

THE IMPLICATIONS OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON BUSINESS PERFORMANCE IN CHANGE MANAGEMENT

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Abstract

This study explores the implication of organizational culture and leadership framework implementation on companies' company performance at business performance, Composite Technology Research Technology (CTRM) upon change management. This study intends to solve the problem in the behavior of executives that can have negative consequences on the motivation or the culture of employees and the long-term business development of the CTRM that led to organizational changes since DRB-HICOM take over the shareholder from the Ministry of Finance 7 years ago. As a result of negative leadership is failing to inspire employees to give the best results and fulfill their potential. To achieve better results, employees at every level have to be committed to the CTRM and achieve financial and otherwise goals. Without a culture that supports and encourages managers and financial objectives are missed.

Nevertheless, it is not surprising that negative leadership can lead to higher employee turnover. Employees are not motivated, and culturally poor combustion starts looking for another job. The CTRM is struggling to lose the high performance and experienced workers and must be replaced by new employees. Understanding how CTRM beneficiaries live when new change begins, the specificity of their culture and leadership, and what struggles they will face in their day-to-day work not only serves to improve program design but also serves to explain the potential negatives that may result from the intervention or exacerbated when negative leadership manages regardless of new policy factors. Defining those possibilities in advance and planning for any possibilities can help ensure they don't occur or, if actual, minimize the effects. Demonstrating commitment to this area can also help build credibility with managers and employees. Based on quantitative data collected by spreading the culture and leadership surveys readiness to affect a more prominent audience leadership of Executive and especially CTRM defined above. This research is to gather more data on the overview of the CTRM's business performance, including the acquisition workforce turnover, the statement of comprehensive income (SOI), and growth trends of business marketing. Then, develop a complete picture of the readiness of the organization to compare this data with a successful history with similar size and scope, and change management best practices, to make recommendations for change management strategy and used to study the effect of leadership and change management strategy to acceptance by individual cultural change.

1.0 INTRODUCTION

The main goal of this research to model the interaction between organizational culture and change, showing how a leader's knowledge of organizational culture influences the change process. A critical examination of the literature in organizational culture and leadership found that both of these areas have been linked to organizational performance. We have studied the relationship between leadership style and performance as well as intercultural and organizational performance. Furthermore, many aspects of organizational culture literature offensive the role of a leader in 'create' a

particular type of culture (Schein, 1992). Equally, the literature on leadership suggests that working in culture is a prerequisite for effectiveness. To our knowledge, research on organizational culture in CTRM is limited. Thus, the objective of the current study is to present quantitative methods in leadership and Organizational Culture. To do that, we have to examine the effect of several factors and perceptions of organizational culture.

Although there is a relationship between culture and leadership in many parts of organizational theory, some critical studies have been conducted to understand

the relationship between the two concepts and the impact that might have on the effectiveness of the association's management. The absence of critical literature references the importance of these two concepts in the organization (Schein, 1992). For instance, the purpose of this paper is to provide empirical evidence of the relationship between the various types of organizational culture and management effectiveness to show the growth of company business performance. This research will focus on how to achieve a functional strategy to the business strategy changes. The proposal, in conclusion, will not be prescriptive but will provide an opportunity for organizations to create what is most suitable to our culture in CTRM. Thus, while the management of change depends on leadership until today, there is little consolidation in the literature. The theory of change has shown the critical role of leaders in the change process, but there is still no research that focuses on the relationship between leadership and change. Therefore, this research aims to find some similarities between the literature and the literature of leadership changes. All common findings showed strong links between leadership and culture; to further, leadership creates and enforces organizational culture. The result is that other cultures affect business performance. The role of an effective manager and leader in change and a radical transformation is inevitable in organizations. CTRM has been through mergers and acquisitions, growth or decline in organic and inorganic, depending on its successful strategy and organizational restructuring.

