

## Association between Flexible Work Options, Employee Work Performance and Job Satisfaction

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### ABSTRACT

Flexible Work Options as an alternative has made employees and managers realize how it can help people balance their work and personal lives, especially during difficult times. Furthermore, flexible work options provide employees with the assurance that their organization understands their crisis and is assisting them in performing better at work. Thus, this study looks into the relationship between the organization's flexible work options and employee job satisfaction and performance. The researcher used descriptive statistics and the coefficient of correlation to analyze the data, and the results show that there is a positive relationship between job satisfaction and work performance of employees when flexible work options are available in the organization.

**Keywords:** *Flexible Work Options, Employee Work Performance, Job Satisfaction*

### Flexible Work Options

Flexible Working at an organization refers to the many options or arrangements for the employee in terms of working hours, location, whether remote or online, and working pattern (Chartered Institute of Personnel and Development, 2019). To often assist employees in balancing their personal life with their work life during difficult times or what is known as the 'core hours' which is usually a fixed period between the latest starting and the earliest finishing time, some organizations provide flexible work arrangements such as part time that is flexible, shift wise work, work that is compressed, and job sharing (Kipkoech V. K., 2017).

### *Factors that Influence Flexible Work Options*

A variety of variables can impact an organization's flexible work arrangements or options, including:

- Employee Preferences
- Job Characteristics
- Technology
- Legal and Regulatory Environment
- Communication and Collaboration
- Trust
- Performance Management

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- Flexibility and Adaptability

### **Employee Work Performance**

In defining performance, we consider the level of success of a program's implementation of all the actions or policies that enable an organization to realize its goals, objectives, and mission (Moehariono, 2009). Employee job performance may be defined as the output or result that employees provide in terms of quality, quantity, and time in connection to the organization's objectives and goals (Mafini & Poee, 2013).

Employee work performance is essentially the point at which employees can effectively and efficiently perform all of the tasks that are assigned to them, meet the goals or even exceed the objectives set for them, and exhibit the types of behaviors that contribute to the organization's success (Van Scotter & Motowidlo, 1996).

### *Factors that Influence Employee Work Performance*

A variety of variables can impact an employee's work performance, including:

- Job Satisfaction
- Motivation
- Leadership Style
- Organizational Culture
- Training and Development
- Performance Feedback
- Workload
- Work Environment

### **Job Satisfaction**

Job Satisfaction is the emotional orientation of an individual towards the function that they execute while working in their organization. As a result, it is an important aspect in motivating employees and encouraging them to do better at work (Vroom, 1964).

Job satisfaction is defined as a comprehensive mix of psychological, physiological, and environmental factors that lead individuals to declare that they are pleased or happy with their jobs. Furthermore, the function of workers in the workplace is stressed because numerous aspects impact an employee within the firm (Happok and Spielgler, 1938).

*Factors affecting Job Satisfaction are:*

- Age
- Education
- Income
- Year of Experience
- Productivity
- Reduced Turnover
- Job Stress
- Adjustment
- Compensation/ Pay
- Nature of Work
- Working Circumstances
- Autonomy and Freedom

Now that we have an understanding of the concepts covered in this paper, let us look at some research which were done in the field, to better understand the scenario which warrants this current research.

