

# COMPANY'S CORPORATE SOCIAL RESPONSIBILITY IMPACT TOWARD PERCEIVED TASK SIGNIFICANT AND JOB SATISFACTION AMONG FRONTLINE SERVICE EMPLOYEE: MALAYSIAN LOGISTICS COMPANY'S PERSPECTIVE

Abdul Khabir Rahmat<sup>1</sup>, Safiuddin Teslo<sup>2</sup>, Aminuddin Md Arof<sup>3</sup>

<sup>1</sup>Malaysia Institute of Transport / Faculty of Business Management, Universiti Teknologi MARA

<sup>2</sup>Faculty Business Management, UiTM, 3. UniKL, Malaysia

\*Corresponding author: [abdulkhabir@uitm.edu.my](mailto:abdulkhabir@uitm.edu.my)

**Abstract:** The purpose of this paper is to investigate the effect of corporate social responsibility (CSR) effects on perceived task significant, dysfunctional customer behavior, emotional exhaustion and job satisfaction among Frontline Service Employees' (FSE) in Malaysia logistics companies. Quantitative method have been deployed with a total of 104 FSEs surveys gathered from logistic company in Malaysia. Findings shows that there are negative relationship between FSEs perceptions CSR and dysfunctional customer behaviour, subsequently have a direct relationship to employee emotional exhaustion and job satisfaction.

**Keywords:** Malaysia Logistics, Logistics Frontline Service Employee, Corporate Social Responsibility, Meaning of Work, Job Satisfaction.

## Introduction

Frontline employees play main roles in delivery services to secure the job and find potential customer especially companies that provides services to continue their operation in making profit. By researching the benefit or disadvantages of practicing Corporate Social responsibility (CSR) as an option to enhance the task of customer service on the frontline and helping to relieve the adverse effect of FSE's opinion towards customers verbal dysfunctional.

According to Korschun et. al., (2014) CSR program can efficiently enhance and affect the quality of frontline service employee. Little is understood about how CSR in relation to employee constantly expanding emotional work in their work. Researching how the elevated CSR perception retained by FSEs can reduce on how FSEs emotional exhaustion and facing client verbal dysfunctional. Furthermore, understanding of CSR can enhance FSEs' perception that they are delivering a meaningful work and services (i.e. perceived important task) and beneficial implication on increase job satisfaction. Previous case referenced conducted on Insurance company in Korea and the result shows that CSR can improve their employee performance and alleviate the negative impact from dysfunctional customer. It is true that CSR can improve the employee quality of work and alleviate the negative impact from dysfunctional customer behaviour or it just add workload to employee and they become more stress among logistic industry in Malaysia? Can employee succeed to overcome all the negative impact given by the dysfunctional customer?

## Frontline Service Employee Perceptions on Company's CSR and it's relationship with Verbal Dysfunctional Customer Behaviour

Verbal dysfunctional customer behaviour is described as client issues (Bitner et al., 1994), consumer poor behavior, customers who are not as ordinary individual characteristics and client aggression to something they are unlike and uncomfortable with (Ben-Zur and Tagil, 2005). A present danger in all of these definitions is the hypothesis that several clients are defying the normally and norms of personality or behavior frequently regarded by organizations, staff, clients or society as unfair (Harris and Reynolds, 2003). According to Dallimore et al., (2007) perceptions of staff on the frontlines of the logistics business, dealing with clients who defy standards through multiple verbal dysfunctional behaviors, such as unjustified grumbling behaviour, expressed aggression and rage without good reason (Dallimore et al., 2007: Harris,

2013).

This study will focus on the company's perceptions of employers performing CSR operations internally the potential of CSR and its role in decreasing the perception of customer verbal dysfunctional behavior by employees. FSE's perception of verbal dysfunctional customer behavior describes their outlook on client feelings that violate usually accepted norms with such an approach usually considered dishonest and sometimes excessively demanding (McColl-Kennedy et al., 2009).

