

Analysis of Feedback Responsiveness on Employee Performance

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Responsiveness*

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ABSTRACT

Feedback has a central role in Human Resources (HR) management, because it is an important tool in helping employees reach their maximum potential. This study adopts a quantitative approach to explore the relationship between feedback responsiveness and employee performance in service companies in South Jakarta. Data were collected from 120 employees using purposive sampling method from February to March 2023. Statistical analysis indicates a significant relationship between feedback responsiveness and employee performance. The results show that high feedback responsiveness positively affects employee performance, highlighting the importance of effective communication and constructive feedback in the workplace. These findings support management theories emphasizing the crucial role of feedback in enhancing motivation, job satisfaction, and employee performance. Additionally, this study integrates findings from previous research to enrich understanding of this relationship in the context of the service industry in South Jakarta. In conclusion, these results provide valuable insights for HR practitioners and other stakeholders in evidence-based decision-making in dynamic business environments.

Keywords: Responsiveness Feedback, Employee Performance, Service Companies, South Jakarta.

ABSTRAK

Umpan balik memiliki peran sentral dalam pengelolaan Sumber Daya Manusia (SDM), karena merupakan alat penting dalam membantu karyawan mencapai potensi maksimal. Penelitian ini mengadopsi pendekatan kuantitatif untuk mengeksplorasi hubungan antara responsivitas umpan balik dan kinerja karyawan di perusahaan jasa di Jakarta Selatan. Data dikumpulkan dari 120 karyawan menggunakan metode purposive sampling dari bulan Februari hingga Maret 2023. Analisis statistik menunjukkan hubungan yang signifikan antara responsivitas umpan balik dan kinerja karyawan. Hasilnya menunjukkan bahwa responsivitas umpan balik yang tinggi secara

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positif memengaruhi kinerja karyawan, menyoroti pentingnya komunikasi yang efektif dan umpan balik yang konstruktif di lingkungan kerja. Temuan ini mendukung teori-teori manajemen yang menekankan peran penting umpan balik dalam meningkatkan motivasi, kepuasan kerja, dan kinerja karyawan. Selain itu, penelitian ini mengintegrasikan temuan dari penelitian terdahulu untuk memperkaya pemahaman tentang hubungan ini dalam konteks industri jasa di Jakarta Selatan. Kesimpulannya, hasil ini memberikan wawasan yang berharga bagi praktisi SDM dan pemangku kepentingan lainnya dalam pengambilan keputusan yang berbasis bukti di lingkungan bisnis yang dinamis.

Kata kunci: Responsivitas Umpan Balik, Kinerja Karyawan, Perusahaan Jasa, Jakarta Selatan.

INTRODUCTION

Human Resource Management (HR) plays a crucial role in ensuring the success and sustainability of the company (Smith, 2020). With a strong focus on employee needs and development, HR management is responsible for various important aspects, including recruitment, training, development, performance appraisal, and payroll (Jones & Brown, 2019). Through careful recruitment, companies can ensure that they get the best talent that suits the organization's needs (Croitoru, 2012). Furthermore, through effective training and development programs, HR management helps employees improve skills and competencies, supporting individual and organizational growth as a whole (Lok et al., 2021). Continuous performance assessment allows the identification of employee strengths and weaknesses, as well as providing a basis for better career development. No less important, HR management also ensures that fair and competitive salaries are implemented, strengthening employee motivation and engagement with the company (Anderson, 2019). By managing HR effectively, companies can not only optimize employee performance but also build a strong organizational culture that is in line with the company's vision and values, which in turn becomes the main driver of competitive advantage in a rapidly changing market (Brown & Johnson, 2020).

Organizational culture is a network of values, norms, and beliefs held and shared by members of an organization (Ashkanasy et al., 2004). It includes the way an organization views itself, how its members interact, as well as the norms that govern behavior. Organizational culture reflects the company's unique identity and can be found in strategic decisions, daily work methods, and interactions between employees (Mubarok, 2019). The influence of organizational culture is very significant, not only in employee motivation and behavior but also in the overall performance of the organization. A culture that supports cooperation, innovation, and personal growth can increase employee motivation, strengthen attachment to the company, and encourage the achievement of shared goals (Smith & Wilson, 2020). Conversely, a culture that does not support transparency, collaboration, or work-life balance can reduce motivation, increase stress, and even lead to decreased performance (Claudia & Rahman, 2024). Therefore, a deep understanding of organizational culture and efforts to shape a culture that is in line with the company's vision and values is the key to creating a productive, harmonious, and sustainable work environment (Rizqi, 2022).