DRB-HICOM corporate group or the parent company's business structure has become an essential strategy for corporate growth in the global market (Eukeria & Favourate, 2014). A corporate group is an independent group of companies authorized to operate as a single economic entity (Gajewski, 2013). In the group of the corporate or business structure of the holding CTRM, the group comprising two or more companies that have diversity control, governance, and Leadership (Kenny, 2012) Managing the diversity of companies under the same leadership has economic advantages, but the lack of solid leadership and effective culture organization leads to diverse companies that fail (Kenny, 2013; Lien & Li, 2013). Managers who incorporate groups may experience a loss of control when increasing diversity (Gajewski, 2013). Kenny (2013) stated that managers have more challenges managing and controlling resources when organizations become more diverse.

1.1 Background of the Study

This study is performed in one of the biggest aerospace companies in Malaysia as named Composite Technology Research Technology (CTRM) as Tier 1, especially companies that provide Original Equipment Manufacturer (OEM) supply chain in the aerospace

sectors, have been through many changes to provide the best service for their customers. Composites Technology Research Malaysia Sdn Bhd (CTRM) is a high technology-based industry in Malaysia involved in aerospace and composites. (Figure 1: CTRM History Landscape since 2011). The CTRM's main products include UAV, composite aerostructures, SATCOM antenna, and Radom. The CTRM comprises CTRM Aero Composites, CTRM Composites Engineering, Composites Testing Laboratory, CTRM Aviation, CTRM Systems, and Technology System Integration. Established in 1990 and wholly owned by the Malaysian Government that started from former Prime Minister Tun Mahathir Mohammad, the CTRM provided services for Light Aircraft. It was given the responsibility to develop and add value to produce composite components for the aerospace and non-aerospace until nowadays. In 2014, DRB-HICOM corporate group or the parent company's business had take-over officially as a mutual understanding between DRB HICOM, Ministry of Finance (MOF), and Composite Technology Research Technology (CTRM). And today, the successfully invested in expansion and is increasing, its main objective becomes the competition in the market.



Figure 1: CTRM History Landscape since 2011

Consequently, changing culture is a significant-scale endeavor, and organizational tools to change thinking needs have been employed. To change or manage corporate culture, one must determine and demonstrate what is being attempted to change. Shows all the evidence of what we want to focus on that leadership is linked to organizational culture, primarily through the process of articulating the vision and to a lesser extent through the setting of expectations and business acquisition. Finally, this research also examines the meaning, significance, and implications of cultural differences and leadership of management changes that directly affect business performance. It considers that the cultural CTRM is high culture and work practices are influenced by values but were lost when the prejudices of the past have brought the relationship between organizational culture, subcultures, and leadership behavior and dimensions of

organizational commitment changed considerably different from the original.

They significantly influence the organizational structure, processes, and therefore the CTRM's performance. In this research, leadership and cultural elements have been identified in connection with the transformational leadership and culture through a survey conducted in the CTRM; they are described in detail by considering the advantages and disadvantages of these elements during the reorganization. This case study shows that the cultural transformation and transformational leadership to power critical to achieving the desired business performance during significant organizational changes such as mergers and acquisitions. CTRM has a long history in Malaysia, had been a significant driver in the expansion and implementation of aerospace for the last 30 years. CTRM is also involved in research and development and provides design and development services to Airbus and Tier-1 customers. Despite the reduction in 2015, which increased to a gigantic company called DRB-HICOM, it has recovered with a 7 percent growth. It is approaching the level of 2017 with the continued growth trend in the software and services segment. In this picture, the CTRM achieved its business objectives in 2018, revenue has increased by 30 percent, and local government margins have increased by 3.2 Million US Dollars from year to year. CTRM has produced RM292.7 mil from operations before the payment of dividends in 2011. The CTRM paid a dividend of RM 533 million to its shareholders in 2020. Following the decision, the project's leading research and development transferred to DRB-HICOM in 2015. The young engineer was recruited quickly and through an extensive training period that lasted for approximately four months. Shareholders manage this through knowledge transfer of how transfer and investment in new facilities in CTRM. Learn how the transfer is done primarily through expatriate assignments lasting for eighteen months on average.

