

Research Article



Organizational Climate and Turnover Intentions moderated by Leadership Style

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Abstracts

There have been broad explorations of organizational climate, turnover intentions, and leadership styles in significant organizational contexts, but these have been mainly conducted in European countries or developed countries. Despite the well-off and rising literature on the subject, there needs to be more discernment of how leadership style affects organizational climate and turnover intentions in underdeveloped countries. Against this scenario, this study demonstrates the relationship of organizational climate with turnover intentions and the moderating role of transformational leadership style. Besides, the study tested the influence of transformational leadership style on organizational climate and turnover intentions. The study is conducted on faculty members of Southern Punjab University. Three hundred fifty questionnaires were distributed among faculty members, and the return questionnaire rate was 94%. The present study used a quantitative research design. The data was collected through a structured questionnaire and used a simple random sampling technique. For the said purpose, correlation and regression analysis are used to conclude.

Moreover, a significance test (t-test and ANOVA) was used to check the impact of demographics on independent and dependent variables. AMOS graphics and SPSS are used as analysis tools. The regression showed a significant relationship between the dependent variable (turnover intentions) and the independent variable (organizational climate). Still, transformational leadership does not mediate the relationship between organizational climate and turnover intentions. Chronbach alpha value shows the reliability of data, and it shows the data that is used in this research is reliable; the significance value of the F-test shows the validity of the model, and in this research, the significant matter is .017, which indicates that the model is valid.

KEYWORDS: Leadership style, Turnover intentions, Employee Performance

1 | INTRODUCTION

Background of the study

Employee turnover is a dilemma that organizations have faced for a long time. In recent years, interest in the topic has been rising, and a massive body of research on the subject has been conducted more than in the last decade. Turnover is frequently an excellent loss for an organization both in individual assets and the rate that follows the removal of the employee and the process of getting a new employee (Heavey et al., 2013).

The idea of organizational climate became admired in the manufacturing and managerial literature mainly in the 1960s and 1970s with the book of (Litwin & Stringer Jr, 1968) and the two central reviews of (Forehand & Von Haller, 1964). Hence, Guion (1973) stated that a supposed climate certifies an organization's features and those of the perceiving person. As the majority frequently conceived, the climate was only an option marker for emotional responses to the organization, like job happiness. James and Jones (1974) recommended that the emotional climate be used to highlight the reality that it is the average cognitive interpretation of organizational personnel, which

happens from knowledge in the organization and offers an illustration of the significance intrinsic in the organizational characteristics, actions, and processes (Kozlowski & Farr, 1988). According to Portugal and Yukl (1994), leadership is the procedure of influencing supporters. Leaders play a significant role in achieving organizational tasks by creating an environment that manipulates workers' behavior and inspiration. However, as well known by Aldoory and Toth (2004), despite the comprehensive research on the formulation of leadership in the sense of organization, trade, and advertising, a —robust, educated discussion on leadership is missing in public dealings. Recently, initiatives have been undertaken to inspect the uniqueness of leadership in public dealings. However, little scholarly notice has been compensated to know whether and how leadership, as an organizational ancestor factor, influences public dealings efficiency.

Problem Statement

Much research is conducted in developed countries and Pakistan, especially in upper Punjab. Research is conducted on this site where researchers discuss turnover intentions with organizational commitment but do not include leadership style roles (Chughtai & Zafar, 2006). In some research papers, the leadership styles are discussed in terms of transactional and transformational with voluntary intentions with the mediating effect of job satisfaction in the USA (Wells & Welty Peachey, 2011). Some researchers discuss transformational leadership style and the impact of transformational leadership practices on employee job satisfaction in primary school teachers in Malaysia (Arokiasamy, Abdullah et al. 2016)

The research gap of the study based on previous research is that many researchers used both leadership styles, and some used transactional or transformational with intentions of job satisfaction or commitment. However, less research work has been conducted where transformational leadership plays a moderating role in an organization's climate and turnover intentions. That is why this study focuses on whether there is a positive relation between organizational climate and turnover intention and whether transformational leadership plays a moderating role or needs to improve transformational leadership style.

Research question:

Does leadership style moderate the relationship between organizational climate and employee turnover intentions, particularly in southern Punjab universities?