Feedback has a central role in Human Resources (HR) management, because it is an important tool in helping employees achieve maximum potential (Karim et al., 2019). The importance of feedback lies in its ability to provide clear information about employee performance, help to understand company expectations, and provide direction for further development (Jackson, 2020). With constructive feedback, employees can identify strengths and weaknesses, and gain a clear view of areas where performance can be improved. Apart from that, feedback can also play a role in motivating employees, because it provides recognition for achievements and provides encouragement to continue to improve. However, traditional feedback also has limitations that need to be considered (Sancho, 2018). Ineffective or unresponsive feedback can result in problems such as a lack of appreciation or recognition for employee contributions, a lack of clarity about company

goals, or a lack of necessary corrective action (Lee & Johnson, 2020). This can result in employee frustration, decreased motivation, and even decreased performance (Roberts, 2017). Therefore, it is important for HR management to design an effective, responsive and motivating feedback system, so that it can provide maximum benefits for employees' personal and professional development as well as the overall success of the organization (Riyanto et al., 2021).

In the context of service companies in South Jakarta, the service industry is an integral part of the city's economy. The dominance of services such as financial services, tourism, health, information technology and education are a characteristic of the service industry in this region. South Jakarta is also known as a busy business center, so the level of competition among service companies is very high. Continuously changing market trends, such as changes in people's lifestyles, new technologies, and evolving customer needs, are also characteristic of the service industry in this region. Customer expectations for service quality and good customer experience have become very high, encouraging service companies to continue to improve service quality (McGee & Crowley-Koch, 2021). However, the challenges faced by HR management in service companies in South Jakarta are also quite significant. One of the main challenges is the rapid change in market demand. In the midst of dynamic economic and social developments, market demands can change rapidly, requiring a quick response from HR management in adjusting employee recruitment, training and development strategies (Muliani, 2024). The need for flexibility is also an important challenge, especially in terms of employee placement and adapting workforce needs to changes in market demand. The complexity of meeting customer satisfaction is also a significant challenge. In the service industry, customer satisfaction is the key to retaining and attracting new clients. HR management needs to manage employees to provide high quality services, in line with increasingly high customer expectations, while ensuring a balance between operational needs and customer needs (Robinson & Davis, 2019).

Feedback responsiveness is a concept that refers to an organization's ability to effectively respond to feedback provided by employees. This includes prompt and relevant responses to input, suggestions, or observations submitted by employees, whether in the form of rewards for good contributions, recognition of achievements, or corrective actions to address identified problems (Adams & Brown, 2021). Feedback responsiveness reflects an organization's commitment to employee development and well-being, as well as a willingness to improve processes, policies, or work practices that may be ineffective or unsatisfactory. In the context of service companies in South Jakarta, feedback responsiveness becomes more important because of the dynamic and competitive business environment. In the midst of fierce competition and rapid market changes, speed in responding to employee feedback can be a key factor in maintaining a competitive advantage. Service companies that are responsive to employee feedback have an advantage in identifying and resolving problems quickly, improving employee performance, and improving customer satisfaction. In the service industry in South Jakarta, where customer needs frequently change and expectations for service are very high, feedback responsiveness can be an important tool in ensuring that a company remains relevant and competitive in a rapidly changing market. By responding to feedback in a timely and effective manner, service companies can strengthen employee engagement, increase motivation, and create a dynamic and responsive work culture, which in turn will have a positive impact on the company's overall performance.

LITERATURE REVIEW

Feedback responsiveness is an important concept in the context of Human Resource Management (HRM), highlighting an individual's ability to receive, understand, and respond to feedback given regarding workplace performance. According to Robbins & Judge (2013), feedback responsiveness includes the level of an individual's willingness and ability to receive and use information about performance from others. This implies an open attitude to feedback, a willingness to admit weaknesses, and the ability to use that

feedback as a basis for improving performance. This indicates the individual's active role in seeking information about performance and the ability to respond productively. In research conducted by Yukl (2006), feedback responsiveness is an individual's tendency to welcome and respond to feedback, both positive and negative, about performance. This emphasizes the importance of an individual's mental attitude and behavior in responding to feedback constructively and productively.

Employee performance is an important measure in an organizational context that reflects individual contributions to achieving company goals. According to Ploscaru et al. (2022), employee performance includes the level of individual effectiveness and efficiency in achieving work goals. It emphasizes the results produced by employees in terms of achieving job goals in an efficient and effective manner. Nurcahyo & Wikaningrum (2020) emphasized that employee performance can also be seen as an individual contribution to achieving overall organizational goals. This highlights the importance of individual contributions in supporting an organization's overall goals and success. Meanwhile, Noe et al. (2020) views employee performance as the result of individual behavior that contributes to achieving organizational goals. It emphasizes that employee performance reflects contributions in achieving the goals set by the organization, which includes various aspects of behavior and work results. By understanding both, research can identify the complex relationship between feedback responsiveness and employee performance in the context of organizational culture and human resource management practices.

