

Impact of Work Environment, Salary Package and Employees' Perception on Organizational Commitment: *A study of Small & Medium Enterprises (SMEs) of Pakistan*

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Abstract

The chief purpose of this research paper is to investigate how factors like (1) work environment; (2) salary Package and (3) Employees' perception have an effect on the employees' organizational commitment in the Small and Medium Enterprises (SMEs) of Pakistan. A survey based Questionnaire is used to collect the data from the employees of Pakistani SMEs, particularly from the city Islamabad. Data is collected from 380 out of 500 respondents and is analyzed statistically. For hypothesis testing (T-test), for model fitness R-Square Value, for relationship between the variables Pearson's correlation and cronbach Alpha for the reliability of data were used. The findings of the study indicate that favorable work environment has a significant positive relation with the organizational commitment, good salary packages increases the organizational commitment of the employees, and employees good' perception about the organization is also positively related to the organizational commitment of the employees. This means that if the organizations provide good work environment to their employees, it will lead to the increased commitment of the employees to their organization. Secondly if the salary packages of the organization are competitive/good the employees will show commitment to their organization and will continue to work there. Thirdly if the employees hold good perception about the organization they will be more committed to the organization. The limitation of the study can be that the data is collected from Islamabad city only, which might result predicting the region based SMEs of Pakistan. Through this study, the importance and factor affecting the organizational commitment has been recognized for the SMEs of Pakistan, which will be helpful for the policy making and HR practices of SMEs in Pakistan.

Keywords: Organizational Commitment, Work Environment, Salary Package, Employees' Perception.

Introduction:

Organizational commitment has been defined as an “employee’s inner affection with his or her organization”. Organizational commitment is different from other work related attitudes; an example would be job satisfaction which can state an employee’s frame of mind towards his job. Another example would be Organizational Identification which indicates the level to which an employee experiences his sense of belonging to the organization. In today’s modern world Small and medium size enterprises (SME) play a vital role in the success of any economy if an economy is to succeed in the every competitive economies of the modern era? It is important that not only are they competitive and productive on macro level, this should also include larger organizations as SMEs also caters to the needs of goods and services of bigger organizations.

Organization commitment in circumstances to SME is significant as employees who are sincere to their work have a reduced amount of chance of leaving their job for an alternative option. On the other hand they are also most likely to execute their job in a better and professional manner. There are different features of organizational commitment: SMEs are a crucial change agent that helps in the process of reinforcing economies. It is a well-established fact all over Europe that in case of nonexistence of SME there tends to be an increase in unemployment, lower rate of economic growth or (GDP) Gross domestic product and absenteeism of originality and innovation. Availability to appropriate facts and information is of utmost importance to assist SME development. An organization should have the ability to learn from different experiences so that it is able to adjust itself in emerging markets conditions.

SME is generally used as a chance for partly skilled and semi-skilled employees to enhance their capabilities and experience in order to get into bigger and superior firms for a better future. As a consequence SMEs tend to suffer because of shift in human asset from one firm to another, since they are the primary source in the success and progress of any firm’s productivity. This shifting from one organization to another can be explained by disappointment among employees that leads to lower level of commitment towards their organization. The theory has been approved by a number of different scholars such as Feather and Rauter (2004) Aizzat et al.(2003), Testa (2001), and Eby and Freeman (1999) all of them tend to have faith that work satisfaction level tend to have an impact on organizational commitment. There are plenty of empirical signs to prove a strong bond between work commitment and job satisfaction in large firms. The results also points out work commitment affected by several other elements that includes demographic characteristics, pay package, work, supervision, coworkers and a firms “ background and employees satisfaction level.

An employee commitment towards his organization is extremely valuable. The commitment shown by the employee is also important for efficiency, quality and worthy performance of an organization. Affective commitment can be defined as a feeling of emotional attachment. An example of this would be I like to work here because the people are nice and the work is exciting

This commitment can be further divided into different groups.

1) Normative commitment which has to do with the feeling of responsibility or a favor. Example would be “I work here because I was employed by them when I needed a job and therefore I am indebted to them.”

2) Continuance commitment on the other hand is a feeling that price of parting ways are too great or instead it is too risky to go another place. Example is " I am willing to leave my job If I am assured that I could get a different job with the same amount salary. " It is quiet visible that an employer would prefer his valued employees to have a feeling of affection towards his organization so that they remain loyal to it. Even normative commitment would be desirable and acceptable too but when it comes to continuous commitment most or almost all employers would be hesitant of this kind of commitment. Would an SME supervisor really want to keep an employee whose only purpose of stay in the firm is because of the fact that his chances of getting into another firm are limited?