Research Objectives:

- To test the impact of organizational climate on turnover intentions
- To test the moderating role of leadership style between the relationship of organizational climate and turnover intentions

2 | LITERATURE REVIEW

Organizational climate (OC)

The organizational climate in higher education institutions determines teachers' performance or creativity level. However, there are few rules about the variables molding it to help develop creative attitudes or restrict them. These are Support of associates, Support of educators, and Positive association with educators. In an organization,

different processes and actions are performed, and many employees interpret them. When employees of an organization meet with one another and discuss different organizational affairs, many personal cognitive maps are created and can be modified (Padaki 1982)

Leadership Theories

Since the 20th century, many theories have been evolved and divided leadership into eight theory category (Porter-O'Grady and Malloch 2010). These eight theories are "trait, contingency, situational, behavioral, participative, management, and relationship theories." During the entirety of the industrial age, these eight theories continuously emerged in the course of leadership study (Bass 1990). Science has evolved in many areas of neurology and neurobiology, so its impact on understanding people's thoughts, motivations, and actions was created.

Trait Theory

Trait theories were popular in 1940." Great man theory" states that leaders and followers have different traits, so leaders are other from followers (Stogdill 1974). Moreover (Turner 2000) supported by the claim that leaders are charismatic, Turner is a born leader, not made one. A person's repeat patterns of behaviors make leadership traits (Hogan, 1991). The leader shows their traits through working hard and friendliness, and when leaders are willing to take responsibility, not through physical looks or personality like height.

Situational Theories

This type of leader focuses mainly on the follower's development. In this theory, the situational leadership model combines the tasks and people in two charts, which show four possibilities: selling, participating, delegating, and telling (Hersey and Blanchard 1993).

i. Relationship Theories

The focus of these theories is on the strength of the leader-follower relationship. A relational leader inspires their followers through two methods. Firstly, they inspire their followers by personal potential and secondly by organization aim (Porter-O'Grady & Malloch, 2010). These theories focus mainly on transactional and transformational elements of leadership (Kelly, 1998).

Turnover Intentions(TI)

Different authors define turnover as the willingness of an employee to leave the job (Cenkci & Ötken, 2014). Another article defines turnover as the sense of self-determination about an employee's job, which is called employee turnover. Turnover is a problem that organizations have faced for a long time. At the beginning of the 20th century, many research studies were conducted, and for many years, this area has been widely researched (Heavey, Holwerda et al. 2013). When many employees leave the organization in a specific time period, it is called employee turnover (Hausknecht & Trevor, 2011). Turnover intentions have been defined as the will of an employee to leave an organization (Tett & Meyer, 1993). Research shows that there are many reasons for turnover intentions.

Leadership style and Turnover intentions:

The basis for the link between leadership and voluntary turnover is that the behaviors exhibited by leaders can be supposed by subordinates as indicators of organizational intentions (Levinson, 1965). Leaders are employees' primary source of information about organizational goals and strategy. Transformational leaders make a vision pro, promote the logic of pleasure and belonging to the organization, and communicate why connection is essential, enabling followers to internalize group or organizational ethics (Bass, 1985).

Research Hypothesis

H1: Organizational climate will have a positive impact on turnover intentions

H2: Leadership style will have a positive impact on turnover intentions

H3: The leadership style will positively moderate the relationship between organizational climate and turnover intentions

3 | RESEARCH METHODS**Research design**

The first six (6) questions were background questions about gender, age, qualification, Designation, city, and department. Gender was coded as male and female. Age was coded as “24 to 34”=1, “35 to 44”=2, “45 to 55”=3, “above 55”= 4. Qualification was coded as Msc=1, M.phil= 2, PhD=3. Designation was coded as Lecturer=1, Assistant Professor=2, Associate Professor=3. City was coded as Vehari=1, Multan=2, Burewala= 3. Department was coded as Botany=1, Zoology= 2, Physics= 3, Computer science= 4, Mathematics= 5, Education= 6, English= 7, Management sciences= 8, Economics= 9, Humanities= 10, History= 11. The questionnaire consisted of 10 statements related to Transformational leadership; these statements were rated on a 5-point Likert scale, where 0 was coded as “not at all” and four as “frequently, if not always” for the statistical analysis. The variable Turnover intentions consisted of 3 statements were rated on a 5-point Likert scale, one was coded as “Strongly Disagree” and 5 as “strongly agree” for the statistical analysis. The variable Organizational climate consisted of 11 statements rated on a 5-point Likert scale. One was coded as “strongly disagree” and five as “strongly agree” for the statistical analysis. The survey was a printout questionnaire. The questionnaires were distributed to the participants at their workplace, with the option of taking the questionnaire home.