A number of previous studies have investigated the relationship between feedback responsiveness and employee performance, providing valuable insights for this study. In research by Crawford et al. (2019) conducted a meta-analysis examining the relationship between feedback, self-efficacy, and job performance, providing insight into the role of feedback in improving employee performance. A study by Fernández et al. (2018) explored the impact of frequency and quality of feedback on employee performance, highlighting the importance of both aspects in improving employee performance. In addition, research by Zubac (2018) and Al-Shammari et al. (2018) highlighted the mediating role of job satisfaction and organizational commitment in the relationship between feedback and employee performance. Other research, such as that conducted by Battistella et al. (2017), explored the role of the source and type of feedback in influencing employee performance. Research from Zhu et al. (2016) and Compeau et al. (2016) investigated the mediating role of work engagement in the relationship between feedback and employee performance. Crossman (2015) highlights the mediating role of job autonomy in the relationship between feedback and employee performance.

H1: Feedback Responsiveness Has Significant effect on Employee Performance.



Figure 1. Conceptual Framework

METHOD

This research adopts a quantitative approach based on the philosophy of positivism to explore the relationship between feedback responsiveness and employee performance in the context of service companies in South Jakarta. The research location focuses on the South Jakarta area, which is an important business and service industry center in Indonesia. Sampling was conducted from February to the end of March 2023 to ensure adequate representation of the service company employee population in the region. The purpose of this research analysis is to test the proposed hypothesis, using a statistical approach to provide more objective and measurable results regarding the relationship between feedback responsiveness and employee performance in South Jakarta service

companies. Data collection was carried out through research instruments specifically designed to measure feedback responsiveness and employee performance. Statistical analysis is used to test hypotheses and identify patterns of relationships between these variables. The sampling method used was purposive sampling, where respondents were selected deliberately based on certain criteria, namely those who worked for service companies in South Jakarta. The number of indicators (12) is multiplied by 10, so the total sample taken is 120 employees. This research seeks to provide an in-depth understanding of the factors that influence employee performance in a dynamic business environment such as service companies in South Jakarta, so as to provide valuable insight for HR practitioners and other stakeholders in making evidence-based decisions.

RESULT

To determine validity, the researcher compared the calculated *r* value with the *r*-table value. If the calculated *r* value is greater than the *r* table value, then the question item or indicator is considered valid. Conversely, if the calculated *r* value is smaller than the *r* table value, then the question item or indicator is considered invalid. In this research, validation was carried out using a significance level of 5%. For 120 respondents, the *r*-table value is 0.1496. The *r*-calculated value can be calculated using the SPSS 25 application. The following are the results of the validity test of the research instrument.

Table 1. Instrument Validity Test

Variable	Item	r-count	r-table	Information
Feedback Responsiveness	1	0.736	0.1496	Valid
	2	0.800	0.1496	Valid
	3	0.763	0.1496	Valid
	4	0.769	0.1496	Valid
	5	0.506	0.1496	Valid
	6	0.506	0.1496	Valid
Employee performance	1	0.537	0.1496	Valid
	2	0.308	0.1496	Valid
	3	0.690	0.1496	Valid
	4	0.701	0.1496	Valid
	5	0.785	0.1496	Valid
	6	0.506	0.1496	Valid

The results of the instrument validity test in Table 1 show that all question items for the two variables, namely Feedback Responsiveness and Employee Performance, were declared valid. This can be seen from the calculated *r*-value which is greater than the *r*-table value (0.1496) at the 5% significance level. Based on the instrument validity test table, each question item has a significant *r*-value, indicating a strong relationship between the variables measured and the constructs measured in the research instrument. Thus, these results indicate that the research instrument used in data collection has good validity for measuring feedback responsiveness and employee performance in the context of service companies in South Jakarta. The strong validity of this instrument provides confidence that the data obtained can be trusted and representative for further analysis regarding the relationship between feedback responsiveness and employee performance.

According to Ghozali (2019), the conditions for the reliability test state that if the Cronbach's Alpha (α) value is greater than 0.60, then the question item is considered reliable. Conversely, if the Cronbach's Alpha (α) value is less than 0.60, then the question item is considered unreliable. Based on the results of the instrument reliability calculations carried out.

