



Process Visibility and Work Stress: Exposure the relationship with Service Quality to attain Customer Satisfaction in Hospitality Industry

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ABSTRACT

This study investigates the relationship between process visibility, work stress management practices, service quality, and their collective influence on customer satisfaction within service-oriented industries. Employing a comprehensive research framework, encompassing both qualitative and quantitative methodologies, the study examines how the level of process visibility affects employees' stress levels, and subsequently, the quality-of-service delivery. This empirical study employs a descriptive research design, employing the advanced statistical tool SmartPLS 4.0, to investigate the relationship between process visibility, work stress, and service quality in the context of the vibrant hospitality sector in Dubai, United Arab Emirates. With a robust sample size of 246 respondents drawn from top hotels and restaurants in Dubai, this research delves into the factors that shape service quality within this dynamic and competitive industry. The research's findings are intended to make a substantial impact on both academia and business. It offers useful insights for service managers and policymakers by illuminating the complex relationships between process visibility, job stress management, service quality, and customer happiness. The findings provide research-based recommendations for boosting service quality through process visibility optimisation and the application of efficient stress management techniques. In the end, our research aims to support service organisations in developing strategies that not only meet but also surpass consumer expectations, promoting long-term success and sustained customer happiness.

1. INTRODUCTION

In today's fast-paced and customer-centric business landscape, service quality is a paramount concern for organizations across various industries. Service quality not only influences customer satisfaction but also plays a pivotal role in determining an organization's competitive advantage and long-term success. Within this context, two critical factors have emerged as subjects of extensive research and organizational focus: process visibility and work stress.

Understanding how these factors impact service quality is essential for organizations striving to excel in a highly competitive marketplace. Service quality represents the degree to which a service meets or exceeds customer expectations. In an era where customer experiences significantly influence brand loyalty and reputation, service quality has become a key differentiator in many industries. It encompasses aspects such as responsiveness, reliability, assurance, empathy,

and tangibles, collectively shaping customers' perceptions and influencing their choices.

Process visibility refers to the extent to which employees and stakeholders within an organization can comprehend and monitor the various processes and activities that constitute its operations. It encompasses the transparency of workflow, roles, responsibilities, and the ability to track progress and performance. In essence, process visibility provides a clear window into how work is conducted within an organization.

Work stress is a pervasive issue affecting employees across diverse sectors. The demands of modern work environments, tight deadlines, increased workload, and the ever-present pressure to perform at peak levels contribute to elevated stress levels among employees. Work stress can have detrimental effects on individual well-being, job satisfaction, and, ultimately, service quality (Kapoor and Chhabra, 2022). Thus, it is a critical factor to consider in the pursuit of optimal service delivery.

This research aimed to explore the relationship between process visibility, work stress, and service quality. It aims to uncover whether increased process visibility leads to a reduction in work-related stress levels among employees, and how this, in turn, influences the quality of services provided. This exploration is of particular importance as it has the potential to inform management practices, policy development, and employee well-being initiatives.

Understanding the dynamics between these variables is not only relevant from an organizational performance perspective but also carries significant implications for the broader business landscape. As organizations seek to enhance their service quality to meet evolving customer expectations, insights derived from this research can provide a competitive edge by offering guidance on how to foster environments conducive to both employee well-being and exceptional service delivery.

In addition, the impact of process visibility and work stress on service quality is a multifaceted challenge that requires thorough investigation. This research endeavors to contribute to the body of knowledge in this field, shedding light on the interplay between these critical factors and offering practical implications for organizations aspiring to provide superior services in today's

dynamic and demanding business environment.

1.1. Problem Statement

In the context of service industries, there is a growing concern about the relationship between process visibility, employee work stress, and their combined influence on service quality, ultimately affecting customer satisfaction. Despite the recognized importance of these factors individually, limited empirical research exists that comprehensively examines how process visibility and work stress interact and jointly impact service quality and, subsequently, customer satisfaction. Addressing this gap is crucial for enhancing service delivery strategies and ensuring sustained customer loyalty and business success.

