

PalArch's Journal of Archaeology
of Egypt / Egyptology

Identification of Human Resources Development Practices and Working Motivation in 21st Century Business Competition

¹Mardhiah, *²Sitti Nur Alam, ³Eko Listiwikono, ⁴Sri Hapsari Wijayanti, ⁵Achmad Nur Komari

¹UIN Alauddin Makassar, Indonesia

²Universitas Yapis Papua, Indonesia

³University of PGRI Banyuwangi Indonesia

⁴Universitas Katolik Indonesia Atma Jaya, Indonesia

⁵Universitas 17 Agustus 1945 Banyuwangi, Indonesia

¹mardhiah.hasan@uin-alauddin.ac.id, ²azkadzar@gmail.com, ³ekowikono@gmail.com,
⁴sri.hapsari@atmajaya.ac.id, ⁵ankomari58@gmail.com

Mardhiah, Sitti Nur Alam, Eko Listiwikono, Sri Hapsari Wijayanti, Achmad Nur Komari.
Identification of Human Resources Development Practices and Working Motivation in 21st
Century Business Competition--PalArch's Journal of Archaeology of Egypt/Egyptology
18(1), 3626-3636. ISSN 1567-214x

Keywords: Human resources management, Staff recruitment, Training and promoting,
Competitiveness and advantage, Enterprise organizations.

Abstract

This study identified the role of human resource development and management practices and work motivation in 21st-century business competition. Management and leadership in human resources, in particular the embodiment of competitiveness in industry and companies, in particular on important issues directly related to HR management, training and staffing, work motivation, attractiveness and motivation, recruitment and wages, employee recruitment and awards and salaries, expenses and holidays and recognition of power competition between the corporate sector. The entire study identifies the strategy and management of human resource evolution from various literature sources and international published journals that critically discuss concepts, theories, frameworks to practice. Furthermore, we focus on HR management's role in organizations and companies gaining competitive advantage and innovation in the 21st century, analyzed in terms of theory and strategy. Our data can be found in international journals

of industrial business organizations. We analyze in depth under the guidance of the phenomenological approach to find answers to these study questions without neglecting the study findings' validity and reliability. So we can mention the results, among others; the average company has prioritized the treatment of their human resources for various positive reasons for the advancement of the company and staff, consumers, and even the company's environment. We hope that this result will be useful for many parties.

Introduction

Human resource-based planning is the earliest thing that is done by companies to form good human resources management. Human resource planning includes complex and technical matters regarding employees. (Zaleska & de Menezes, 2007; Douglas & Goodale, G, 1986; Decenzo D.A & Robbins, S.P, 1999; Mahmood & Alkahtan, 2018; Bamberger et al., 2014; Bernardin, 1993; Haak-Saheem & Festing, 2020; Okpara & Wynn, 2008). For example, the number of employees, the characteristics of the employee's needs, and the planning of what tasks the employees will do in the company. What benefits will the company get if it has good HR planning? The need for competent human resources meeting with adequate human resources planning, the company will be able to achieve the right men in the right place. Placement of employees who are competent and in the right position achieving more optimally and quickly because the company knows well the quality of human resources required, how to recruit them - if it wants to add employees, also how to retain the best employees.

Another reason for the importance of HR management is written by Guerci & Pedrini, (2014) which states that the commitment between HR management and sustainability management to developing better HR for multi-national change is driven by sustainability efforts-to reform HR governance in synergy so that companies can save costs from operations to final assessment. Before recruiting or searching for new staff, Top management first carried out a re-engineering in the HR department, for instance by trying to promote and converting jobs, going to retire and even laying off workers. It must, of course, follow the applicable rules on human resources. First, by having to carry out a modification, workforce supply chain savings are realized. If restoration is managed properly, there really is no wrong placement. Most crucially, no need for government to spend money on adding new human resources. In some instances, even so, the addition of new employees is inevitable. For example, the office opens new outlets or new departments.

Throughout the sense of the expenses of the business plan, Kuchinke, (2010) also asserted that the increase in quality of human resources in the context of business strategy. Advertise balance ability, further more, if the company has strong HR practices, then perhaps a sequence of functional actions can be made to control any fundamentals of economic vitality that occur. This could, of course, get a great effect on the overall success of the organisation. An accurate Effective HR system is set up by empowering proactive actions. Since an accurate HR management system is among the essential aspects to achieve maximum the performance of an organization or company, HR strategy will be able to motivate

this same development of a reliable and accurate HR data system, and this is of duration very valuable to the firm.

