

The relationship between corporate reputation and organizational citizenship behavior: a comparative study on TV companies and banks

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Abstract Corporate reputation (CR) is an increasingly emphasized issue in the management and organizational studies. Many research studies on the corporate reputation have revealed the impact of that issue on the informal performances of employees. The purpose of this study is to determine the relationship between corporate reputation and organizational citizenship behavior (OCB). The survey method has been conducted through random sampling. Four TV companies and four banks have been included in the survey. Results have been evaluated comparatively across two different sectors. The research has been composed of two parts; in the first part the corporate reputations of the chosen companies have been measured according to the [Cravens et al. \(2003\)](#) index. In the second part of the research the organizational citizenship behaviors of the employees in the eight companies have been measured and the relationship between corporate reputations of the companies and the employees' OCBs have been analyzed through the correlation and regression analysis. It is revealed that there is a statistically significant effect of CR on OCB.

Keywords Corporate reputation · Organizational citizenship behavior · Organizational behavior · Management

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1 Introduction

Organizational reputation is evaluated on the basis of resource-based view of the firm, in which the reputation is agreed as a long term and competitive advantaged strategic resource. However it is an intangible asset, it is one of the most crucial elements for a company's survival. This long term asset's constitution and containment is not effortless and it is also fragile. It is defined as a "competitive and differentiating criteria" (Şatr 2006). Besides, it is a question mark whether reputation is focused on in companies adequately as much as it is emphasized in corporate issues.

Reputation is generally discussed together with the identity and image concepts and it is usually accepted as a form or component of identity perceived by others. There are many studies on the antecedents of and how to improve and increase the corporate reputation but less on the effects and results of it. In the mean time, the substantial studies about corporate reputation are generally concentrated on the financial performances and stock market values outcomes (McMillan and Joshi 1997; Roberts and Dowling 1997; McGuire et al. 1988; Srivastava et al. 1997).

While corporate reputation is widely researched on marketing area and related to consumer behavior, it also involves many behavioral structures and changes in the organization itself. As it is stated in the literature there are several studies on the relationship between corporate reputation and some work outcomes like job satisfaction, affective commitment and organizational citizenship. In those studies corporate reputation is usually embraced as an outcome and work attitudes are taken as the antecedents (Freund 2006), while in some of them, reputation has also been taken as an antecedent of the work attitudes (Yu and Cable 2011).

In this study, the less focused aspect of corporate reputation, its impact on the organizational attitudes and behaviors is researched. Henceforth it is aimed to research the effect of corporate reputation on the organizational citizenship behavior. In Freund's study, organizational citizenship behavior (OCB) has been evaluated as an antecedent and has founded effective on the organizational reputation. However, the vice versa may be possible, where the corporate reputation can effect the employees' informal behaviors.

2 Corporate reputation

The term reputation, is officially defined in the Merriam-Webster dictionary as the "overall quality or character as seen or judged by people in general" and "recognition by other people of some characteristics or ability". According to Fombrun (1996) and Fombrun and Shanley (1990), reputation is "relatively stable, long term, collective judgements by outsiders of an organization's actions and achievements." As it is understood from the definitions, reputation is a perception by people surrounding the concept in issue. In a similar vein, corporate reputation is generally believed that it is activated through stakeholders perceptions about the firm (Helm 2007).

Another explicit notion about the corporate reputation is that it is accepted as an intangible asset and also a competitive advantage in which firms make various social and economic contributions to its stakeholders (Fombrun 1996). It is an expression of the firm by the stakeholder's thoughts, perspectives and words (Dolphin 2004). As it is intangible it can not be traded as other assets of the firm, on the market. There are diversified approaches toward the meaning and the extent of reputation but they all agree on the point of view that corporate reputation generates many organizational positive effects.

Different groups of stakeholders may perceive the firm's reputation from different point of views and different perspectives, and as a result a firm's reputation may have different effects on those various stakeholder groups.

According to [Yoon et al. \(1993\)](#), reputation of a company is the value of the company collected through its history. From the managers and stock brokers point of view reputation is generally thought to be related to financial performance ([Caruana 1997](#)). From [Bromley \(2001\)](#) perspective, reputation is the explicit enunciation of a collective image of an organization. It is constituted on the past activities, direct and indirect experiences and interactivities of the organization ([Dolphin 2004](#)).