Data Collection:

Data was collected from full-time faculty members teaching in 8 universities in two major cities of Pakistan: Multan and Vehari. In total, 350 questionnaires were delivered to the participating university for distribution. Data were collected from lecturers, assistant professors, and associate professors teaching on a full-time basis in the participating universities. The preferred mode for the present study will be the questionnaire's self-administration. The target population is the faculty, and they have very calculated time. So, keeping these things in mind, questionnaires will be personally administered.

Sampling:

In Multan, ten universities and campuses are found that are recognized by HEC(BZU, NFC Multan, Air University, NCBA&E Multan, Numl University, Nawaz Sharif University, VU Multan, Women University, institute

of Southern Punjab, institute of Education) and in Vehari three universities(Comsats institute of information technology vehari, education university, BZU campus) are found that are recognized from HEC. After the pilot study, the sample size is selected according to the Book of Uma Sekran 4th edition, Research Methods of Business. A sample size of 350 faculty members was taken. The data is collected through simple random sampling, which means each person has an equal chance of being selected. A total of 350 questionnaires, 316, were completed and returned, producing a response rate of 90.2%.

Data analysis

SPSS 16 and AMOS graphics 21 are used as data analysis tools. Descriptive statistics like mean, standard deviation, frequency tables, and charts are used to know the data's characteristics and the respondents' demographic profile. Validity and reliability tests are employed to test the goodness of measures. For the relationship of variables, the study employs correlation analysis. Multiple regression analysis is used to test the hypothesis.

Measurement

Transformational leadership is measured using the Multifactor Leadership Questionnaire (MLQ) because it best identifies the leader's behavior. Subscales used in MLQ are five transformational and five Likert scales. The second variable is organizational climate, and for measuring this variable, the organizational climate questionnaire (OCQ) was developed by (Litwin and Stringer, 1968). A five-point Likert scale was used to check the respondent's answers. The third variable is employee turnover intentions. 3 item turnover intention scales were used to measure turnover intention, and five Likert scales were used to check the respondents' answers.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.558	1	1.558	5.755	.017 ^a
	Residual	84.984	314	.271		
	Total	86.541	315			

a. Predictors: (Constant), Oclimate

b. Dependent Variable: Turnover

The F-test value is 5.755, which is significant at 0.017 because the considerable value is less than 0.05. It implies that the model is valid.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.259	.222		10.186	.000
	Oclimate	.169	.070	.134	2.399	.017

a. Dependent Variable: Turnover

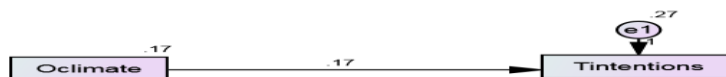
The regression coefficient $\beta_1 = 0.134$ shows that a one percent increase in organizational climate increases a 13 percent increase in turnover intentions if other variables are kept constant. The t-test value is positive, 2.399, and significant at 0.017 because the considerable value is less than 0.05.

The equation from unstandardized coefficient i

$$\hat{Y} = \beta_0 + \beta_1 X$$

$$\text{Turnover Intentions} = 2.259(\text{constant}) + 0.169(\text{organizational climate})$$

The above model is run in AMOS graphics, which shows that e1 has a 0.27 variance and organizational climate has



a variance of 0.17, and the relationship of organizational climate with turnover intentions shows that when organizational climate goes up by 1, turnover intentions go up by 0.17.

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Tintentions <--- Oclimate	.169	.070	2.403	.016	

The above table of regression weights estimates shows that when there is an increase in organizational

climate by 1, then turnover intentions increase by 0.169, and S.E shows that estimate 0.169 has a standard error of 0.70. P value is significant, which means organizational climate has a significant impact on turnover intentions.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.503	3	.834	3.098	.027 ^a
	Residual	84.038	312	.269		
	Total	86.541	315			

a. Predictors: (Constant), Oclimate_x_Tleadership , Oclimate, Tleadership

b. Dependent Variable: Turnover

The F-t est value is 3.098, which is significant because the P-value is less than 0.05. Therefore, the alternative hypothesis will accept that Leadership style moderates the relationship between organizational climate and Turnover intentions. It also implies that the model is valid and that the regression model shows that all independent variables have a positive impact and significant relation with the dependent variable.