Linking the two, service employee's organizational commitment and customer perception also holds great importance towards service organizations. It can be established from Bagozzi's(1992) Attitude model, the paper suggests service environment signifies an appraisal of different facets of work situation. The findings of the appraisal are an emotional response. Organizational commitment can be considered as an emotional reaction of affirmative appraisal of the work environment. The consequence of the commitment is the ability to cope with the intentions of seeking to make an effort to please customers. The part of role-play and non role-play customer

service both cannot be ignored as both of these behaviors contributes to customer's contentment and service quality. The effects of the findings in terms of concept and practice are argued upon.

Those women who are offered room and space during working hours witness an increased amount of organizational commitment and job satisfaction compared to women who are not offered the same facilities. This flexibility does not only ensure success in the organization for the women but also domestically for those women who have family commitments. In order to deal with huge number of employees in a large organization most realistic organizations would switch to formalization. The main purpose of formalization is to create hierarchies. The managers are given more powers over their subordinates so that they can command them how to handle a situation in times of need or crisis.

By creating hierarchy in the organization the bosses are given powers to define rules and procedures which indicates to the subordinates what need to be done in contrast to letting them decide for themselves. It is argued that this very behavior tends to discourage employees as it limits their autonomy and sense of belongingness to their organization. The consequence being clashes and uncertainty experienced within the organizations. All this leads to a decreased amount of organizational commitment and an increased division of sales persons in formalized structure.

It is evident from various researches that such negative behaviors have to be stopped from happening as it leads to unwanted circumstances. This argument can be strengthened by explaining how the chances of a lesser committed employees to abandon their jobs are high[Johnston et al. 1990] and how isolated employees are most expected to care less about their work, spend the minimum amount of time and effort on their work and perform their duties only for extrinsic payments (Moch, 1980). While it is understandable that employers would like to keep as many employees as possible with desirable attitudes who committed to their work, employers have to stress even more when it comes to finding personals fit for

sales department, as those people are the ones directly in contact with their customers. Sales persons are not only responsible for providing valid information about their products but they are held responsible for collecting information about the new trends, how their rivals are performing in the market and suggest ideas to their managers which could prove beneficial for the company in the short term if they are implemented by their bosses in the organizational strategy.

If a sales person is to develop undesirable attitudes, that is negative approaches, and then he is more likely to perform with lesser commitment and higher unfriendliness towards his tasks, which would therefore mean that the organization would be struggling to meet the criteria for the stated objectives. In order to minimize the impact of negative attitude and unwanted deeds, the administration needs to be aware of the connection between formalization and these attitudes. This awareness is specifically useful since formalization is an organizational design assessment which is in the control of the organization.

Emphasis on research related to flexible working hours is on the rise as these practices have managed to create a sense of stability and balance between domestic life and office life stresses. Before today there was limited amount of consideration given to advantages of giving your employees flexibility in small and medium enterprises.

SMEs IN PAKISTAN

The SMEs in Pakistan do not have a single definition that can be used for all SMEs. Different organization depending on their size, structure and operations use different definitions. According to Census of Manufacturing Industries (CMI) organizations with 10 or more employees are called large scale SMEs. Since the official statistical data on the SMEs is missing, which makes it difficult to know the exact size and number of SMEs in Pakistan.

In 2005 it was recommended to adopt a single legal definition of the SMEs in Pakistan. According to which the SME must be defined in terms of employment size and assets.

In the last economic census of 2005 there were about 2.96 million units which were operational in the country. Out of these 94% were the establishments and 6 % were households. (GOP2005, P. 14). Out of the total, 53% are of major industries of wholesale, retails, social services, hotels, restaurants and community SMEs. The rest of the SMEs are manufacturing and other units. Out of the manufacturing units the data shows that the total number of SMEs is 583329. These can be sub-divided into households i.e. 11176 in number and others are establishments 466153 in number.

Literature Review:

In this research the current level of the organizational commitment in SMEs is seen. It will be helpful to know where the employees of SMEs in Pakistan stand in terms of their relationship with their employer. Particularly main three parameters are explored to reach to the results of how these factors are affecting the employee' organizational commitment. Literature regarding the workplace environment, salary package and employees' perception about the organization is studied to help better understand these variables and their past behavior in different organizations especially in SMEs of Pakistan.