2. Background of the Study Variables

2.1. Process Visibility

Process visibility is the capability to accurately and completely view operating activities, transactions, and processes. This can be defined as the scheme of activities that direct, support, operate, control, correlate, and organize the business. With regard to the hospitality industry, these include less value-added activities, just value-added activities, and more value-adding activities. Researchers such as (Vorobeva Victoria, 2022) show that the decisive process includes core processes, managerial processes, and enabling processes. Accordingly, the business processes involved in the hospitality industry can be segmented into serving customers, delivering services, and so on. In of itself, process visibility is the capability of a business to completely and accurately understand and evaluate the transactions, processes, and various activities that take place within its operations (Berner et al., 2012). The main objective of process visibility is that of enabling visibility into the business processes thus aiding and eliminating potential performance issues that may arise during the course of the business's lifecycle.

2.2. Work Stress

The literature differentiates two basic approaches to stress at work: The interactionist approach and the transactional approach. More recent approaches have come to focus on the factors that allow workers to deal with work situation demands. (Gupta and Beehr, 1979) regard this theory to be that of resource conservation. In this

regard, they defined psychological stress as a resource deficit that is the outcome of considerable resource investment; an overall resource loss; and the threat of resource loss. Conversely, according to (Jamal, 1984), stress levels can be determined by the amount of pressure the individual faces. In this context, four levels of stress exist which are inclusive of distress, hyper stress, eu stress, and hypo stress (Havermans et al., 2018).

2.3. Service Quality

The overall literature lacks a sufficient consensus regarding the multidimensional components of service quality. Fundamentally, there are two approaches in this regard as well. Herein, the first is the SERVQUAL model, which includes five dimensions: empathy, assurance, responsiveness, reliability, and tangibles (Sanjuq, 2014). The second approach is inclusive of three service quality dimensions that include image, functional, and technical quality (Lee and Lin, 2005). This has been utilized by various academics in order to evaluate external service as well as internal service quality (Islam et al., 2019). Whilst the initial SERVQUAL model has been changed and improved over time, the dimensions' operationalization generally differs from one work to the next. Accordingly, with regard to hospitality organizations, (Sewaka et al., 2021) state that the industry is unique in that it attempts to offer customers with guaranteed service. The organizations within this industry continually attempt to change in order to meet the expectations and demands of consumers (Zavareh et al., 2012). In this sense, managers of hospitality organizations make various attempts to comprehend workers' needs to sustain an appropriate service quality level.

3. LITERATURE REVIEW

3.1. Process Visibility and Service Quality

When customers have greater visibility into the service process, they gain a better understanding of how the service is delivered. This understanding can lead to more realistic expectations and reduce uncertainty, which, in turn, positively influences their perception of service quality. Process visibility contributes to transparency in service delivery. Transparency builds trust as customers can see how their service requests are being handled. This transparency is particularly crucial

in service industries where trust is a fundamental component of quality (e.g., healthcare, financial services, hospitality etc).

As investigated by, improved process visibility enables service providers to monitor and control the quality of their services more effectively. It allows for real-time tracking and identification of potential issues or bottlenecks, leading to quicker problem resolution and better service quality. Greater visibility often allows for more customization of services to meet individual customer needs. It is argued by (Munusamy et al., 2010), service providers can adapt their processes in response to customer preferences and feedback, leading to a higher level of service quality and customer satisfaction. Process visibility facilitates feedback loops where customers can provide input and suggestions. This customer input can be invaluable for service providers in making necessary improvements, which can directly impact service quality positively.

According to (Hammoud et al., 2018), when customers can see the service process, they are more likely to identify and report errors or deviations from their expectations promptly. This helps in reducing service failures and enhances service quality. Process visibility not only benefits customers but also employees. Knowing that their actions and performance are visible to customers can encourage employees to maintain a high level of service quality and accountability.

One study highlighted (Khatoon et al., 2020), businesses that offer superior process visibility as a part of their service delivery strategy can gain a competitive advantage. Customers are more likely to choose companies that provide a transparent and comprehensible service experience. Process visibility can lead to improved operational efficiency. When everyone involved in the service delivery process can see what's happening, it becomes easier to identify inefficiencies and streamline operations, ultimately leading to better service quality. Positive service experiences driven by process visibility can result in satisfied customers who are more likely to spread positive word-of-mouth recommendations and become loyal patrons of the service provider.