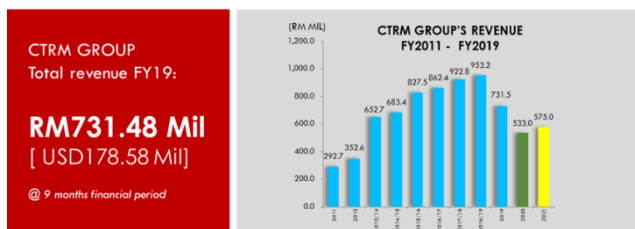


Figure 2: CTRM Group Revenue FY2011 - 2019

In the role of subject experts, others provide broad classes and job training for engineers. Meanwhile, this research and development laboratory moved to the Laboratory CTRM to facilitate the testing phase of new products or any improvements to incumbent products. With this transfer, CTRM has been a research and development of composite largest shareholder in Malaysia. In contrast, different teams and managers for operational and business development groups work

together during new product development or significant customer problems. Therefore, the flow of informational boards between various departments is supported through online tools and periodic meetings. Growing organizations need new leaders as well. When expatriates' leaders began.

By returning to their homelands, their new leader and other companies are positioned to open positions in 2017. The new leadership team comprises young and energetic members and leaders experienced CTRM entered in previous positions. The CTRM's performance concerning the market that we can survive well. Table y represents CTRM won the competition, compared to the two main competitors in the market for aerospace composites. It is clear that the CTRM successfully through acquisition of long-term uncertainty due to significant shareholders. CTRM has increased its Ranking over the years, increasing the share of revenue in this sector and increasing its highest level of competition. The CTRM restrain a decline in income in the period of acquisition and increase the level. Performance generates the right amount of business during the last years of uncertainty.

2.0 LITERATURE REVIEW

The literature review in this paper will be presented in two stages. First, the concept of culture and cultural organization is specifically discussed. Second, and eventually studied leadership research study that combines organizational change and organizational change strategies are presented. Organizational culture could be defined in many ways by so many people. Dubrin (2009) defines organizational culture as shared values and beliefs that actively influence organizational behavior. Dubrin (2009) further states that the term "joint" in the definition shows that many people are guided by the same values and interpreted them the same way. There are many attempts to describe the organizational culture. When we talk about the term, we refer to the meaning inherent in the trading action and discourse organization. The initial impression is given by Silversweig organizational culture and Allen (1976, p.33) as a set of expected behaviors that generally supported the group'. "Leadership" can be defined in many ways by many scholars. Dubrin (2009) says that leadership can inspire confidence and support among people necessary to achieve organizational goals. Anyango (2015) defines leadership as a process in which workers are directed, nurtured, and coaxed to achieve personal goals and objectives and their organizations.

2.1 Organizational Culture

Cultural organizations have consistently emerged as a critical variable in determining the order of business for the changes made in a number. In the field, Peters and Waterman (1982) show that the main characteristics of

a thriving company culture relate to the value and state of mind. The values people share in this group to survive and continue to exist even though the group's membership has changed. Organizational culture is one of the most dimensional changes and involves formal and informal structures. This culture is not uniform or static. They evolve, and it seems reasonable that all cultural systems will indicate ongoing changes that are sometimes adjusted by more radical changes (Weick and Quinn, 1999).

2.2 Leadership

The change leadership model has gained the interest of managers and graduates because they promise will yield outstanding organization. Much is written about the quality of leadership and the type of leadership (Bass and Avolio, 1994). For example, Bass (1985) states that leadership must promote a vision change. Generally, leaders must have a clear understanding of the strategic objectives for their organization, identify the actions needed to achieve those objectives, and analyze the existing organizational ideology.

2.3 Organizational Change

Change is part of life that cannot be avoided for individuals and organizations and is a factor faced by leaders in the workplace when adapting to a dynamic business environment. According to Terry, Carey, and Callan (2001), it is true that organizational change can lead to job insecurity for individual self-esteem. Therefore, the first step in addressing adaptive leaders centered on understanding the change affects individuals. Buono, Bowditch, and Lewis (1985) claim that the subjective impression of the individuals involved should be a key focus in studying organizational culture and the changes taking place in business.

2.4 Change Management

Changing management culture is one of the most difficult leadership challenges. Thus, organizational culture encompasses a group of interrelated goals, processes, communication practices, and assumptions. In that area, Cartwright and Cooper (1996) claim that in times of organizational change, such as rapid growth or mergers, most organizations will move to tighter controls by imposing greater levels of constraints and reducing the freedom individuals must make.