Small and medium enterprises (SMEs) have a major role in the economic development of a developing country. This role of SMEs in the economic development has also been seen in the developed countries (Altintas, 2007). SMEs in Pakistan are on the high growth rate since last two decades. In the recent years a great contribution in the GDP of Pakistan has also been

seen. GDP is likely to be affected by the export of a country, while Fletcher (2004) says that SMEs play a vital role in the export of a country. Pakistani SMEs are facing the export problems and it has become a serious concern of government of Pakistan, that how to increase the export of these SMEs in order to keep the GDP growth rate level at a stable situation. Karakaya and Harcer, 1999 States that out of many reasons employees commitment has always been the one that leads to the overall shortage of manufacturing of products which results in the low export of the country. So organizational commitment can be seen as one of the indirect but important barriers for the export and the economic development of a country.

There is a little agreement on the universal definition and the meaning of organizational commitment. Lydka & O'Creevy, (1993), London & Howet (1979) stated the definition of the term Commitment, as the acceptance of organizational values, employees involvement with the given work role and the feeling of the obligation and loyalty to the employer and the organization.

One of the dominated definitions of organizational commitment is given by Mowday, Porter & Steer' (1982) which states that commitment is the relative strength of an employee with which s/he identifies the involvement in his/her organization. Within the definition there are three factors that can be discussed, (1) A strong belief in the values of the organization with acceptance (2) the willingness to show positive effort on behalf of the organization and (3) a strong wish and desire to remain the part of the organization. (Mowday et al, 1982, p. 27). Nijhof, 1998 argued that the meaning of the term Commitment is a loyalty of an employee to the organization.

The organizational commitment can broadly be divided into four types: want to be committed, have to be committed, ought to be committed and un-committed (Bragg et al, 2002). IN The first type, committed employees show commitment to their organizations on voluntary basis. They work hard and always want to do good for their employers and the organizations. They seek new responsibilities and duties and want to work for the organization accepting new challenges in their jobs. Such employees always show positive job behavior and have a positive perception about the organization. These types of employees are always liked by the employer and are the most productive for the organization.

The type two employees have the feelings of obligation towards the organization. These types of employees feel forced or are forced by some trapped force not to leave the organization. These forces can be of many types, such as not having any other job opportunity, the workplace being near residence or sometimes family issues.

The type three employees are of responsible type. They think that it is their responsibility that they should stay loyal to the organization. They tend to follow whatever duties are given to them by the employer. Research has shown that such employees behave so because they were offered a job by the current organization when they were in great need of the job. The forth type of employees are not committed to the organization at all. The element to stay or continue with the organization is missing in this type of employees (Moblely et al. 1979).

Previous research has shown relationship of organizational commitment with variables like employers' attitude, job satisfaction, and individual behavior. Azzat et al. (2003) argued that variables such as work environment and salary structure in relation to organizational

commitment are still to be studied for the development of new HR policies. It has been seen that a committed employee perform better than the uncommitted one, which eventually lead to the higher performance of the organization. (Sutano, 1999). Improving organizational commitment can lead to achieving organizational goals effectively and efficiently by the employees.

Organizational commitment has been seen significantly positive with the job satisfaction. (Bennett, 2000). Employees who are less committed to their organizations tend to show more absenteeism, low performance, high turnover and job switching (Durkins, 2000). Employees have been described as an exchange agent for the organization by Liver, (1990). The theory of exchange has a direct relation to the employees' commitment, as it has been reasoned that employees' commitment is offered by the employees in return to some reward from the organization. Previous studies have shown that employees who believe in the goals and values of the organization perform better than those employees who disagree or do not believe in the organizational values.

To study what factors are related to employees' commitment, we must define the clear definition of organizational commitment. It also important to study that what type and what intensity of scales have been developed by the previous researchers to properly measure the level of commitment in employees in the different context.

Previous literature has defined the concepts in different ways. Potter, (1974) defined the concept of organizational commitment in three parts, a very strong acceptance and belief in the firm's goals, plans and values., secondly a strong will to work for the organizational goals and thirdly a strong wish and desire to stay and continue with the organization. A fifteen items questionnaire for the measurement of organizational commitment was developed by Potter (1974).