Hypothesis testing:

The regression coefficient is $\beta_1 = 0.571$, which shows that if there is a one percent increase in organizational climate, there is a 5 percent increase in turnover intentions if other variables are kept constant. The t-test value is positive, which is 2.027, and significant at 0.043 because the considerable level is less than 0.05. The regression coefficient $\beta_2 = 0.361$ shows that a one percent increase in transformational leadership style increases by 3 percent in turnover intentions if other variables are kept constant. The t-test value is positive, 1.184, and insignificant at 0.237 because a significant discount is more excellent than turnover intentions. The regression coefficient $\beta_3 = -0.65$ shows that if there is a one percent increase in (organizational climate* Transformational leadership), then there is a 6 percent decrease in turnover intentions if other variables are kept constant. The t-test value is negative, -1.445, and insignificant at 0.150 because the significant matter is greater than 0.05.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.021	.979		1.043	.298
	Oclimate	.651	.321	.517	2.027	.043
	Tleadership	.382	.322	.361	1.184	.237
	Oclimate_Tleadership	-.149	.103	-.654	-1.445	.150

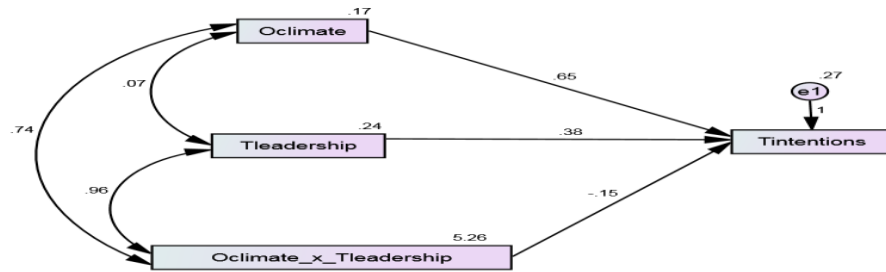
a. Dependent Variable: Turnover

With the help of unstandardized coefficients the moderating equation is

$$\hat{Y} = \beta_0 + \beta_1 X + \beta_2 M + \beta_3 XM$$

Turnover intentions = 0.651(Organizational climate)+ 0.382(Transformational leadership) - 0.149(Organizational climate * Transformational leadership)

The equation show that Organizational climate and transformational leadership has positive relationship while (organizational climate * transformational leadership) has negative relation with turnover intentions.



The above model for moderation is running in AMOS graphics. The model shows the unstandardized estimates. The above figure shows that hypothesis is rejected or accepted. So on the basis of figure or results (H1: Organizational climate has significant impact on turnover intentions is accepted, the second hypothesis H2: Leadership style has positive impact on turnover intentions is rejected and third hypothesis H3: The leadership style positively moderate the relationship of organizational climate and turnover intentions is rejected)

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Tintentions <--- Tleadership	.382	.321	1.191	.234	
Tintentions <--- Oclimate_x_Tleadership	-.149	.103	-1.452	.147	
Tintentions <--- Oclimate	.651	.320	2.037	.042	

When leadership goes up by 1 then turnover intentions goes up by 0.382 , (Oclimate_x_Tleadership) goes up by 1 then turnover intentions decrease by 0.149 and when Oclimate increase by 1 then turnover intentions increase by 0.65. The leadership and moderator has not significant impact on turnover intentions while organizational climate has significant impact.

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Tleadership	.245	.020	12.550	***	
Oclimate_x_Tleadership	5.260	.419	12.550	***	
Oclimate	.173	.014	12.550	***	
e1	.266	.021	12.550	***	

The variance of leadership is 0.245, organizational climate is 0.173, e1 has variance of 0.266 and moderator has variance of 5.260. All these variables estimates variances are significantly different from zero at 0.001 (two-tailed).