A harmonious working relationship will be established with good governance of HR. It can be envisioned if the workplace environment in a corporation does have the appropriate and talented individuals in ones roles and career paths. There requires to be a strong bond. Those who will collaborate with one another in a sensible organization in order to maintain the objectives and goals of the firm. Human resource management are one of the critical parts of the consistency of an organization or company. Thus it is important to pay attention to the process of human resources management or the planning of the workforce. There really is no doubt that a fair election of HR planning will provide excellent benefits for the consistency of the company or organization in the coming years.

HR certainly has a goal based on the experts' explanation; the application of HR management is indeed quite complicated to do. There are various aspects of the company that needs to be analyzed and evaluated to have an appropriate impact. However, if done carefully, HR management can provide rewards so that the company's development can increase significantly. In general, HR management's goal is to optimize the function of all workers in an organization or company. Another objective is to optimize functional managers and line managers' performance in managing all employees or workers using more efficient means and efforts. Kuchinke, (2010) said human resource development as the primary goal for man resource improvement and development. Also explained that HR management has four primary objectives.

Fulfilling social goals, every company has responsibility for all the needs of employees, and the company seeks to reduce any damaging or detrimental impacts from the challenges of employee social problems. In other words, this social goal is where every organization is socially responsible for the challenges and needs that occur in the company environment, especially in the organization's scope, and reduces the effects of negative or adverse impacts that will arise. Organizational goals include the company's formal goals that are structured to achieve company goals. The function of this organizational goal is to signal to companies that HR management has its role. Meanwhile, for functional purposes, the company must maintain human resources' contribution in each of the company's central departments. Then, the company needs to do empowerment so that the contribution made by HR can run optimally. Personal lastly, individual or personal goals include the manager's performance, which must be aligned with the company's overall goals. It means that the manager must be able to move employees in pursuing company goals.

The HR function supervisors is important for all companies. As being one of the key components of the company, human resource management need a sound management system so the value of a firm can be optimal. By arranging the management of HR, this same efforts of the organization to create organizational objectives will be easier to achieve. The work environment in the firm will also be more productive if it is qualified for the management of HR. The disparity between staff that is sector is concerned to the performance of the company will rarely be began to feel. Every company is therefore advised to have positive HR

department, from of the recruitment process to the empowerment of the human resources that have worked in the company. Because HR is essential in every company, we were important in discovering Effective HR performance and employee encouragement in the modern era, and the competitive market century is very tight.

Method

This study's main objective is to identify HR development practices and employee morale in the 21st Century Business Competition era. To understand these objectives, we use a descriptive-analytic approach based on the quantitative paradigm method. Meanwhile, the population and samples from industrial companies went through working papers in international publications. The sample consists of ten publications that discuss the importance and effectiveness of human resources in the company and employee morale to achieve company goals. Other secondary data we get from various literature related to the Google Scholar application, ERIC. This study did not use primary data, considering that when this study was carried out, large-scale mass restrictions were being imposed on responding to COVID-19. After we collect the data, then analyze it through the coding process, in-depth interpretation, and concluding the principle of valid and reliable findings. In other words, the findings we presented to answer the questions of this study. We draw on a series of data collection and reporting based on Hasanah, (2017) advice, namely analysis and observation techniques, an alternative method of qualitative data collection in modern-day corporate social and economic sciences. (Berg, 2001; Bhowon & Bundhoo, 2016; Creswell, 2009; Creswell & Poth, 2016; Kustina et al., 2019).

Result

Employee recruitment system

Suryanto et al., (2018) said that the prevention of fraud by the recruitment system of employees with the application of the decision support system has been proven to have failed to achieve the objectives of the company. Although content materials, make more efficient and other techniques, materials and investment are lacking, this inability is mainly due to a lack of human resources that are capable of effectively managing these resources in order to achieve the objectives of the company. It creates a high - performance workforce that distinguishes from other companies but also maintains it's own presence and sustainability. Numerous literatures and studies discuss the hiring of various models. Historically, we can say that we believe that the core objective of the hiring process to utilize as many workers as possible is justified by this company on the grounds of reducing recruitment costs. (Limbong et al., 2018; Gunawan et al., 2018; Rahim et al., 2018).