2.5 Conceptual of Organizational culture: definition and impact on business performance

Culture forms the basis of group identity and thoughts, beliefs, and feelings together. One of the most decisive leaders and founders of the CTRM, especially important, is creating and managing its culture

(Christensen, 2006). Edgar Schein (1988) defines culture as a social unit of property rights defined independently as a unit whose members share many shared experiences in successfully overcoming external and internal problems. Organizational culture has become a field where conceptual and scholarship work has guided managers when looking for ways to improve their organizations' effectiveness. Of course, there are many types or levels of culture that affect individual's and organizations' behavior. Researchers such as Hofstede (1980), Aiken and Bacharach (1979) have reported significant differences between continents and countries based on specific vital dimensions.

2.6 Conceptual of Leadership transformation and impact on culture

Schein (1992) states that organizational culture and leadership are intertwined. Bass and Avolio (1993) reflect the argument Schein (1992) showed that the relationship between these two concepts represents a continuing interaction where leaders create a culture shaped by culture and produced. Bass (1985) shows the relationship between leadership and culture by studying the effects of different leadership styles on the culture. Leadership is vital for the organization to achieve organizational effectiveness (Moorhead & Griffin, 1986). Moorhead & Griffin (1986) defines leadership as a process and property. In terms of innovation, leadership refers to non-coercive influence to direct and coordinate the group members' activities. In terms of wealth, leadership refers to the attribution of characteristics to be considered a leader.

2.7 Independent Variable

Organizational Culture (IV 1)

Organizational culture in CTRM environment this chapter, the variable 1 is defined as the organizational culture as beliefs, assumptions, values, and how to interact with the underlying contributor to the social environment and unique psychology organization. Under this definition, organizational culture is a set of shared assumptions that guide what is happening and determine appropriate behavior for different situations (Ravasi & Schultz, 2006).

Leadership (IV 2)

Leaders are recognized as a dominant influence on the cultural norms and basic assumptions in institutional settings. Van Knippenberg and Hogg (2003) argue that in the high salience group, leadership effectiveness is strongly influenced by how its employees consider the prototype of the group's leader. The social identity perspective may be necessary when examining leadership and power, but not the only perspective.

2.8 Dependent Variable

Business Performance (DV1)

The measurement and control of business performance and information are routinely based on the information managers use to retain or alter patterns in organizational activities (Simmons 2000). Regular performance measurement helps the business set business goals periodically and then provide feedback to management on the progress towards that goal. This purpose can usually be around one year or less for short-term or several years for long-term goals (Simmons 2000). The measurement system consists of various sizes. The size (or metric) is a quantitative value used for comparative purposes (Simmons 2000). Specific measures can be compared with themselves over time, compared to the target set, or evaluated with other measures.

Change Management (DV2)

In this section, managers must consider the level of change they want to implement in their companies. It is also significant to clarify that the resources available for change, including cash, time (Pettigrew, 1987), and the number of people involved, are essential. It is a fact that must be considered before changes are made. Changing the organizational culture is one of the most challenging leadership challenges. Its organizational culture includes a group of goals, processes, communication practices, and interrelated assumptions. In the field, Cartwright and Cooper (1996) claimed that at the time of organizational change, such as rapid growth or consolidation, most organizations would move to tighter controls by imposing a greater degree of restraint and reduce the freedom of individuals to make a decision. They further pointed out that employees at all levels must be involved in the change. In these domains, they propose a continuum to show the relationship between culture and its effect on the degree of autonomy of each type of culture is placed on the individual.

3.0 METHODOLOGY

3.1 Research Method

(Leedy & Ormrod, 2001; Williams, 2011) describes as a comprehensive research methodology conducted by researchers to initiate research work (p. 14). Therefore, quantitative research methods are related to the analysis of quantitative variables and to get results. It involves using and analyzing numerical data using special statistical techniques to answer questions such as who, how, what, where, when, what, and how. Explaining this definition, Aliaga, and Gunderson (2002), describes a method of quantitative research as an explanation of an issue or phenomenon through the collection of data in the form of figures and analyses with the help of mathematical methods; especially statistics.