Reputation is a crucial measure for an organization's performance in the market, and also the measure for the organization's disposition ([Dolphin 2004](#)). For this reason it is also accepted as a strategic resource of the firm ([Freund 2006](#)).

People are effected positively through their membership with groups and organizations which has high reputation ([Dutton et al. 1994](#)). [Yu and Cable \(2011\)](#), have studied the relationship between satisfaction and reputation and identity on the departmental level, and they have found that employees' satisfaction with their work and department are effected by how other people outside the department see their department.

While most of the studies explored in this area, have researched the relation between reputation and tangible outcomes like financial performance and market stocks; in [Freund's study \(2006\)](#), the relationship between organizational reputation and work attitudes has been investigated. In this study, he has put forth the effects of employees' work attitudes on their perception of organizational reputation.

3 Organizational citizenship behavior

1980s are the years that organizational citizenship behavior studies have gained an acceleration. The studies of those years define OCB as an "extra-role behavior" ([Bateman and Organ 1983](#), s.588; [Smith et al. 1983](#)). OCB is beyond the formally defined behaviors in the organization and it is commonly defined as a type of informal performance ([Smith et al. 1983](#); [Organ 1988](#)). Perceiving themselves as or acting like an organizational citizen, is not an obligatory but a wellcomed situation for employees which increases their informal performance in turn ([Vigoda-Gadot and Drory 2006](#)). Organizational citizenship behaviors are not written in the job description and are not also rewarded formally, which means that the employees do not show OCB with an anticipation of material return.

OCB is also mostly defined as a volunteer behavior emphasizing that the employees should be willing to behave as a citizen of the organization. Volunteerism is defined here as a willingness of cooperation and to diffuse this situation among the other employees ([Organ 1988](#)). OCB definitions have followed two different waves. Organ's definition is the one which most commonly used and which used the term "extra-role behavior" for OCB ([Organ 1988](#)). According to this approach organizational citizenship behavior is the behavior that is above and beyond the expectations and is attempted for the benefit of the organization. The other wave of thought or approach, which [Graham leads](#), has a more general point of view which takes OCB out of the job performance aspect ([Graham 1991](#)). This approach includes all positive behaviors of the employees in the organization, which by this way does not make a distinction between role and extra-role behaviors. There are several reasons for not making a distinction between those behaviors. The most crucial reason is about the different perceptions of the employers and the employees about the role and extra role behaviors. Mostly the distinction between the two behaviors is not so clear. It is also separated from other

OCB studies in its emphasis on the civic citizenship metaphor. Following this perspective we adapted [Van Dyne et al. \(1994\)](#) scale which had separated OCB scale to five dimensions through exploratory factor analysis. Those five dimensions are, loyalty, obedience, social participation, advocative participation and functional participation. Loyalty, stands for the commitment of the employee to the organization and to be satisfied with working in it, while obedience stands for the compliance with the formal structure of the organization. Participation has been evaluated on three dimensions; social participation represents “interpersonal and affiliative behaviors” which stands for social contact; advocacy participation is related to all the innovative and progressive behaviors in the organization and finally functional participation is about the self-development activities of an employee which adds value to the organization.

There are various antecedents of organizational citizenship behavior which are mostly classified under three categories: individual circumstances, organizational attitudes and behaviors and environmental variables. The most common precedents are found to be the organizational attitudes, some of which are organizational commitment, leader behaviors, organizational support. No study has been met, searching the effect of corporate reputation on the OCB.

4 Method

4.1 Hypothesis

The purpose of this study is to determine the relationship between organizational citizenship behavior and corporate reputation. In this direction the constructed hypothesis are as follows:

Hypothesis 1 Corporate reputation effects organizational citizenship behavior positively.

Hypothesis 1.1 Corporate reputation effects OCB loyalty sub-dimension positively.

Hypothesis 1.2 Corporate reputation effects OCB obedience sub-dimension positively.

Hypothesis 1.3 Corporate reputation effects OCB social participation sub-dimension positively.

Hypothesis 1.4 Corporate reputation effects OCB advocacy participation sub-dimension positively.

Hypothesis 1.5 Corporate reputation effects OCB functional participation sub-dimension positively (Fig. 1).