Meanwhile, Setyawan Agus et al., (2015) sees the traditional idea of recruitment as selling the company. Thus according Singh & Finn, (2003), businesses depend on conventional ways of employees required, such as Online advertising and employment agencies, using very little new tech. Existing business situations have

forced organisations to shift their perceptions of the recruitment process due to the effect of many difficulties on hiring operations.

Fachrizar et al., (2019) said the staff reductions would lead to recruitment. Thompson & Aspinwall, (2009) suggest that recruitment of staff who meet the requirements will never meet demand. In addition, this can be asserted that it is particularly true in several types of professionals, such as hospital personnel, financial market staff, banking staff, public accountants and teaching staff. (Shamnot, 2014). Many experts point to a critical issue, the suitability of the applicant's desire for a job, the benefits and benefits, the role and ease with which the company provides. This obstacle has improved analytical hiring into a business strategies that includes all tasks and procedures conducted out with main goal of defining employees of their skills, qualifications, experience and competencies, and then attracting staff to work for some of skills. (Breugh, 2008; Riggio, 2015; Bamberger et al., 2014; Bernardin, 1993).

Work Motivation.

Work motivation has a close relationship with the company climate, especially HR management towards global competition in the 21st century. Work motivation also explains how employee behaviour begins to support, strengthen, and direct the flow of company progress. To motivate company employees, among others, by creating a work climate that can give or make employees act and do something positive. Employee performance is the effect of a dynamic process, both from the employee (internal factors) and outside the company's strategic position with the leader. One way to increase work morale and motivation to achieve competitive performance is to generate motivation or encouragement so that employees remain active and productive. Typically, these work motivation questions are an effort to solve company managerial problems in order to produce optimal performance. The answers that can be given to these various questions vary widely and have different depths. Most employees will answer that controlling or controlling is the best answer. However, it turns out that the answer cannot be generalized to all types or types of businesses.

Training Employees

Employee development training and development are part of strategic HR practice. Through an extensive discussion of these two practices, this review will analyze the effect of employee training on company productivity. (Naqvi et al., 2013). This study deals with industrial companies in many cases and how companies apply training methods as an essential activity to increase the human resource of each company. Today, companies work in a dynamic and challenging climate characterized by moderation, free markets, an age of big data and information, and easy communication and information. This situation makes the climate and business environment more challenging, which requires companies to compete efficiently in the free market. The company's goal is to design and make the company think critically deeply in producing a systematic approach that allows the company to achieve its strategic goal, namely profit. To assist business people in designing business and business strategies.

Competitive Advantage

The competitive edge from the perspective of human resources planning is that an energy business could provide a justification for both the benefits of ensuring the role of HR as a strategic edge. (Barney & Hesterly, 2008; Umar, 2003). Suggested that strategy formulation and strategic edge be the basic concepts of any significant corporation that display that 3 main types of human resource base could provide a competitive edge. One of them is human resources, including the skills, greatness, high motivation, gratitude and intellect of employees. They quantify the skill of an individual with special knowledge or skills while working expertly and competently. So a successful recruitment strategy. An adequate staff hiring method includes all approaches and operational aimed at hiring the great staff in terms of behaviour and competence that are relevant to the position being offered. (Breugh, 2008).

Enrollment of staff Many institutions have failed to meet their intention is a function raw materials, innovations as well as other tools, like equipment and financing. The reason for failure may, in certain cases, be the absence of a human factor capable of handling and investing these funds effectively to achieve organisational goals. In particular, the existence of a competitive advantage differentiates it from others maintains its presence and continuity. Many literature studies have discussed this same recruitment process from an amount of viewpoints.

Employee recruitment methods

Businesses now appear to compile staff members' identities, employment ideologies and qualities that are designed to expand potential employees through a program called Corporation Branding. (Backhaus & Tikoo, 2004). Corporation branding is defined by Sullivan et al., (2004) as a lengthy strategy to concentrating the corporation on workers and potential employees, and also services company interested parties. This same branding of the corporation lead to the development of a strong psychological reputation for job applicants, even at the public level. It promotes prospective employees to work in specific companies as they will receive compensation in the future of large pay and end up leaving allowances, and also frequent psychological benefits. Both these authors referred to a term "Employer Brand identity" as total effort generated by the firm to interact to current and prospective customers.