A theory was presented by Allen & Mayer (1990) in which they divided the commitment into three parts, i.e. affective commitment, continuance commitment and normative commitment. This theory has been known as the landmark study for the organizational commitment of employees. Presiding studies found to be consistent and aligned with the classical theory presented by Allen & Mayer, (1990).

A confirmatory factor analysis for the determination of the term commitment was given by Dunham, (1994). A questionnaire with fifteen items for the measurement of commitment was developed by Dunham et al, (1994). This questionnaire was similar to the measurement of affective commitment. The measurement of commitment with this questionnaire showed that it deviated from the measurement of normative and continuous commitment.

A variety of variables have been studied with the organizational commitment in a range of different organizations by many researcher, scientists and the research engineers like, Steer, (1977) in the nursing context, Dunham, (1994) in police department, Curry (1996) in the educational sector, Ike Elechi, (2007) in the banking sector. The variables that have been studied by the researcher are age, income, job fit, job satisfaction and other demographic as well as job related variables.

As discussed earlier, organizational commitment has been the core area of research by many scholars (Wright & Bonnett, 2002; Reichers, 1985). The reason for this importance is because the relation of organizational commitment with many job related and demographic variables has been identified in different parts of the world since the inception of the concepts.

Becker, Billings, Eveleth, & Gilbert, (1996) indicated that there is a strong relationship between the job performance and the organizational commitment while Maertz, Mosley, & Alford, (2002) found out the relation between organizational commitment and citizenship behavior. Mowday, Steers, & Porter, (1979) studies the concept with some important variables like willingness to work, turnover rate and absenteeism at workplace.

Randall, Fedor, & Longnecker, (1990) contributed that there is a deep relation between organizational commitment and demographic variables such as gender, age, educational level and income level. The need to understand the level of commitment in employees is important, because if the employees are committed to their organization they will work hard to achieve the goals of the organization through the proper application of their skills, knowledge and abilities (Topolnytsky, 2002).

Traditionally commitment has been and still is the main concern of the human resource management (Guest, 1998). The most important function of HRM people is to get the best out of their employees for the achievement of firm's goals and targets. The other main function of HRM is to motivate their employees so they remain with the organization for a long time; the concept is known retention of employees. After looking at the main functions of HRM department we can see that the whole idea revolves around increasing the commitment of the employees.

The concept has been studied both academically and practically, by applying tools such as a well known tool developed by Mowday & Steer, (1982). Previous studies showed a relationship of organizational commitment with multiple factors/variables. Though the relation has been studied with many variables in different workplace settings around the world, there is still a lack of knowledge of the relationship between the organizational commitment and the reward system, work environment and employees' perception (Gallagher, 2009).

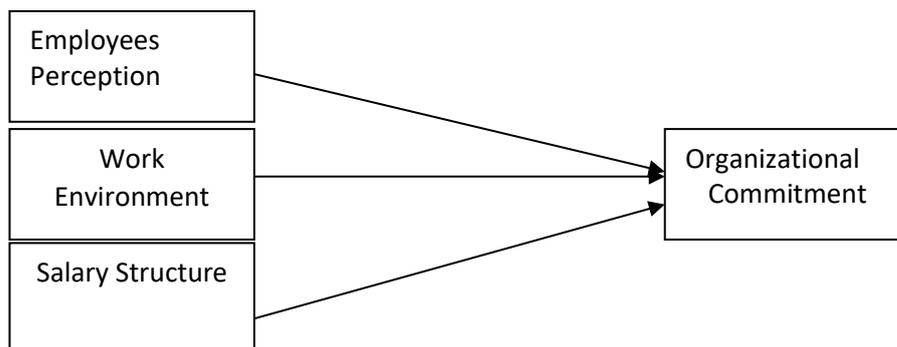
Objectives Of The Study

The key objectives of the present research are as follows:

Firstly the literature has been reviewed to study and analyzed the different definitions of the term commitment in different organizations. The important factors contributing to the organizational commitment are studied for a clear concept of factual level of commitment of employees in SMEs of Pakistan.

Secondly the relationship of organizational commitment with work environment, salary structure and employees' perception is studied. The impact and the extent to which these variables effect the commitment of employees in the SME sector of Pakistan, was the main focus.

Theoretical Framework



Key Hypothesis:

Three Hypotheses were formulated after the literature review. The framed hypotheses of the study are:

H1. There is a significant relation between the work environment and the organizational commitment.

H2. There is a significant relation between the salary package and the organizational commitment.