Previous study performed studies on the perception of staff to know the psychological processes that connect CSR operations with intriguing individual worker features, including excellent work performance, job satisfaction and dedication of staff (Korshchun et al., 2014 ; Lee et al., 2013). Employee perceptions of CSR, based on the type of beneficiaries (De Roeck and Maon, 2016). CSR's important principle concerns the theory of social character. CSR will improve the brand or picture of the business and make staff more attractive (Lin, 2010). CSR has been shown in the workplace to have an effect on worker compassion. According to Zoghbi-Manrique-de-Lara and Guerra-Baez (2006) the influence of ethical climate on worker compassion and empirically showed that a positive CSR climate in the perspective of the FSEs is favorably linked to kindness. In addition, FSEs are kind enough to be more patient when dealing with adverse client behaviors and have a greater desire to relieve their district (Zoghbi-Manrique-de-Lara and Guerra-Baez, 2016).

Korshchun e tal., (2014) have emphasised on the potential of CSR role in tightening FSE's client management. CSR has has shown to decrease client rage perception among FSEs operating in their headquarters (Harris, 2013). Employees will assess their business assistance based on their perceptions of how their business handles other organizations (Gong et al., 2014). If the worker perceives their organisation as socially responsible, they think the organisation is fair and is concerned about the welfare of their worker (Cheng et al., 2013; Rupp, 2011). Researchers therefore decide that FSEs perceived their employer's social obligation will have a direct and negative effect on their perception of verbal dysfunctional client behaviour..

### **FSEs Dysfunctional customer behaviour perceptions and emotional exhaustion**

According to Singh e tal., (1994) FSEs facing emotional exhaustion may have a direct impact about how their opinion about verbal dysfunctional of client. This is supported by the work of Huang and Miao (2016) where they have analyze that the mental situation of hotel and restaurant workers in coping with and managing unreasonable client requirements contributes to the role of dispute. FSEs are simpler to overload because they use extra time to work with their managers and associated teams to solve dysfunctional client requirements. (Singh and others, 1994). Karatepe et al. (2009b) also analyzes in a hotel setting that FSE's perceptions of client aggression were associated with emotional exhaustion. Baranik et al. (2017) showed in a study by a mobile phone service provider that FSE's perceptions of client misconduct were associated with exhaust in their emotion.

### **FSEs CSR Perceptions and Perception on their Task Significance**

Researches has studied on the role of CSR in filling up void of employee's psychological needs (eg: Rupp et al., 2006 ; Bhattacharya et al., 2008 ; Rosso et al., 2010 ; Bauman and Skitka, 2012 ; Gong et al., 2014). FSEs will feel a precious feeling of meaning in their work setting when they think their employer contributes to improving the lives of others via CSR program (Bauman and Skitka, 2012). Subsequently, the work of Raub and Blunschi (2014) demonstrates on how important task perceived become a major role between CSR and FSEs job satisfaction in the hotel department. Significant task can be defined as the judgement that a job affects other people's life or work (Morgeson and Humphrey, 2006; Raub and Blunschi, 2014). Based on prior studies, the immediate and positive impact of their employer's CSR perceived by FSEs and their perceptions of the importance of the assignment:

### Perceived task significance towards emotional exhaustion

Previous study shows that work motivation enables staff to deal with perceptions of stressful stimuli that bias mental exhaustion (Karatepe and Tekinkus, 2006; Low et al., 2001). Similarly, Zhang and Bartol (2010) stated that motivated staff spend more energy and time completing allocated duties. While according to Raub and Blunschi (2014) FSEs who view their job as significant are best positioned to encounter challenging clients and thus having lesser potential of suffering from mental fatigue.