Salaries and rewards system.

Demyen & Lala-Popa, (2013) noted that the relevance of salaries for effective human resource management in times of disruption is closely related to the stimulation of these resources through salaries and rewards of employees. It represents permanent concern and respect for professionals as well as from the business area of practice. During the current economic environment, when adversity befalls, the whole is added to by the economic crisis due to disasters and other social problems. The issue of paying wages has become very urgent and must be discussed with top priority in two perspectives; based on business reviews, but also through cases regarding companies from around the world

implementing HR development towards the 21st-century era with global competition.

Similarly to reward, Jiang et al., (2009) studied total reward strategies on HR management strategies following the trends of the times. According to them, the modern reward management method has become an award strategy that is increasingly being applied by company bosses and scientists. All ways and approaches, strategies of human resource management are of human nature. The total reward strategy must be analyzed and applied overtime to make sure it is working effectively and productively. Many findings have suggested that the dimensions of the total reward strategy should vary over time as they solidify through trends. Corporate managers will earn tremendous benefits for the companies they manage if they use a fully integrated, absolute reward strategy. This total reward strategy will not only improve employee performance, play a full role in the process of making every company decision, but they also solve all existing problems that have the potential to benefit the company Sympathy for Employees.

Jo & Lee, (2016) examined the impact of the CEO value system and employee sympathy awareness on company performance. Their findings analyze actual evidence of how the CEO's value system affects company performance. To do this, they analyzed the content of many different actual CEO value systems through in-depth interviews with company staff. Besides, they also identified the impact of the CEO's value system on company performance depending on the ability and sympathy of employees. Firm performance is analyzed in two areas, social and financial performance and the significant results obtained in both areas have convinced that the impact of the CEO value system and sympathy.

DISCUSSION

The core objective of the study topic is to identify the role of human resource development practices and work motivation in the 21st-century business competition. Management and leadership in human resources, especially the realization of competitiveness in industry and companies, especially on important issues that are directly related to HR management is an essential issue in modern business. The issue of HR management practises been increasingly being discussed so that companies and employees have received enlightenment from findings and international publications that speak of the importance of reliable HR management so that companies can be more competitive with the full support of their employees. For this reason, collective awareness is needed between employees and the company so that they are more successful in achieving goals, namely, profitable and sustainable.

Our findings from ten international journal publications of companies and industrial businesses show that there are a strong correlation and competitiveness, educational aspects, motivation in work, salaries, rewards and bonuses, employment and company operations, recruitment system for prospective employees, recitation and reward systems, sympathy to employees and staff with the realization of superior human resources and competition between business and sustainability companies. (Halynska & Huang, 2019). Starting from the employee

recruitment system, companies that prioritize HR management will modernize the recruitment system for prospective employees according to the competencies and positions offered. Because basically, employee recruitment aims to get several staffs and quality qualifications of experience and education so that good HR management will be able to select employees who meet the capabilities they need in the company. (Armstrong, 1990; Hasibuan, 2008). Recruitment system activities will be different from eliminating less targeted applicants and focusing their abilities on candidates who will be called back. Therefore, companies with such capacity will get the desired staff candidates.

Working motivation, Valdez et al., (2018) managed to prove the diversity of reasons from meta-analytic studies on the work motivation of company employees and the use of corporate social networks for universal access in a modern society full of data and information. Benefits of enthusiasm and motivation for employees and the main reason it is essential to provide full work motivation to employees in the company. It is essential to improve employee ethics when entering the world of work, and naturally, employees have the intention to work optimally and give good results. Helps make work easier to increase product value.

Naqvi et al., (2013) suggest that training for employees and company performance is mediation for employee performance. They discuss to visualize the importance of training for employees and analyze the relationship between training and employee performance. Companies in many parts of the world cannot visualize the importance of their employee training and their impact on company performance. That is for them to identify the impact of training on employee performance as well as company performance and employee performance as well as the role of mediation between employee training and company performance. They further propose simple ways to increase employee effectiveness with education and training. The results show a significant relationship between training and company performance. Mediation role employee performance also provides positive results. In general, the model is well supported theoretically and statistically closely related.