H3. There is a significant relation between the employees' perception and the organizational commitment.

Research Design

The organizational commitment of the employees in SMEs has been examined using primary data with three factors i.e. work environment, Salary Packages being offered at their organizations and the employees' overall perception about the organization. The study is done to test the hypothesis developed after the literature review on the topic applying statistical test like Cronbach Alpha for reliability of the data and multiple regression for the significance of the results.

Instrument

A nineteen items questionnaire using Likert Scale was designed and distributed to the respondents (SME Employees). The reliability and validity of the variables was explored properly. The data regarding respondents' gender, age, education level and salary structure has also been collected.

Methodology

Population

The population of the study was the employees of SMEs in Pakistan. The sample was taken from Islamabad, having many SMEs working in the city. Sum of 500 questionnaires were distributed out of which 380 responses were included for the data analysis that makes 76% of the respondent rate. It was made sure to collect data from the SMEs that have at least 20 employees, shown growth in profit from last two years and creating at least 4 jobs annually.

Measurement

In the study work environment, salary structure and the employees' perception has been measured with required items modified according to the context of the study.

Work Environment

The main components of the variables were group behavior, work autonomy and the communication style within the work place. For this measurement Campbell & Weick, (1970) was referred. Six items were used for the questionnaire. The rating option were five Likert Scale was used with 1 for strongly agree to 5 for strongly disagree.

Salary Package

For this measurement Meyer and Allen, (1997); Treiman and Hartman, (1981) was referred. Five items were used for the questionnaire. The rating option were five Likert Scale was used with 1 for strongly agree to 5 for strongly disagree.

Employees' perception

For this measurement Mowday et al. (1979) was referred. Four items were used for the questionnaire. The rating option were five Likert Scale was used with 1 for strongly agree to 5 for strongly disagree.

Data Analysis

After the data was collected and coded, the suitable statistical data analytical techniques were applied, keeping in view the objectives of study by using the software (SPSS). The data was recorded in the SPSS with all items and their respective labeled scale.

Following were the characteristics of the sample regarding the demographics.

Out of 380 respondents 175 were of age (25-35 years), 121 of (36-45years), 70 were of (46-55) and 15 were 15 respondents of (56-65).

Out of 380 respondents 131 were females and 249 male.

Out of 380 respondents 129 were taking Rs.5,000 to 10,000, 98 were taking Rs.15,000 or above, 133 were taking Rs.20,000 or above.

Regarding the educational level of the sample, out of 380 respondents 114 (matric), 134 (intermediate), 119 (Bachelor) and 13 were (master).

Regression model

The general notation of regression is:

$$Y = \alpha + \beta X + e$$

The regression model for the present study is as follows.

Y= organizational commitment.

a=constant

$\beta_1 X_1$ = Work Environment

$\beta_2 X_2$ = Salary Package

$\beta_3 X_3$ = Employees' Perception

e=residual

$$OC = \alpha + \beta (WE) + \beta (SP) + \beta (EP) + e$$

$$OC = -.324 + .801(WE) + .383(SP) + .032(EP) + e$$

TABLE 1 (Cronbach's Alpha)

Motive	N	Cronbach's Alpha
Salary Package	380	0.707
Working Environment	380	0.744
Employees' Perception	380	0.713

According to Nunnally (1979), operationally, reliability is adequate in the early stages of developing a measure if 0.70 or higher is attained.

TABLE 2 (Descriptive Statistics)

Descriptive Statistics

	Mean	Std. Deviation	N
OC	1.4967	.63393	380
WE	1.4281	.50031	380
SP	1.6458	.59736	380
EP	1.4625	.39171	380

TABLE 3 (Correlations)

Correlations

		OC	WE	SP	EP
Pearson Correlation	OC	1.000	.746	.554	.208
	WE	.746	1.000	.302	.246
	SP	.554	.302	1.000	.091
	EP	.208	.246	.091	1.000
Sig. (1-tailed)	OC	.	.000	.000	.000
	WE	.000	.	.000	.000
	SP	.000	.000	.	.038
	EP	.000	.000	.038	.
N	OC	380	380	380	380
	WE	380	380	380	380
	SP	380	380	380	380
	EP	380	380	380	380