4.2 Sample and measures

This study consists of two parts; in the first part the corporate reputation index was distributed to respondents, which was developed and previously used by [Cravens et al. \(2003\)](#). According to [Cravens et al. \(2003\)](#) in measuring corporate reputation, the products the company produces or the goods it offers, its relationship with employees, suppliers, partners, competitors, investors, its non-company relations outside its environment; its innovative, value added and financial strengths; its strategies, culture and non-material responsibilities must be considered. When identifying the corporate reputation of a company, the views of both internal and external stakeholders must be considered. For this reason, this index has a multi-dimensional structure. Corporate reputation index was designed on a five-point Likert scale.

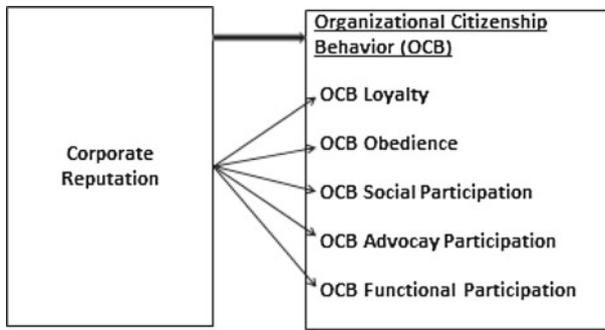


Fig. 1 Model of the research

Table 1 Relative weights for index components in developing an aggregate measure of corporate reputation

Index components	Weighted (total 100 %)
Products or services	30–60
Employees/suppliers	1– 20
External relationships/alliances	0–1
Innovation	0–20
Value creation	5–20
Financial strength and viability	0–10
Strategy	1–10
Culture	0–1

Source Cravens et al. (2003).

In this index, 1 is coded as the smallest value affecting corporate reputation and 5 is coded as the biggest value affecting reputation.

According to Cravens et al. (2003), the variables that make up the corporate reputation index affect the index at different rates. For example, while the product/service variable has a 30–60 % affect from all the values obtained, the culture variable affects the corporate reputation index no more than 1 %. Even though Cravens et al. (2003) have indicated what percent of variables affect the corporate reputation value; in which sector the company is active, the cyclical situation etc., they have indicated the values within total for the variables that take place in the corporate reputation index. These values are given in Table 1.

As a result of this measurement, the corporate reputation of the company can be identified according to the values obtained. In Table 2, corporate reputation values as a result of the measurement are defined and listed.

In the study, this index is taken as a basis and the corporate reputation values of four banks and four television channels identified from the values obtained from the questionnaires which were prepared and applied differently for employees, suppliers, customers and top managers. The questionnaires were distributed to 160 employees managers, 60 suppliers, 300 customers and 8 top managers.

In the second part, established and previously used scale developed by Van Dyne et al. (1994) was distributed to respondents to measure OCB. This scale is composed of 34 items measuring five dimensions of OCB. In this scale, loyalty is measured with 7 items, while obedience is measured with 10 items, and participation is measured with 17 items in total

Table 2 Classification rankings and descriptions for a corporate reputation index

Index value	Overall scale range	Description
A1	5	An ideal level of corporate reputation—rarely achievable
A2	4.50–4.99	A more practical goal for corporate reputation
A3	4.00–4.49	A high level of corporate reputation
B1	3.50–3.99	–
B2	3.00–3.44	–
B3	2.50–2.99	–
C1	2.00–2.44	Corporate reputation has minimal value
C2	1.50–1.99	Corporate reputation has marginal value
C3	1.00–1.44	Corporate value has little or negative value

Source Cravens et al. (2003).

which is also divided into three categories (social participation-5 items; advocacy participation 7 items and functional participation 5 items). Some of items are as follows: “Actively promotes organizations’s products and services”, “Produces as much as capable of at all times”, “Keeps informed about product and services and tells others”, “Encourages management to keep knowledge/skills current” and “Does not work beyond what is required”. The questions were designed on a five-point Likert scale, 1 standing for totally disagree and 5 for totally agree.

The population of the second part of the study is employees working at bank and television companies in Turkey. In Turkey, there are more than 300,000 employees working in 49 banks and more than 50,000 employees working in television channels. Since it is impossible to reach all of them, a representative sample (10 % precision level and 95 % confidence level) was chosen based on random sampling and snowball sampling was used as well. The questionnaire was distributed to 600 people working in 4 banks and 4 television channels. However, 374 of them were proper to analyze.