**Raziq and Maulabakhsh (2015)** investigated the effect of the working environment on employee job satisfaction. The study used a quantitative technique in which data was collected using self-administered survey questionnaires. For the data from 210 workers, a simple random sample procedure was utilized. The study's findings demonstrated a favorable association between the work environment and employee job satisfaction. **Jackson and Fransman (2018)** sought to determine (1) the relationship between flexible work options, an individual's financial well-being, work-life balance, level of job satisfaction, and productivity, (2) the role that flexible work, financial well-being, and work-life balance play in productivity or job satisfaction, and (3) the mediating effect of job satisfaction in the relationship between flexible work, financial well-being of employees, and level of job satisfaction. They chose a cross-sectional survey with a sample of 252 female workers from South African higher education institutions. All of the factors were shown to have a meaningful association. **Jacob Ongaki (2019)** explored whether or not a link exists between flexible work options, work-family conflict, and organizational results. The study was a non-experimental quantitative study that used a self-reported survey on 237 employees in Texas who have flexible work arrangements in their organization. The findings suggested that employees used flexible work choices to reduce family-work conflict. **Putri, Rimawan, and Setyadi (2021)** investigated the relationship between job satisfaction, flexible work arrangements, and employee performance at several insurance businesses in Jakarta. The population was determined using the Slovin Formula after the data was obtained via an online Likert-scale questionnaire. According to the findings, job happiness has a substantial effect on an employee's flexible work hours and individual performance. While flexible work hours have no direct impact on an employee's performance. **Rehman and Siddiqui (2019)** investigated the association between flexible working options, work-life balance, and job satisfaction among workers at Karachi's public universities. The study was quantitative in character, with a standardized questionnaire designed to collect data from 200 workers via online and university visits. The findings revealed a substantial relationship between flexible work arrangements and work-life balance, with work-life balance acting as a mediator between flexible work alternatives and job satisfaction among university employees. **Rahman M. (2019)** investigated the association between flexible work arrangements, job satisfaction of female instructors, and work-life balance in the country's higher education sectors. The original data was acquired from a sample of 203 female instructors using a standardized close-ended questionnaire, and the findings were analyzed using SPSS. The findings suggested that flexible work alternatives had a beneficial influence on job satisfaction and work-life balance among Bangladeshi female teachers. **Thulaseedharan A. and Nair V (2015)** investigated the influence of flexible work alternatives, hygienic considerations, and motivators on job satisfaction among Kerala midlevel Information Technology (IT) women. A likert scale questionnaire was administered to a sample of 150 IT women using a correlation research methodology. Using multiple regression analysis, the study's findings revealed that flexible work alternatives and various motivators had a favorable influence on employee job satisfaction. **Anderson D. (2008)** investigated the association between flexible work practices and employee job quality perceptions. A case study technique was used, and data was gathered utilizing two ways. 19 flexible surveys were done using semi-structured interviews, with interviews taking place during work hours. The findings revealed a substantial positive association between flexible working and job quality perceptions, but also revealed that there is a perceived cost to job quality. **Kamran A., Zafar**

*S., and Ali S.N (2014)* analyzed the nature of policies such as family and work in Pakistan, focusing on the education sector. Thirty samples were collected from three different private institutions. Following the gathering of data, the findings were evaluated using Chi square and regression analysis. The findings suggested that it is advantageous for organizations to select policies that develop and assist the organization in increasing employee productivity and effectiveness. *Mukururi J.N. and Ngari J.M. (2014)* investigated the association between work-life balance policies and employee job satisfaction. The study used a descriptive research approach and a sample of 240 employees. The information was gathered by surveys and analyzed using SPSS. According to the findings of this study, each of the work-life balance policies is a strong predictor of job satisfaction. *Menezes, L. M., and C. Kelliher (2017)* investigated the association between flexible working arrangements and individual performance. Data for the survey were gathered from 2617 employees in four big organizations with well-established flexible working practices. The findings revealed an average favorable indirect benefit from informal flexible working but a negative direct effect from formal flexible working. *Paul, Casuneanu, et al. (2020)* investigated the influence of new workplaces on employee job performance, contentment, organizational performance, professional growth and development, and overall level of work motivation. A standardized questionnaire was administered to people aged 15 to 64 in order to examine. The research included 220 employees as participants. The results showed that the new forms of workplaces were highly valued by the staff, generating a lot of curiosity. Additionally, employees have been deemed to benefit from partial home working or flexible work possibilities. *Kooij, Jansen, et. al. (2010)* used a meta-analysis to investigate the association between the availability of high commitment HR practices and emotional work satisfaction and commitment change with age as assessed by all employees. A meta-analysis of 83 research found that an employee's view of HR practices is strongly connected to their work attitudes. *Raguseo E., Gastaldi L., and Neirotti P. (2016)* sought to (1) determine whether organizations adopt various smart work models, (2) investigate complementarities between the factors that may lead to the selection of smart works as a model in the future, and (3) determine whether variables matter in terms of the implementation of a specific smart works model. This quantitative study consisted of four case studies and 49 semi-structured interviews. According to the data, four smart work modes appear to have been embraced by many firms. *Lamia Zerhouni (2022)* investigated the effects of flexible work arrangements on employee wellness, job satisfaction, and work performance at Pastel Agency Services in Morocco. This study used a qualitative research design. A sample of 33 employees and three extra supervisors were used, with some having flexible work alternatives and others not. Employees who had access to flexible work arrangements had greater job satisfaction and performance, according to the findings.

## METHODOLOGY

The sample included 114 people. Samples were of working employees aged between 25 to 50 years were taken. The sample was taken from organizations of Delhi NCR. In the entire study individuals from different backgrounds and sectors were asked to participate in the research.

### *Instruments*

Three measures were used in this study:

#### **1. Flexible Work Options Questionnaire (FWOQ)**

M. J. Albion developed the Flexible Work Options Questionnaire (FWOQ) in 2004 to assess workers' attitudes regarding the usage of flexible work options (FWOs) such as part-time employment, flexible hours, job sharing, and telecommuting. The FWOQ includes 12 questions that examine workers' attitudes towards FWOs, impediments to

implementation, and perceived advantages of FWOs in terms of work-family balance, job satisfaction, and organizational commitment. On a five-point Likert scale ranging from "strongly disagree" to "strongly agree," respondents assess their agreement with each topic. The FWOQ has been used in a number of research to study the factors that impact employees' decisions to utilize FWOs, the perceived advantages of FWOs, and the challenges to implementation.