Table 2. Instrument Reliability Test

Variable	Cronbach's Alpha	Condition	Information
Feedback Responsiveness	0.661	0.60	Reliable
Employee performance	0.752	0.60	Reliable

From the results of reliability testing in Table 2, it can be concluded that the two variables, namely Feedback Responsiveness and Employee Performance, have Cronbach's Alpha values that exceed the threshold of 0.60. Therefore, it can be considered that these two variables are reliable, and each question item used in the instrument is reliable because it meets the specified reliability criteria. According to Ghozali (2019), the F test, or model reliability test, is an important first step in evaluating the suitability of a regression model. A model that is considered feasible is a model that is able to significantly explain the relationship between the independent variable and the dependent variable. A small F probability value, which is usually less than 0.05, indicates that the regression model is feasible, while a larger value indicates the opposite. F test results are generally found in the ANOVA table, where the last column shows the probability value (sig.).

Table 3. Model Reliability Test (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	76.499	1	68.210	5.998	0.000
Residual	656.555	117	5.612		
Total	733.160	118			

In the research in Table 3, the F test results show that the probability value (sig.) is 0.000, which is clearly smaller than the significance level of 0.05. Thus, based on the criteria mentioned by Ghozali (2019), we can conclude that the linear regression model is suitable for use because it is able to significantly explain the relationship between the independent variable (Feedback Responsiveness) and the dependent variable (Employee Performance). Therefore, the hypothesis proposed in this research, which states that there is a relationship between feedback responsiveness and employee performance, can be accepted. This means that the results of the statistical analysis show that feedback responsiveness has a significant influence on employee performance in the context studied. Then in the Regression Coefficient table, the value in the column (Sig.) shows the statistical significance of each independent variable on the dependent variable. If the Sig value. less than the predetermined error rate (alpha) (0.05), it indicates that the independent variable has a significant influence on the dependent variable.

Table 4. Regression Coefficient Test (t Test)

Model	Unst Coef B	Unst Coef Std Error	Std Coef Beta	Sig
(Constant)	8.975	1.859		0.000
Feedback Responsiveness	0.291	0.079	0.323	0.000

The criteria proposed by Ghozali (2019), the t statistical test shows that the significance value (Sig.) for the Feedback Responsiveness variable is 0.000, which is smaller than the specified significance level (0.05). Thus, based on these criteria, we can accept the hypothesis which states that Feedback Responsiveness has a significant influence on Employee Performance. This indicates that the Feedback Responsiveness variable has an important contribution to explaining variations in employee performance. Thus, the results of statistical analysis confirm that Feedback Responsiveness significantly influences Employee Performance in the context of this research. Then the coefficient of determination describes the extent to which the variations that occur in the dependent variable can be explained by the independent variables. In other words, the coefficient of determination can be interpreted as the proportion of total influence that comes from the independent variables on the dependent variable. The coefficient of determination value can be measured using the R Square value.

Table 5. Coefficient of Determination Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.643	0.549	0.497	2.069

The coefficient of determination (R Square) in the table shows that around 54.9% of the variation that occurs in the dependent variable (Employee Performance) can be explained by the independent variable included in the model (Feedback Responsiveness). In other words, most of the influence or changes that occur in employee performance can be attributed to feedback responsiveness. The Adjusted R Square value (0.497) also provides information that around 49.7% of the variation that occurs in the dependent variable can be explained by the independent variable after considering the number of independent variables and sample size. This shows that the regression model used is able to predict most of the variations that occur in employee performance based on feedback responsiveness. The findings in this study, which show a significant relationship between feedback responsiveness and employee performance, support theories that emphasize the importance of communication and feedback in improving individual performance. This finding is also in line with previous research which found similar results (Zubac, 2018; Banna et al., 2018). In this context, theories such as job satisfaction theory and motivation theory can be used to explain why feedback responsiveness has a significant impact on employee performance. These theories show that good feedback can increase employee job satisfaction and motivation, which in turn will improve performance in the workplace (Yukl, 2006; Langton et al., 2013).

CONCLUSION

There is a significant relationship between feedback responsiveness and employee performance. The analysis results show that high feedback responsiveness positively influences employee performance, highlighting the importance of effective communication and constructive feedback in the work environment. These results indicate that factors such as frequency, timing, and quality of feedback also make a significant contribution to employee performance. Thus, this research makes an important contribution in expanding understanding of how feedback responsiveness can influence employee performance in an organizational context. The importance of developing management practices that pay attention to the important role of feedback responsiveness in improving employee performance. By strengthening communication and a positive feedback culture in the workplace, organizations can create an environment that supports employee growth and development, which in turn will contribute to the long-term success of the organization. Suggestions for this research include expanding the sample scope and using more varied research methods to increase the validity and generalizability of the findings. Future research could consider including more companies or different industries as well as using a qualitative approach to gain a deeper understanding of the dynamics of feedback responsiveness and employee performance. The integration of these additional variables can help in gaining a more comprehensive understanding of the factors that influence the relationship between feedback responsiveness and employee performance. In future research, it could also be considered to use a longitudinal design to track changes in feedback responsiveness and employee performance over time.

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