some of the locations of Body Glove's branch is not strategic in order to expand the company. According to Tony Kent, **Ogenyi Omar (2003)** that store location is one of the most important determinants of retailer success. Some of the branch's location is far from the suppliers' area so the production costs are high. Therefore, Body Glove must consider the kinds of suppliers they will need near their locations. In addition, having suppliers nearby can help the company to reduce its production costs. However, if the supplier near the branch does not have a plan to continue the business, the company still needs to face the same problem where their branch is still far from the suppliers' area.

Every company have their goals. When a company set goals it make clear for everyone involved the organization. This is very important to show the employees what they need to focus and helps them to able to prioritize their task. Moreover, it can be the motivation for the employee to perform their task. Setting the goals is the first step and achieving them is the second step. As for the Body Glove, the company facing lack of directions or goals. This can give impact for the employees to perform their ability in their role. The employees may find it difficult to obtain the goal without motivation and support. The manager of company must know how to provide the direction for the employees to guide them in achieve the goals. Every set goals should be created within a time frame. Without a time frame, there is no sense of urgency. Make a tentative plan of everytime you want to do. Instilling deadlines will help the team work towards them and also give the motivation that keep morale high. Apart from this, it give the right direction and make the goals is clear for the employee.

However, creating the time frames can be tricky and sensitive task. Moreover, it could being too stringent on the timely aspect of the goals setting and it also have the negative impact. This can troublesome of the manager aren't ticking the boxes on schedule. Some of the employee may not follow the plan and it not complete their task. This can give stress for the employee even the organization.

In the organization, when a group of people is brought together to form a team that will have some type of conflict will arise because it is a normal occurency in any workplace. One of the problem that Body Glove face is conflict in team members. The workplace consists of individuals which is all of the members all have their own perspective of the world. Every members that are in the team that have been form come from different place and each of them have strong beliefs, which is they are not willing to compromise. These beliefs can conflict with the other team members and it is hard for them to finish or archieve the task successfully. Therefore, many organizational conflicts can be prevented or at least minimized if they take a proactive ways to solve

it. As for Body Glove, the organization need to solve this problem by providing a conflict resolution training.

The negative impact of conflict can be reduce by helping the employees develop the skills that they need to successfully solving the conflict that occur in their team. This gives people more confidence in their ability to resolve both personal and professional conflict. Other than that, conflict can can be minimize by implementing team building activities. The employees can be significantly improve and strengthen team relationships and performance through the team development process. This kind of way providinnng an opportunity for them to get more comfortable with each other, to identify acceptable behaviors and modes of interaction, and to determine how team problems and conflicts will be solved. They also can improve their communication within a team or organization by strategically employing informational and problem-solving meetings, and by utilizing a diverse range of organizational communication tools. That tools include face-to-face discussions, e-mail, online chatting , video conferences and online meetings.

However, this solution may not always work well and it may give negative impact to the organization like the employee that have know well to each other will be feel comfortable to each other. During free time they will use their time to socializing which mean chatting about nonwork topic that goes on in cubicles and offices or at the mailbox or vending machine and also in their meeting discussion. This situation will negatively impact their work and at the same time the organization performance. They will waste their time on talking about others and gossiping. This will make their work does not finish on time and the doing work unefficiently. as a result the organization performance does not perform better than its competitor.

## CONCLUSIONS

### 1. Communication Skills

company needs to consider the candidate's ability and inability to speak fluently in english as one of the major selection criterion . According to **Vincent DiSalvo, David C. Larsen & William J. Seiler (2009)** , while there exists a great deal of information regarding the importance of oral communication in the business organization, little has been written in recent years to identify those communication skills that are important for different organizational positions

### 2. Integrating R&D

Accoding to **Robert Szakonyi (2014)**, R&D or engineering managers must integrate their function's operations with company efforts to improve quality. To do this, R&D or engineering managers must adapt general principles about quality improvement to their own function's operations. There are two ways in which R&D managers can work on improving quality: by improving quality within the laboratory; and by working with other functions to improve quality in the company. There are also many other things that R&D managers can do together with the managers of other functions to improve quality. R&D and engineering managers should work on exploiting the potential of CAD/CAM more effectively.

### 3. Location Strategic

The analysis of the location factors finds that agglomeration externalities are a significant determinant in location of firms in cities (**Carlton, 1983; Guimaraes et al., 2000**). Therefore, the influence of external economies has a clear implication on the distribution of industrial activities over the space. This observation has been at the core of much empirical research into the



mechanisms of the growth of cities (Fujita and Thisse, 2000). The dimension of the external economies of the firm, but which are internal to the economic space, depend on the presence of spillovers between the firms. The concept of spillover effect is an essential element for the understanding of increasing returns that occur during the process.

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