Correlations

		Turnover	Tleadership	Oclimate	Oclimate_Tleadership
Pearson Correlation	Turnover	1.000			
	Tleadership	-.016	1.000		
	Oclimate	.134	.345	1.000	
	Oclimate_Tleadership	.053	.849	.775	1.000
Sig. (1-tailed)	Turnover	.	.387	.009	.175
	Tleadership	.387	.	.000	.000
	Oclimate	.009	.000	.	.000
	Oclimate_Tleadership	.175	.000	.000	.
N	Turnover	316	316	316	316
	Tleadership	316	316	316	316
	Oclimate	316	316	316	316
	Oclimate_Tleadership	316	316	316	316

The correlation table shows the relationship of all variables with one another. Pearson correlation shows the negative and positive strength of variables. From 0 to +0.2 is a weak positive correlation, +0.2 to 0.6 is a moderate positive correlation and +0.6 to +1 is a strong positive correlation, same as 0 to -0.2 is a weak negative correlation, -0.2 to -0.6 is a moderate negative correlation and -0.6 to -1 is a strong negative correlation.

Pearson's correlation shows that transformational leadership and turnover intentions have a weak negative correlation. The variable Organizational climate and Turnover intentions have a weak positive correlation. The

variables of organizational climate and transformational leadership have a moderate positive correlation. The moderator (organizational climate * transformational leadership) with Transformational leadership has a strong positive correlation. In contrast, the moderator with Turnover intentions has a weak positive correlation, and the moderator with organizational climate has a strong positive correlation.

Reliability Statistics

Cronbach's Alpha	N of Items
.689	34

The cronbach's alpha is 0.689 which shows that the data is reliable which is used in this study because 0.7 value of cronbach's alpha indicated that data is reliable or if value is less than 0.7 that indicated data has no reliability.

Descriptive Statistics

	N	Mean	Std. Deviation
The behavior of leaders in a way that other respect for him.	316	2.9589	.78167
The leaders talks about most important values and belief of group.	316	3.3449	2.35527
The leader display a sense of power and confidence in others.	316	2.9873	.97256
The leader emphasizes the importance of a collective sense of mission.	316	3.2310	.89111
The leader expresses confidence that goals will be achieved.	316	2.6709	.79237
The leader suggests new ways of looking at how to complete assignments.	316	3.1297	.81197
The leader helps others to develop their strengths.	316	3.2975	.96943
The leader treats others as individuals rather than just as member of a group.	316	2.9652	.94385
The leader disuss in specific terms that is responsible for achieving performance targets.	316	2.9589	.93004
The leader expresses satisfaction when others meet expectations.	316	2.7310	.91224
I think a lot about leaving the organization	316	2.4272	.78341
I am actively searching for an alternative to the organization.	316	3.3133	.76425
As soon as it is possible,I will leave the organization.	316	2.6203	.84408
Specify the rewards provided by your organization.	316	1.4652	.53040
What kind of rewards will you expect from your organization?	316	2.5854	.60341
What is your opinion about working condition?	316	2.7342	2.21801
How is your performance with the working environment?	316	3.3703	1.04149
What is your opinion about the Welfare facilities provided in your organization?	316	3.5380	1.93755
What is your opinion about the Health & Safety programs provided in your organization?	316	3.2595	1.19087
What is your satisfactory level in working hours?	316	3.2278	.84251
What is your opinion about the relationship with Supervisors?	316	3.1994	1.10474
What is your opinion about the relationship with the Management?	316	3.7184	.78868
What is your opinion about the Interpersonal relationship with other workers?	316	4.0633	.72316
Are you satisfied with the current benefits provided by your organization?	316	3.1709	1.18559
Valid N (listwise)	316		

Results relate to previous research

The study concluded that transformational leadership has no significant relationship with organizational climate. At the same time, the research by Arokiasmay (2016) shows that transformational leadership is the critical

factor that influences teachers in primary school. The leader controls the teacher by working together and giving them a sense of mission and vision. The study did not support this result because our research shows that leaders cannot influence their employees.

Conclusion

This study examined the moderating role of leadership style in the relationship between organizational climate and turnover intentions. Through an empirical investigation, this study explored that the result supports our 1 hypothesis while other hypotheses are not supported, which means organizational climate positively impacts turnover intentions. If employees are provided with a better environment, the turnover intentions rate will decrease. Our study shows that if leadership style increases, turnover intention decreases, which means there is a need to improve leadership behavior because the survey shows that transformational leadership does not support employee perception, which they want from their leader. The supportive leadership style encourages the employees to perform better. Such a style positively impacts the climate and promotes employee engagement through participation. The third hypothesis shows that it also does not significantly affect our study.

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