Consequently, prior studies suggests a strong and positive relationship between process visibility and service quality (Vorobeva Victoria, 2022). Businesses that invest in improving process

transparency, allowing customers and employees to see and understand the service process, are more likely to provide high-quality services, enhance customer satisfaction, and gain a competitive edge in the marketplace

3.2. Work Stress and Service Quality

According to (Xie et al., 2021), effective stress management strategies, such as employee assistance programs, wellness initiatives, and work-life balance policies, can help reduce work-related stress. When employees experience lower stress levels, they are generally more satisfied, motivated, and healthier, which can positively impact their ability to deliver high-quality service. As emphasized by (Bhui et al., 2016), stress management techniques, including stress reduction training, mindfulness practices, and stress-reducing interventions, can lead to improved job performance. Employees who can effectively manage their stress are more likely to perform their job tasks with greater efficiency, accuracy, and consistency, ultimately contributing to better service quality.

Organizations that prioritize stress management are likely to experience reduced absenteeism and turnover rates. When employees feel supported in managing their stress, they are less likely to call in sick or leave their jobs due to burnout. This stability in the workforce can lead to more consistent service quality. According to (Kapoor and Chhabra, 2022), stress management techniques, such as relaxation exercises and mindfulness, can improve employees' ability to think clearly, make informed decisions, and solve problems effectively. This can have a direct positive impact on service quality, especially when employees are faced with challenging customer issues.

In a previous study, employees who feel that their stress is managed effectively by the organization are more likely to be engaged in their work (Afram et al., 2022). Engaged employees are generally more committed to delivering high-quality service and ensuring positive customer experiences. Employees who are not overwhelmed by stress are better equipped to handle customer interactions professionally and empathetically. This can result in improved customer satisfaction and loyalty, directly influencing service quality. Stress management skills can be particularly valuable in

service recovery situations, where employees must handle customer complaints or service failures. Employees who are trained to manage stress can remain calm and focused during these critical moments, increasing the likelihood of successful service recovery.

(Kapoor and Chhabra, 2022) Identified, an organizational culture that values and supports stress management fosters an environment where employees are more likely to prioritize service quality. A culture that encourages employees to take breaks, seek support when needed, and manage their stress can contribute to a better overall service experience. Stress management programs often involve feedback and reflection on work-related stressors. This can lead to ongoing improvements in work processes, employee training, and service delivery methods, all of which can positively impact service quality over time.

In a recent study by (Bhui et al., 2016), organizations that effectively manage work-related stress can gain a competitive advantage by consistently delivering high-quality service. Satisfied and loyal customers are more likely to choose a company that provides a stress-free and enjoyable service experience. In conclusion, the relationship between work stress management and service quality is complex but highly significant. Implementing effective stress management strategies and fostering a supportive organizational culture can lead to improved employee well-being, job performance, and customer satisfaction, ultimately resulting in higher service quality and a competitive edge in the market.

3.3 Service Quality and Customer Satisfaction

A consistent finding across various industries and service contexts is that higher levels of service quality lead to increased customer satisfaction. According to, when customers perceive that the service they receive meets or exceeds their expectations, they are more likely to be satisfied with the service. Prior literature often identifies multiple dimensions of service quality, such as reliability, responsiveness, assurance, empathy, and tangibles (physical evidence) (Alketbi et al., 2020). These dimensions collectively contribute to overall service quality and, in turn, impact customer satisfaction differently based on the specific service context. The relationship between

service quality and customer satisfaction is influenced by customers' expectations. When perceived service quality matches or exceeds customer expectations, satisfaction is likely to increase. Conversely, if perceived quality falls below expectations, satisfaction may decrease.

Studies also highlight the importance of service recovery in the context of service quality and customer satisfaction (Alshurideh et al., 2020). Effective handling of service failures or complaints can actually enhance customer satisfaction and loyalty, demonstrating the significance of service quality even when things go wrong. Beyond immediate satisfaction, high service quality is often linked to increased customer loyalty and retention.

Satisfied customers are more likely to become repeat customers and advocates for the brand, contributing to long-term profitability and success.

3.4. Research Hypothesis

H1: Process Visibility has statistical relationship with service quality in Hospitality Industry UAE.

H2: Work Stress has statistical relationship with service quality in Hospitality Industry UAE.

H3: Process Visibility and Work Stress jointly have statistical impact on service quality in Hospitality Industry UAE.