Martin & Martin, (2009) proved a competitive advantage, and strategic information systems capable of enhancing business and effective management is essential. Organizations and companies with an emphasis on existing information systems are trying to gather the information necessary for decision making, due to the overall change in company backgrounds and the emergence of computers and the internet. So that the business structure and information needed have changed, competitiveness as a significant factor in organizational life at the information edge is prey to the challenges of information technology.

CONCLUSION

Our study with the topic "Identifying Human Resource Development Practices and Work Motivation in 21st Century Business Competition" has resulted in significant relationships and competitiveness between aspects such as education and training for employees, work motivation, salaries and bonuses, employment and operations, employee recruitment, salaries and awards, sympathy for employees and staff with the realization of human resources among business and

sustainability companies. We hope that the results of this research can provide meaningful input for researchers, academics, policymakers, and the private sector. Many international studies have proven that the performance of companies will increase when they apply reasonable and competitive HR management in the face of the era of competition between the 21st century and the millennial and revolution 4.0.

REFERENCE

- Armstrong, M. (1990). *Manajemen sumberdaya manusia*. PT. Elex Media Komputindo, Jakarta.
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517. <https://doi.org/10.1108/13620430410550754>
- Bamberger, P. A., Biron, M., & Meshoulam, I. (2014). *Human resource strategy: Formulation, implementation, and impact*. Routledge.
- Barney, J. B., & Hesterly, W. S. (2008). *Strategic Management and Competitive Advantage: Concepts*. Pearson Prentice Hall.
- Berg, B. L. (2001). *Qualitative Research Methods For The Social Sciences*. ALLYN AND BACON.
- Bernardin, H. J. (1993). *Human Resource Management: An Experiential Approach*. McGraw-Hill.
- Bhowon, U., & Bundhoo, H. (2016). Perceptions and Reasons for Veiling: A Qualitative Study. *Psychology and Developing Societies*. <https://doi.org/10.1177/0971333615622894>
- Breaugh, J. A. (2008). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review*, 18(3), 103–118.
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (3rd ed.). SAGE.
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Decenzo D.A & Robbins, S.P. (1999). *Human resources management* (6th ed.). John Wiley and Sons, Inc.
- Demyen, S., & Lala-Popa, I. (2013). Relevance of Wage for an Efficient Human Resource Management in a Period of Crisis. *Procedia Economics and Finance*, 6, 232–241. [https://doi.org/10.1016/S2212-5671\(13\)00136-6](https://doi.org/10.1016/S2212-5671(13)00136-6)
- Douglas, H. T., & Goodale, G, J. (1986). *Human Resources Management, Strategy, Design and Impelementation*. Glenview.
- Fachrizal, M. R., Radliya, N. R., & Manik, A. (2019). Development of E-Recruitment as a Decision Support System for Employee Recruitment. *IOP Conference Series: Materials Science and Engineering*, 662(2), 022018.
- Guerci, M., & Pedrini, M. (2014). The consensus between Italian HR and sustainability managers on HR management for sustainability-driven change – towards a ‘strong’ HR management system. *The International*