TABLE 4 (Model Summary)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.676	.673	.36234

a. Predictors: (Constant), EP, SP, WE

b. Dependent Variable: OC

TABLE 5 (ANOVA)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	102.945	3	34.315	261.373	.000 ^b
	Residual	49.364	376	.131		
	Total	152.308	379			

a. Dependent Variable: OC

b. Predictors: (Constant), EP, SP, WE

TABLE 6 (Coefficients)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.324	.089		-3.662	.000
	WE	.801	.040	.633	19.989	.000
	SP	.383	.033	.361	11.719	.000
	EP	.320	.049	.270	6.530	.000

a. Dependent Variable: OC

Results And Discussion

Table 1 provides the summary of the reliability tests of the items of three variables with their cronbach alphas. The item scales are considered to be adequate if the cronbach Alpha is 0.7 or higher (Nunnally & Bernstein, 1994). The results showed that for salary Package the alpha is 0.707, for Working Environment 0.744 and for Employees' Perception 0.713. All these alpha values indicate that the items of all the variables are reliable to measure organizational commitment.

The table 2 shows the values of descriptive statistics while table 3 contains the Pearson correlation of the three studied variables. The results indicate that organizational commitment is highly related to the work environment provided by the organization ($r=0.746$, $p < 0.01$). Secondly salary package is also positively related to the organizational commitment ($r=0.554$, $p < 0.01$). Thirdly the relation between employees' perception about the organization and the organizational commitment is also positive ($r=0.208$, $p < 0.01$). The results from the Pearson's Correlation means that out of the three variables, work environment has the highest impact on the organizational commitment of the employees, i.e. if the work environment provided by the organization is good then the employees will be highly committed to the organization. The second highest impact was of the salary package on organizational commitment, i.e. if the salary packages offered by the company are competitive and handsome, the employees will remain committed to the organization. The

salary package also contributes to the organizational commitment, but less than that of work environment. The relation of commitment with the third variable is also positive but not as high as the first two variables, i.e. if the employees' hold good perception about the organization, they will show commitment to the organization. So we can say that all three variables have a strong relationship with the organizational commitment and are important contributors to increase organizational commitment.

Table 4 shows the model summary. The value of the R square i.e. 0.673 indicates that 67.3% of the variation in organizational commitment can be explained with the three variables studied, that are work environment, salary package and the employees' perception. Even if we take the value of adjusted R Square i.e. 0.673, still our model can explain 67.3 % of the variation in the dependent variable is due to the independent variables.

Table 4 & 5 shows the regression analysis of the independent and dependent variables. As discussed the r-square is 0.673, F-Value is 261.373 and p is 0.000. These results reconfirms that the model is very significant and there is a substantial impact of independent variables on dependent variables.

Table 6 shows the t-statistics values which are calculated by dividing the betas/ coefficient with the standard error. The t-test for the individual regression coefficient for the independent variables were (WE =19.989), (SP=11.719), (EP=6.530) at $p < 0.05$, also shows that the results are statistically significant. The results also indicated that the most crucial factor that contributes towards increasing of organizational commitment is work environment ($\beta=0.801$). Secondly salary package can also be considered as the main factor in increasing the organizational commitment, but it has lesser impact compared to the workplace environment ($\beta=0.383$). The employees' perception is also positive but it is weak in relation ($\beta=0.320$). From the results above we conclude that to provide a good work environment for the SMEs of Pakistan is the most important factor for increasing the commitment of employees.

Conclusion

To conclude we see that through the study a great amount of useful information about the organizational commitment can be drawn. After conducting the data analysis we came to the conclusion that there is a strong relation of the three independent variables with the dependent variable. Out of the studies three variables work environment plays a v strong part in the organizational of the employees. The next top contributor towards the employee commitment is the salary Package. Employees' perception plays the least role in the organizational commitment of employees.

Work Environment can be a major contributor in the organizational commitment on an employee in the SMEs of Pakistan. Good work environment increases the psychological attachment of an employee to his/her organization (Steer, 1977). For example if the employees working in an office are provided with maintained temperature atmosphere s/he will physically feel comfortable in doing his/her job, which will eventually lead his high commitment with the organization. Trust and the belief in the values of the organization (holding positive perception about the organization) affect a great deal in the increasing of organizational commitment of an employee (Niebuhr, 1992). Many studies have established

that there is a positive relationship between the reward system (salary package) and the organizational commitment (Dailey & Kirk, 1992; Sweeny & McFarlin, 1993). Studies also indicated that here is an evidence of relationship between the good salary package and the employees' commitment (Marsh & Mannari, 1977).

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