5 Findings

In the first section of the study, the corporate reputation values of a total of 8 companies consisting of four banks and four television channels were calculated based on the multi-dimensional index developed by Cravens et al. (2003). In Table 3, Companies’ corporate reputation values are given:

“A”, “B”, “C” and “D” represent the television channels in the research, while “E”, “F”, “G” and “H” represent the banks in the research conducted. The highest corporate reputation among the television channels belongs to the “C” television company. This company is followed by “B,” “A” and “D.” It was determined that company “C” had a considerably high corporate reputation according to the index developed by Cravens et al. (2003), that company “B” had a high corporate reputation and that companies “A” and “D” did not have a bad corporate reputation but that they were not as high as “C” and “B”.

The mean differences of the companies has been tested with ANOVA analysis, for each of the sectors. As it is seen in Table 4, the corporate reputation values of the 4 TV companies are statistically significantly different from each other.

Table 3 Companies' corporate reputation mean values

	A	B	C	D	E	F	G	H
Consumers	3.74	4.29	4.62	3.26	4.32	4.3	3.52	3.68
Employees	3.52	3.78	4.12	3.58	3.42	4.02	3.48	3.46
Managers	4.24	4.48	4.8	4.18	4.42	4.8	4.26	4.22
Suppliers	4.01	3.92	4.62	3.88	4.14	4.22	3.44	3.6
Weighted average	3.88	4.12	4.54	3.72	4.08	4.34	3.68	3.74

Table 4 ANOVA for the Corporate reputation values between TV companies

	Sum of squares	df	Mean square	<i>F</i>	Sig.
Between groups	13.048	3	4.349	2.133E30	0.000
Within groups	0.000	188	0.000		
Total	13.048	191			

Table 5 ANOVA for the corporate reputation values between bank companies

	Sum of squares	df	Mean square	<i>F</i>	Sig.
Between groups	10.179	3	3.393	1.181E30	0.000
Within groups	0.000	178	0.000		
Total	10.179	181			

In Table 3 it is seen that the highest corporate reputation value among the bank companies belongs to the "F" bank. This company is followed by the companies "E," "G" and "H." It was determined that company "E" had a considerably high corporate reputation. The companies "G" and "H" did not have a bad corporate reputation but that they were not as high as "F" and "E".

ANOVA analysis has also been conducted for the bank companies. It is seen that in Table 5, the mean differences of corporate reputation values for each of the bank companies are statistically significant.

After the corporate reputation values have been analysed and evaluated, the OCB values and the relations between the CR and OCB values are analysed and evaluated separately for each sector.

5.1 TV channels statistics

As it is seen in Table 6, TV Companies' CR mean value is 4.02, which means that, 4 TV companies mean value is higher than the average. On the other side the OCB mean value for the TV companies is 3.59, while this value changes between 3.43 and 3.87 when the sub-dimensions of the OCB is evaluated. Also the highest value among those sub-dimensions belongs to OCB functional participation with a value of 3.87.

When the correlation values are evaluated it is seen that there is a statistically significant positive correlation between CR and OCB ($r = 0.250$). When the OCB sub-dimensions are evaluated, it is found that there is positive correlation between those sub-dimensions and the

Table 6 TV Companies' descriptive, correlation and regression statistics

	N statistic	Mean statistic	Correlation values	Regression values	
				Adjusted R^2	β
CR	192	4.0274	–		
OCB loyalty	192	3.5816	0.172*	0.024*	0.286
OCB obedience	192	3.6018	0.145	0.015	0.272
OCB social participation	192	3.5856	0.242**	0.053*	0.572
OCB advocacy participation	192	3.4306	0.257**	0.060*	0.601
OCB functional participation	192	3.8743	0.262**	0.063*	0.651
OCB	192	3.5992	0.250**	0.057*	0.444
Valid N (listwise)	192				

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Table 7 The regression results of OCB and OCB sub-dimensions over CR

	OCB loyalty	OCB obedience	OCB social participation	OCB advocacy participation	OCB functional participation	OCB
CR						
Regression R^2	0.024*	0.015	0.053	0.060	0.063	0.057
values β	0.103	0.077	0.102	0.110	0.105	0.141

* Correlation is significant at the 0.05 level (2-tailed)

CR, except for the OCB Obedience sub-dimension. The regression statistics results are also given in Table 6. The regression results represent that CR has statistically significant effects on OCB and OCB sub-dimensions except OCB Obedience in accordance with the correlation statistics. These results show that CR of the companies increases employees' loyalty, social participation, advocacy participation and functional participation behaviors.