H4: Service Quality has statistical impact on customer satisfaction in Hospitality Industry UAE.

3.4. Research Model

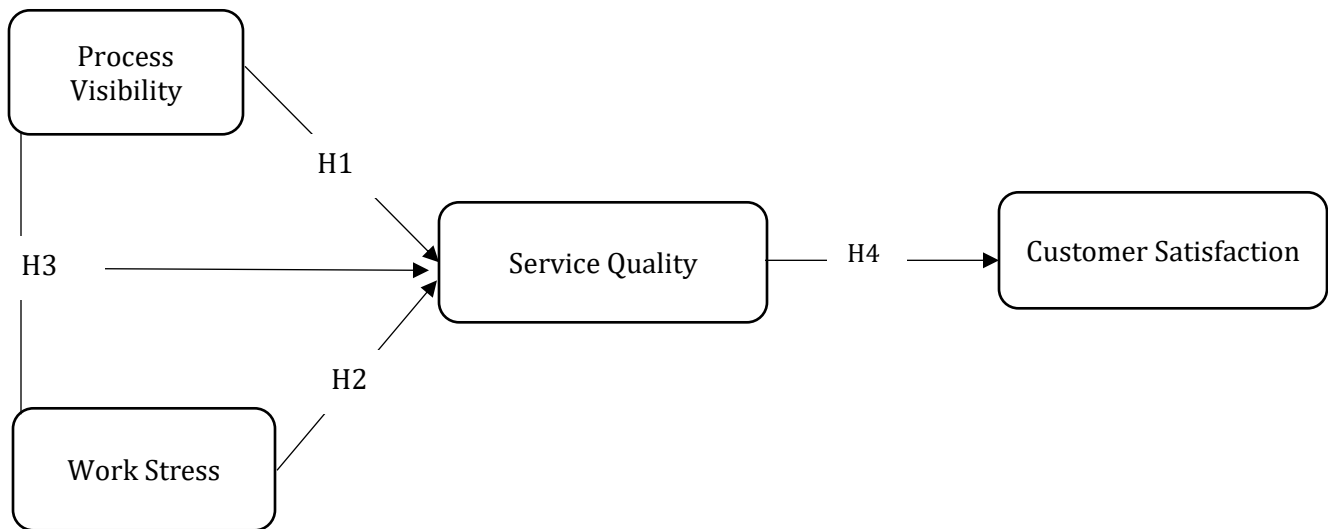


Figure (1)

3. METHODOLOGY

This study aims to examine the process visibility and work stress management and their impact on service quality in order to conquer the customer satisfaction. The goals of methodology are to specify measurements used in instrument planning, explain data collecting, and provide a clear explanation of the statistical method used to analyse data. A quantitative approach applied to the study's data collection and analysis. The questionnaire was employed by the researcher to analyse the results of the current investigation. The questionnaire had two sections;

the first asked demographic questions on the respondent's gender, marital status, income, level of education, number of visits per year, and purpose of travel.

The second section of the questionnaire asked about five aspects of service quality. Three questions made up the first section, which was about empathy. There were also five questions in the second section about dependability, five questions in the third section about assurance, four questions in the fourth section about responsiveness, and eight questions in the fifth section about tangibles.

Finally, one question was used to measure customer satisfaction as a dependent variable.

The purpose of the sample design is to clearly define a set of objectives. The sampling method will be random sampling, where nearly all top hotels, and restaurant had an equal chance of being chosen for the sample. A total size of 246 respondents utilized for the analysis.

The researcher created the questionnaire, which was composed of multiple-choice questions. Each issue was marked by the participants on a five-point scale that ranged from strongly agree to strongly disagree.

4. DATA ANALYSIS

Table 1: Convergent Validity

Construct	CA	CR	AVE
Process Visibility	.870	.934	.650
Work Stress	.843	.947	.577
Service Quality	.910	.954	.608
Customer Satisfaction	.820	.923	.653

Table 1 demonstrates strong convergent validity for each construct (Process Visibility, Work Stress, Service Quality, and Customer Satisfaction) is indicated by high factor loadings, AVE values of 0.5 or higher, and CR and CA values above 0.7. These benchmarks demonstrate that the measurement items effectively capture the underlying construct and contribute to the reliability and validity of the research model.