Survey

Survey research, according to Sukamolson (2007), includes the use of scientific sampling methods with designed questionnaires to measure the characteristics of a specific population through the use of statistical methods. More compact Sukamolson (2007) further described the vote as a form of quantitative research related to the sample questionnaire, the design of the questionnaire, and the administration of the questionnaire 'to gather information from groups of the population studied, and then analyzed to understand the behavior and features better.

Literature

It understands the articles (of the media and related websites) and company reports, archives, and presentations.

3.2 Data analysis Method

The data set used in the analysis of quantitative data with IBM SPSS covered by section does not simply answer the question of how to deal with quantitative data and other aspects of the research process that affect the analysis of data. However, there are areas of research where topics and hypotheses are addressed with both types of research design (e.g., studies on the effects of workplace participation on job satisfaction and performance - (Bryman, 1986; Locke & Schweiger, 1979). With a single survey and correlation design, this research did not manipulate any variables of interest, and data related to all variables are collected simultaneously. The term correlation also refers to a technique for analyzing relationships between variables but is used in the present context to indicate the type of research design

3.3 Conceptual Framework

I have conducted a literature review to identify a quantitative approach to assessing the implications to leadership culture after management change had occurred nearly 7 years ago. In my study which consisted of executives and managers to discuss the approach and identify key features to identify what is the significance of the changes that have been taken and impact on the performance of our company. We developed a framework that helps researchers select a quantitative approach to harm-benefit assessment that is appropriate for a particular decision-making context. My framework for choosing a quantitative approach requires a brief definition of treatment and effect population comparisons, identification of key benefits and harm outcomes, and determination of the need for measures that place all outcomes on a single scale (which we refer to as benefit and harm comparison metrics) to management at CTRM .

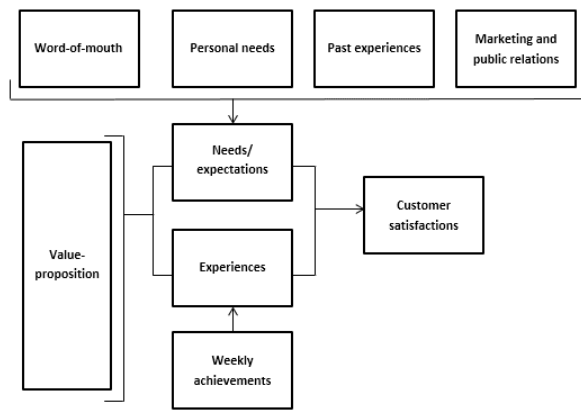


Fig. 1: Customer satisfaction creation

For instance, according (Thomassen, 2007, p.30), both referred to the value proposition and other influences affect the end-customer satisfaction. In satisfaction model (Figure 1), Thomassen shows that word of mouth, personal needs, past experience, and marketing and public relations determine the needs and expectations of customers that impact to business performance. These factors compared to our experience, and comparison between expectations and experience determine the level of customer satisfaction. Model Thomassen important for this study: this allows us to determine the extent to which sector in CTRM is satisfied and where improvements can be made upon established in change management.

4.0 CONCLUSION

As mentioned earlier, the evidence in this study suggests that leadership is associated with CTRM culture, primarily through the process of articulating a vision and on the lower level through the establishment of high-performance expectations and provide individual support to employees. Therefore, in general, the key to choosing the right approach to cultural change is to know how CTRM works as a social system that consists of a job, people, formal and informal systems, organizational resistance to change, and are designed to neutralize the effects of observed changes. Despite the cultural changes needed to create and strengthen the transformation, CTRM's position is that making the necessary structural changes may be an early intervention to change the culture. Finally, the study's findings are consistent with research showing that vision is a crucial aspect of leadership and organizational culture (Bass and Avolio, 1994). In general, leaders play an essential role in selecting and designing the appropriate change management approach. In short, the leader in CTRM must create an atmosphere of psychological safety for all individuals to engage in new behaviors and test the waters of a new culture. All employees should be involved to verify the

new trust, as an individual and as a result studied, explore how they can contribute to changing the business (Zammuto, Gifford and Goodman, 2000). Therefore, the reasons underlying workers' resistance to being studied are carefully and thoroughly understood.

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