### Perceived task significance through job satisfaction

The client training shown with their own distinct behaviors (e.g. external representation, inner impact, service delivery) relies on the job satisfaction level. (Bettencourt and Brown, 2003). Job satisfaction can be defined as “the emotional affective response to a job or specific aspect of a job” (Spector, 1985, p. 695). Job features have long been regarded as the background to beneficial job outcomes (e.g. Hackman and Oldham, 1975). Employees who view their work as meaningful and useful report greater job satisfaction rates (Glavas and Kelly, 2014; Morgeson and Humprey, 2006; Raub and Blunschi, 2014). In addition, Seligman (2002) proposed that the long-lasting form of happiness is provided by living a meaningful life. In this sense, employees can enjoy their lives meaningfully by doing their work and having beneficial effects on other and greater levels of satisfaction. In other words, their work's prosocial aspects are relevant because of the harmony they bring to each other. (Rosso and others, 2010). As we analyze what has been examined in leadership literature, FSE considered the important task of their work to be positively linked to their job satisfaction:

### Emotional exhaustion through job satisfaction

The greater emotional exhaustion rate of the worker will directly reduce the efficiency of the job to the smallest point. (Hue and others, 2015). Specifically, emotional exhaustion can be clearly defined as the numerous negative effects on employee's performance, such as low quality of job done, job dissatisfaction and higher employees' turnover (Babakus et al., 2009; Bakker et al., 2004; Lu and Gursoy, 2016). Referring to job satisfaction, it is an efficient general assessment of the work position and experience of the employee (Bettencourt and Brown, 2003), and the emotional exhaustion observed in this study will be negatively associated with work satisfaction (Singh et al., 1994). Employees suffering from emotional fatigue use their mental resources to maximize (Singh et al., 1994) or psychological withdrawal in the form of reduced work satisfaction (Bettencourt and Brown, 2003). Karatepe et al. (2009b) examine the impact of verbal client aggression on the emotional exhaustion of hotel staff, which in turn will have an adverse impact on their job satisfaction. Thus, to the extent of studies, it is logical to decide that there is an adverse connection between FSEs' emotional fatigue and their work satisfaction:

### Theoretical Framework

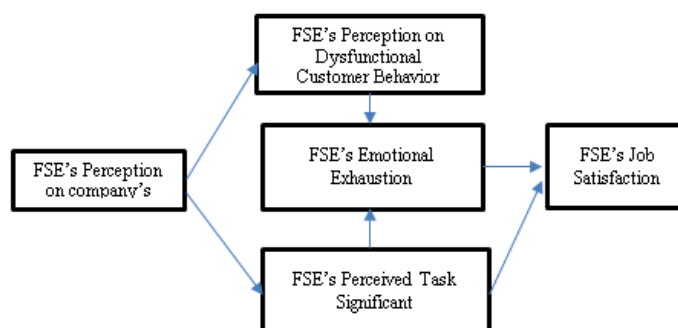


Figure 1: Relationships between Independent Variables and Dependent Variable

## Method

This research will therefore be conducted to identify the to what extent does Company's Corporate Social Responsibility (CSR) may improve frontline customer service job and helping to mitigate the adverse impacts of FSEs perceptions of customer behaviour among logistics companies. This research were carried out in the Selangor region, utilising the list of companies registered at "Persatuan Pengusaha Logistik Bumiputra Selangor" PPLBS. The key area of analysis is in entire department of the company that need to deal with the customer. All of this bumiputra company practices CSR as one of their commitment in their services. Table 1 presents the numbers of items and source used for questionnaire in this study.

**Table 1. Construct, Items and Sources of Instrument**

<b>Construct</b>	<b>Items</b>	<b>Sources</b>
<b>FSEs' CSR perceptions</b>	7	Wagner et al. (2009); Berens et al. (2005); Lichtenstein et al. (2004)
<b>FSEs' perceptions of verbal dysfunctional customer behaviour</b>	4	Karatepe et al. (2009a); Wang et al. (2011)
<b>Perceived task significance</b>	5	Grant (2008); Morgeson and Humphrey (2006)
<b>Emotional exhaustion</b>	3	Maslach and Jackson (1981)
<b>Job satisfaction</b>	3	Homburg and Stock (2004)

This study's sampling frame focuses on the frontline employees of Bumiputra Logistics in Selangor. From the list of 70 companies Persatuan Pengusaha Logistik Bumiputra Selangor, a total of 350 online surveys have been distributed via email and whatsapp to the companies. The questionnaires were distributed to the employee who works in Bumiputra logistics company in Selangor and it also distributed to all people who especially interact directly with customer to ensure that the data is relevant and can be used for the research. The questionnaire is split into two parts. Section A of the questionnaire highlighted the respondents' demographic context. Meanwhile, Section B includes all the items that are required for these study issues linked to the FSEs CSR perception among Bumiputra Logistic Provider in Selangor. A total of 104 usable responses were gathered upon dateline and analysed.