Table 2: Discriminant Validity (HTMT)

	PV	WS	SQ	CS
PV	-			
WS	.756	-		

Table 4: Hypothesis Testing

Hyp	Path	β	R	R ²	t-value	p-value	Decision
H1	Process Visibility→Service Quality	.541			3.41	0.000	Accepted
H2	Work Stress→ Service Quality	.430			5.63	0.000	Accepted
H3	Process Visibility & Work Stress→Service Quality	.451	.570	0.324	11.23	0.000	Accepted
H4	Service Quality→Customer Satisfaction	.339	.651	0.423	6.91	0.000	Accepted

Table 4 displayed the the positive beta coefficient (0.541) indicates that there is a positive

SQ	.719	.781	-	
CS	.650	.818	.834	-

The HTMT ratios for these research constructs suggest that they are distinct and possess discriminant validity. This means that each construct represents a unique aspect of the research framework and is not overly influenced or confounded by the others. Researchers can have confidence that the relationships they are examining between these constructs are not simply a result of overlap or redundancy but rather reflect distinct aspects of the phenomena under investigation Table 2 displayed the results.

Table 3: Discriminant Validity (fornell Larcker Criterion)

	PV	Ws	SQ	CS
PV				
WS	.711			
SQ	.854	.509		
CS	.523	.876	.744	

Table 3 examines whether the square root of the average variance extracted (AVE) for each construct is greater than the correlations between that construct and other constructs in the model. In the context of the research constructs Process Visibility, Work Stress, Service Quality, and Customer Satisfaction, the Square root of AVE in the correlation is less than .90. it suggests that they have discriminant validity, meaning they measure distinct aspects of the research domain and are not highly correlated with each other. We can have confidence in the independence of these constructs when analyzing their relationships and contributions within the research model.

relationship between process visibility and service quality. In other words, as process visibility

increases, service quality tends to improve. The t-value (3.41) is a measure of the significance of this relationship. The positive beta coefficient (0.430) suggests that there is a positive relationship between work stress and service quality. This implies that higher levels of work stress are associated with better service quality.

The high t-value (5.63) indicates that this relationship is not only statistically significant but also quite robust. beta coefficient (0.451) suggests that both process visibility and work stress collectively have a positive impact on service quality.

The exceptionally high t-value (11.23) indicates an extremely strong and highly significant

relationship between these combined factors (process visibility and work stress) and service quality. The positive beta coefficient (0.339) indicates that there is a positive relationship between service quality and customer satisfaction. When service quality is higher, customer satisfaction tends to be higher as well. The relatively high t-value (6.91) suggests that this relationship is statistically significant. Based on the statistical findings our study hypothesis H1, H2, H3, H4 are accepted. Figure (2) demonstrate the path of each variable with coefficients values and t values that clearly explains the significant relationship between the study constructs.