When the analysis' results are evaluated it can be stated that the Hypothesis of the study have been accepted, except the Hypotheses 1.2 which states that the CR effects OCB obedience positively. Through examining the previous studies on CR and OCB relations it would be useful to test the vice versa which is to test the effects of OCB and OCB sub-dimensions on the CR. The Table 7 shows us the results of this regression analysis, which has put forth same R^2 values with the previous analysis but lower beta values. This situation states that CR's effect on the OCB and OCB sub-dimensions is higher than the vice versa. Those results also support the hypothesis of the study.

In Table 8, each of the TV companies' OCB values are stated. B company has the highest OCB mean value with 3.89 while D company follows it with a value of 3.69. The lowest OCB mean value belongs to company A.

The mean differences of the TV companies are also tested with ANOVA which stated that those differences are statistically significant. The results of the analysis can be seen in Table 9.

Table 8 TV companies' OCB mean differences

	N	Mean	Std. deviation	Std. error	95% confidence interval for mean		Minimum	Maximum
					Lower bound	Upper bound		
A	67	3.3831	0.31877	0.04048	3.3021	3.4640	2.68	4.21
B	37	3.8932	0.39474	0.07090	3.7484	4.0380	2.94	4.32
C	46	3.6280	0.54163	0.08564	3.4548	3.8012	2.35	4.32
D	40	3.6915	0.62669	0.10748	3.4728	3.9101	2.56	4.32
Total	192	3.5992	0.49803	0.03854	3.5231	3.6753	2.35	4.32

Table 9 ANOVA results

	Sum of squares	df	Mean square	F	Sig.
Between groups	5.899	3	1.966	9.086	0.000
Within groups	35.274	188	0.216		
Total	41.173	191			

6 Conclusion

Corporate reputation is a very valuable intangible asset of the companies which is determined by the stakeholders' perceptions and evaluations. Different groups of stakeholders may perceive the firm's reputation from different point of views and different perspectives. For that reason CR has a multi-dimensioned complicated structure. As CR has been influenced by many factors, it is obvious to not to rule out that it has various effects on many factors inside or outside the company. One of those effects are the impacts of CR of the company on the employees. When the studies about the issue are examined it is encountered that there are some studies on the effects of CR on the informal performances like organizational commitment, job satisfaction and so on. During our research we have not met any study that takes the organizational citizenship behavior as a dependent variable. In this study the CR's effect on the OCB which is defined as the voluntary, extra role behaviors that are non-written in the job description, is researched.

4 TV companies and four bank companies are included in the study. The research has been carried out in two parts. In the first part the CR values of those companies have been determined through the multi-dimensioned index which was developed by Cravens et al. (2003). The result of this survey has indicated that one company (C) has very high level CR, three companies (E, F and B) have high level CR and the rest of the companies have average levels of CR. The ANOVA analysis have indicated that the differences according to the CR levels are statistically significant.

In the second part of the research, the OCB values of the employees of those companies' have been analysed. The mean values of the OCBs have been founded 3.59 and 3.60, for TV and bank companies respectively. While the correlation levels of CR and OCB for TV and bank companies are 0.250 and 0.164 respectively, those values are statistically significant but are not very high. When the OCB sub-dimension are evaluated for their relations with CR, it is seen that in each sector different sub-dimensions of OCB are related with CR.

After analysing the relations among the variables through correlation analysis, regression analysis have been conducted in order to find out the direction of those relations. The

regression analysis have revealed that the CR's effects on the OCB and OCB sub-dimensions are much higher than the effects of OCB and OCB sub-dimensions on the CR. Those results have validated the main hypothesis of the study which puts forth that the CR effects OCB positively. When the sub-hypothesis are evaluated it is realized that CR effects only one sub-dimension of OCB statistically significantly in both of the sectors which is advocacy participation. So, Hypothesis 1.4, which states that the corporate reputation effects OCB advocacy participation positively, is accepted while the other four sub-hypothesis are rejected, taking both of the sectors into consideration. That is to say that employees who work in companies with high CR levels, exhibit more helping behavior towards colleagues, acquaint themselves more with company related information, make more suggestions for improvements in the company and etc.

This study is expected to contribute to organizational behavior and management studies literature in general and also contribute to supervisor and manager level practical implementations. Also it is expected to provide a basis for the future studies on the relations between corporate reputation of the companies and the informal behaviors of employees.

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