## Data Analysis

Table 2 presents the summary of respondents demography. For gender, the male consist of 64.4% while remaining 35.6% is females. The age of respondent for this study have been divided into 5 groups which are bellows 20-year-old, 21-30 years old, 31-40 years old, 41-50 years old and 51 years old above. The highest percentage of the respondent's aged fall in 21-30 years' old which contribute about 57.7% while the lowest percentage is 15.4%(41-50 years old). Meanwhile, the other is 5.8% (below 20), and 21.2% that comes from the age of 31-40 years

old. For the duration of working, the highest percentage will be below 3 years with 45.2% while the lowest is 5.8% (21 years and above). For the balance 27.9% is 4-8 years and 21.2% is 9-20 years. Department for the company have been divided into 3 groups which are Logistics-29.8%-Operations – 29.8 % and Sales & Marketing -40.4%. Number of lorry shows that 55.3% of the respondent company have more than 10 units of lorry and other 21.4% is 5 units and 23.3% is 6-10 units. Next for the rate of employee turnover per year in Bumiputra logistic that come outs is 1-5 times id 36.5%, 6-9 times 33.7% and more than 10 times is 29.8%.

**Table 2. Respondents Demographic Summary**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	67	64.4
Female	37	35.6
<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Below 20 Years Old	6	5.8
21-30 Years Old	60	57.7
31-40 Years Old	22	21.2
41-50 Years Old	16	15.4
Total	104	100
<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
Below 3 Years	47	45.2
4-8 Years	29	27.9
9-20 Years	22	21.2
21 Years And Above	6	5.8
Total	104	100
<b>Department</b>	<b>Frequency</b>	<b>Percent</b>
Logistics	31	29.8
Operation	31	29.8
Sales & Marketing	42	40.4
Total	104	100

Chronbach's Alpha was applied to test the reliability of the instrument presented in table 3. Based on the table the values are 0.741, 0.851, 0.776, 0.867, and 0.788. Job satisfaction has the lowest Chronbach's Alpha value which is 0.741 while Reliability of perceived task significant has the highest value which is 0.816. Since the result shows that all variables have Cronbach's Alpha which is more than 0.5, we can conclude that the value is stable and highly reliable.

**Table 3. Reliability Analysis**

Construct	Number of items	Cronbach's Alpha value
Job satisfaction	3	0.741
FSE's CSR perception	7	0.851
FSEs' perceptions of verbal dysfunctional customer behaviour	4	0.776
Perceived task significant	5	0.867
Emotional exhaustion	3	0.788

**Hypothesis Testing**

Multiple regression were conducted to test the model, results were extracted and presented in Table 4. The adverse connection between FSE's perception on their company's CSR program towards their perceptions of verbal dysfunctional customer behavior of the scenario being tested is important (P -0.223 sig desp 0.023). Furthermore, as expected in H2, the perceived verbal dysfunctional conduct of FSEs ' customers is discovered to be favorably and directly linked to their mental fatigue (P 0.388 sig 0.000). As expected in H3, there is support for the beneficial connection between the CSR perceptions of FSEs and their perceived importance of the task (P al 0.486 sig al 0.000). It is shown that the anticipated adverse connection between the perceived importance of the task of FSEs and their mental fatigue (H4) is not important (P-0.620 sig 0.529). As far as H5 is concerned, the results presents a significant and positive relationship between the perceived importance of the task of FSEs and their job satisfaction (P al 0.358 sig 0.000). Finally, is maintained the hypothesized adverse connection between the emotional exhaustion of FSEs and their work satisfaction (H6) (P-0.470 sig 0.023).