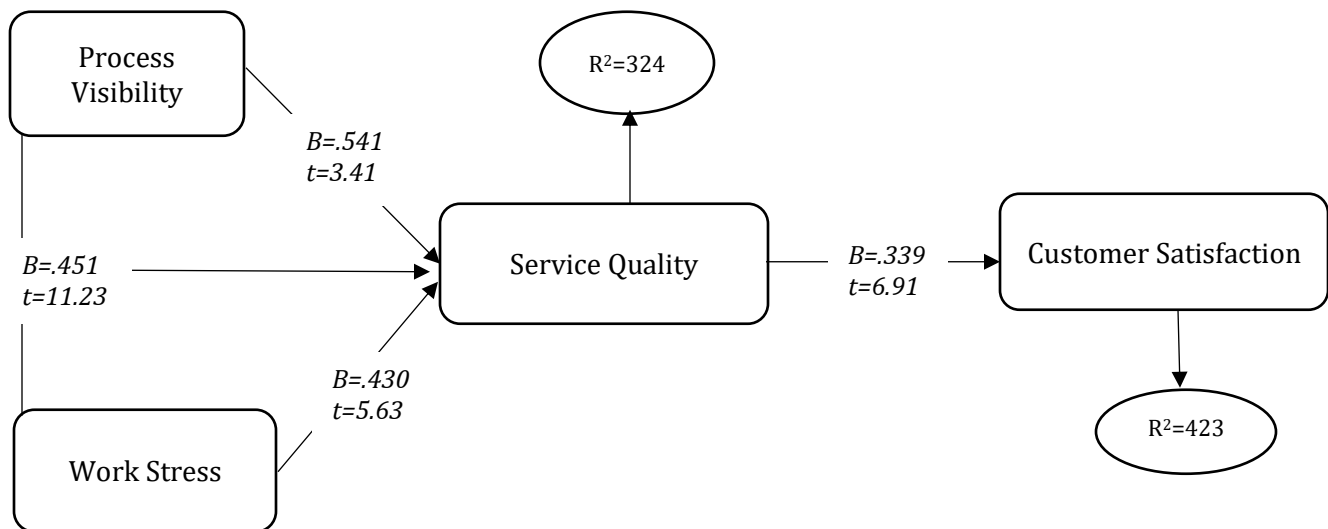


Figure (2)

5. DISCUSSION

The empirical research findings are discussed in this section with statistical proof that is meeting prior studies literature and arguments. As Figure 2 displays the significant relationship of each construct of the study. However, process visibility in the hospitality industry can have several benefits. When customers can see how their requests are being handled and how services are delivered, it creates transparency and builds trust. It allows guests to have realistic expectations and reduces uncertainty. Whereas, high levels of work stress among employees can lead to burnout and a decrease in service quality. It is evident that, recognizing this relationship, many organizations

are investing in employee well-being programs, training, and support systems to mitigate work-related stressors. Achieving the right balance between process visibility and work stress management is crucial. A moderate level of process visibility can enhance service quality, but it must be carefully implemented to avoid intrusiveness. Similarly, effective stress management can improve employee well-being and, by extension, service quality. Ultimately, the goal of focusing on process visibility and reducing work stress is to enhance customer satisfaction. Satisfied customers are more likely to return, recommend the establishment to others, and leave positive reviews. Emphasizing process visibility and

effective work stress management can provide a competitive advantage in the crowded hospitality market. It can differentiate a hotel or restaurant and create a loyal customer base. The use of technology, such as mobile apps for checking in and out or tracking service requests, can enhance process visibility while minimizing intrusiveness. Innovations in employee well-being programs, such as flexible scheduling and mental health support, can improve stress management. Consequently, the impact of process visibility and work stress on service quality in the hospitality industry is a multifaceted issue. While there are clear advantages to enhancing both process visibility and work stress management, it's important to recognize the significant nature of these relationships and the need for a balanced approach. Achieving and maintaining high levels of customer satisfaction in the hospitality sector will continue to be a complex challenge that requires ongoing adaptation and innovation.

6. CONCLUSION

Our research underscores the significance of process visibility and work stress management in shaping service quality and, ultimately, customer satisfaction within the hospitality industry. It highlights the need for a balanced approach that acknowledges the unique challenges and opportunities this industry presents. By prioritizing transparency, employee well-being, and guest satisfaction, hospitality organizations can position themselves for long-term success and sustained customer loyalty in an increasingly competitive landscape.

- **Practical Implications**

Through the findings of the current work, the author was able to recommend that organizations within the UAE should focus on the visibility of their processes to ensure not only that their employees have a concise understanding of the processes at play and are able to improve the quality of service provided but also to reduce the overall distress likely to be caused by work-related factors. In this regard, the use of a digital framework for process visibility would be highly efficient and aid said organizations in conveying necessary information to their workers. Furthermore, the author was able to recommend

that policymakers should attempt to assess the potential impact of work stress on not only hospitality industry employees but also across the nation and place efforts toward mitigating such adverse effects. By doing so, it is likely that the nation's many industries would be able to improve their overall productivity and efficiency through mitigation of burnout and various other outcomes of excessive work stress.

- **Future Recommendations**

This research has few recommendations for future work. Firstly, conduct longitudinal studies to examine how the relationships between process visibility, work stress, service quality, and customer satisfaction evolve over time. This can provide visions into the long-term effects of strategies implemented by hospitality organizations. Secondly, Given the rapid advancement of technology in the hospitality industry, future research can focus on the integration of emerging technologies (e.g., AI, IoT, contactless services) to enhance process visibility and reduce work stress while improving service quality.

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