- Journal of Human Resource Management*, 25(13), 1787–1814.
<https://doi.org/10.1080/09585192.2013.860388>
- Gunawan, G., Sugiarto, I., Yulius, R., Yuniningsih, Y., Alanda, A., & Nasution, M. I. (2018). Pest plant disease prevention and identification system using certainty factor method. *International Journal of Engineering & Technology*, 7(3.2), 763–765.
- Haak-Saheem, W., & Festing, M. (2020). Human resource management—a national business system perspective. *The International Journal of Human Resource Management*, 31(14), 1863–1890.
- Halynska, A., & Huang, N. (2019). *Modern enterprise employee recruitment countermeasure*.
- Hasanah, H. (2017). Teknik-teknik observasi (sebuah alternatif metode pengumpulan data kualitatif ilmu-ilmu sosial). *At-Taqaddum*, 8(1), 21–46.
- Hasibuan. (2008). *Manajemen Sumber Daya manusia*. Bumi Aksara.
- Jiang, Z., Xiao, Q., Qi, H., & Xiao, L. (2009). Total reward strategy: A human resources management strategy going with the trend of the times. *International Journal of Business and Management*, 4(11), 177–183.
- Jo, M.-N., & Lee, D.-H. (2016). The impact of CEO's values system and employee's awareness, sympathy on organizational performance. *Journal of Digital Convergence*, 14(12), 95–103.
- Kustina, K.T., Dewi, G.A.A.O., Prena, G.D., Suryasa, W. (2019). Branchless banking, third-party funds, and profitability evidence reference to banking sector in indonesia. *Journal of Advanced Research in Dynamical and Control Systems*, 11(2), 290-299.
- Kuchinke, K. P. (2010). Human development as a central goal for human resource development. *Human Resource Development International*, 13(5), 575–585.
- Limbong, T., Simarmata, J., Sriadhi, S., RS, T. A., Keristiana Sinaga, E., Simbolon, N., MP, S. H., LS, S. A., Ruth Septarini, I., & Kelana Jaya, I. (2018). The Implementation of Multi-Objective Optimization on the Basis of Ratio Analysis Method to Select the Lecturer Assistant Working at Computer Laboratorium. *Int. J. Eng. Technol*, 7(2.13), 352–356.
- Mahmood, H., & Alkahtan, N. S. (2018). Human resource, financial market development and economic growth in Saudi Arabia: A role of human capital. *Економічний Часопис - XXI*, 169(1–2), 31–34.
- Martin, R., & Martin, R. L. (2009). *The design of business: Why design thinking is the next competitive advantage*. Harvard Business Press.
- Naqvi, Hussain, S. M., & Khan, M. A. (2013). Employees training and organizational performance: Mediation by employees performance. *Institute of Interdisciplinary Business Research*, 5(4), 490–503.
- Okpara, J. O., & Wynn, P. (2008). Human resource management practices in a transition economy. *Management Research News*.
- Rahim, R., Siahahan, A. P. U., Wijaya, R. F., Hantono, H., Aswan, N., Thamrin, S., Sari, D. A. P., Agustina, S., Santosa, R. B., & Muttaqin, W. M. (2018). Technique for Order of Preference by Similarity to Ideal Solution

- (TOPSIS) method for decision support system in top management. *Int. J. Eng. Technol.*, 7(3.4), 290–293.
- Riggio, R. (2015). *Introduction to Industrial and Organizational Psychology*. Routledge.
- Setyawan Agus, A., Isa, M., Wajdi, W. F. M., Syamsudin, & Nugroho Permono, S. (2015). An Assessment of SME Competitiveness in Indonesia. *Journal of Competitiveness*, 7(2), 60–74. <https://doi.org/10.7441/joc.2015.02.04>
- Shamnot, M. M. (2014). The role of human resources management practices represented by employee's recruitment and training and motivating in realization competitive advantage. *The Retail and Marketing Review*, 10(2), 18–37.
- Singh, P., & Finn, D. (2003). The effects of information technology on recruitment. *Journal of Labor Research*, 24(3), 395–408.
- Sullivan, L. M., Massaro, J. M., & D'Agostino, R. B. (2004). Presentation of multivariate data for clinical use: The Framingham Study risk score functions. *Statistics in Medicine*, 23(10), 1631–1660. <https://doi.org/10.1002/sim.1742>
- Suryanto, T., Rahim, R., & Ahmar, A. S. (2018). Employee Recruitment Fraud Prevention with the Implementation of Decision Support System. *Organization*, 1, 2.
- Thompson, L. F., & Aspinwall, K. R. (2009). The recruitment value of work/life benefits. *Personnel Review*.
- Umar, H. (2003). *Strategic Management in Action*. PT. Gramedia Pustaka.
- Valdez, A. C., Brell, J., Schaar, A. K., & Ziefle, M. (2018). The diversity of why: A meta-analytical study of usage motivation in enterprise social networks. *Universal Access in the Information Society*, 17(3), 549–566.
- Zaleska, K. J., & de Menezes, L. M. (2007). Human resources development practices and their association with employee attitudes: Between traditional and new careers. *Human Relations*, 60(7), 987–1018. <https://doi.org/10.1177/0018726707081155>