**Table 4. Hypothesis test results**

	Correlation	Sig.	Result
<i>H1: FSEs' CSR perceptions → FSE's perceptions of verbal dysfunctional customer behaviour</i>	-0.223	0.023	Accepted
<i>H2: FSE's perceptions of verbal dysfunctional customer behaviour → emotional exhaustion</i>	0.388	0.000	Accepted
<i>H3: FSEs' CSR perceptions → perceived task significance</i>	0.486	0.000	Accepted
<i>H4: perceived task significance → emotional exhaustion</i>	-0.62	0.529	Rejected
<i>H5: perceived task significance → job satisfaction</i>	0.358	0.000	Accepted
<i>H6: emotional exhaustion → job satisfaction</i>	-0.470	0.000	Accepted

**Discussion**

The purpose of this study to be carried out is because the researcher wants to find out the effect of companies CSR towards perceived task significant and how it can alleviate the negative

impact from verbal dysfunctional customer behaviour. In the previous case study researcher use for references, it have been conducted at bigger insurance company in korea and researcher have replicate the paper but in a different scope of study. This study have been conducted among logistics company in Malaysia.

This research suggests that the perception of CSR by FSEs is essential and act as mechanism which prevent or safeguard against the emotional exhaustion of FSEs. Following the work of Hogg and Abrams, (1988) for individuals who are shown to have a positive connection with their perceptions of verbal dysfunctional customer behavior by a accountable organization, particularly in the social environment or community. In addition, this research defines how CSR perceptions of FSEs can indirectly weaken the impact of emotional exhaustion that comes after coping with dysfunctional customer behaviour. CSR can play a significant part in indirectly reducing the impact of FSE's emotional exhaustion, improving its significance of job and at the same time weakening the perception of adverse customer behaviour.

From the results, it is interpreted that Frontline Service Employees perception on their company's CSR program have a negative influence on their perceptions of customer dysfunctional verbal behaviour customer. The significance of lowering the verbal dysfunctional behaviour directly can be seen in another path of the model. For more clearly, FSEs impacted by dysfunctional customer behaviour tend to boost their emotional exhaustion, which affects their job satisfaction negatively. The outcome in another direction of this study shows that the perception of CSR retained by FSEs somehow build up on the opinion that their task is perceived as significant. The effect of perceiving important task is being observed in our model's other direction; specifically, the task importance of FSEs operates to decrease the emotional exhaustion of FSEs, which somehow may helps to boost their job satisfaction. The outcome, however, is not important because of the small number of participants, but it can still boost job satisfaction among the FSEs. It can be used to improve the works satisfaction even though they still having an increasing in emotional exhaustion.

The findings offer an understanding about how employee CSR perception can help FSEs who always dealing and handling with verbal dysfunctional customer behaviour. It suggests that for the employee who are working with services firm that are socially responsible will help them to deal with emotional burnout that come from daily working pressure of handling dysfunctional customers. As the replicate paper in this study, researcher have strengthened the previous research with a different type of services provided and scope of study which this research has been conduct in Malaysia through bumiputra logistic company.

This finding suggest that with company CSR program may fill an individual need especially on their perception about the importance and significant of their task in frontline department. Thus, FSEs can reduce the effect in drained or exhaust in emotion when they look at their work to be meaningful by assumption that what they are doing or being paid for extends to touch and contribute to the live of other people as well.

## **Conclusion**

As a conclusion, this study explored on how Perceptions of Frontline Service Employees on their Company's CSR program may impact to a few components first, their own perception on client dysfunctional verbal behaviour, secondly is on their perception about task significance importance. Subsequently, the impact of both towards emotional exhaustion and job satisfaction. There are many possibilities for academics to use comparable models to examine other prospective CSR mediators and results (Tetric et al., 2000). For instance, innovative –a key to service enhancement that can be seen as another factor in improving the capacity of the FSEs to handle and deal with dysfunctional client behaviour. It is hoped that scholars will continue to work on opportunities within this partnership so that they can be an option to improving FSEs and organizational quality of job.

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