### 2. Individual Work Performance Questionnaire (IWPQ)

The Individual Work Performance Questionnaire (IWPQ) is a survey tool designed by Koopmans in 2015 to measure employee job performance. The WPQ is made up of 18 items that assess many areas of work performance, such as task performance, contextual performance, inventiveness, and dependability. On a five-point Likert scale ranging from "strongly disagree" to "strongly agree," respondents assess their agreement with each topic.

The Work Performance Questionnaire (WPQ) has been used in several research to study the link between work performance and variables such as job satisfaction, organizational commitment, and workplace stress. It has been demonstrated to be a reliable and valid measure of work performance, and it has been utilized in a variety of professional contexts. The WPQ is a great tool for managers and organizations to utilize to measure employee performance and find areas for development.

### 3. Job Satisfaction Scale (JSS)

Dr. Amar Singh and Dr. T.R. Sharma created the Job Satisfaction Scale (JSS) to assess employees' job happiness. The scale includes 30 items that examine several areas of job happiness, such as compensation, advancement chances, job security, working environment, relationships with coworkers, and overall job satisfaction. Each item is rated on a five-point Likert scale ranging from "strongly disagree" to "strongly agree" by respondents. Organizations may use the scale to analyses employees' job satisfaction levels, identify areas for development, and develop initiatives to improve employee happiness and retention.

## RESULT AND DISCUSSION

The following section discusses the results obtained after the analysis of the data was completed. The aim of the research was to understand the association between Flexible Work Options, Employee Work Performance and Job Satisfaction. The objective of this study was to study the significant relationship between flexible work options and employee work performance among employees and the relationship between flexible work options and job satisfaction among employees. A sample of N= 114 working adults aged between 25-50 years were taken, and people who can read and comprehend English. The data was collected using Flexible Work Options Questionnaire (FWOQ) which consisted of 12 items and has been assessed based on 4 factors which are Work Life Balance, Barriers/Others, Barriers/Cost, Barriers/Work; Individual Work Performance Questionnaire (IWPQ) which consisted of 18 items and has been assessed based on 3 factors which are Task Performance, Contextual Performance and Counter Performance; and Job Satisfaction Scale. Job happiness has a substantial effect on an employee's flexible work hours and individual performance (*Putri, et. al. 2021*). There is a substantial relationship between flexible work arrangements and work-life balance, with work-life balance acting as a mediator between flexible work alternatives and job satisfaction among university employees (*Rehman and Siddiqui, 2019*). According to Nair, flexible work alternatives and various motivators had a favorable influence on employee job satisfaction (*Thulaseedharan A. and Nair, 2015*). A substantial positive association is linked between flexible working and job quality perceptions, but also revealed that there is a perceived cost to job quality (*Anderson D., 2008*). *Kamran A., et. al. (2014)*

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analyzed that it is advantageous for organizations to select policies that develop and assist the organization in increasing employee productivity and effectiveness. Paul, Casuneanu, et al. (2020) investigated that the new forms of workplaces were highly valued by the staff, generating a lot of curiosity. Additionally, employees have been deemed to benefit from partial home working or flexible work possibilities.

**Table 1. Descriptive Statistics depicting Flexible Work Options Questionnaire (FWOQ)**

	N	Std. Error of Mean	Mean	Std. Deviation
<b>Flexible Work Options Questionnaire</b>	114	0.43	43.60	4.59

Table 1 shows the average distribution of the data and mean was found to be 43.60 on the Flexible Work Options Questionnaire (FWOQ). The minimum and maximum scores that were found according to the data were 30 and 50 respectively. The standard deviation came out to be 4.593 and standard error of mean is 0.430, which indicates that the scores are evenly spaced. A minimum score of 30 indicates that there is significantly less population that reported flexible work options given as an alternative by their organization and a score of 50 indicates that high population has reported high flexible work options given as an alternative by their organization. This shows how flexible work options have had an effect on employees and how they have realized the difference that it creates in an employee's life.

**Table 2. Descriptive Statistics depicting the factors of Flexible Work Options Questionnaire (FWOQ)**

	Work Life Balance	Barriers/Others	Barriers/Cost	Barriers/Work
<b>N</b>	114	114	114	114
<b>Std. Error of Mean</b>	0.30	0.11	0.14	0.14
<b>Mean</b>	19.99	4.39	7.65	11.47
<b>Std. Deviation</b>	3.29	1.20	1.55	1.55

Table 2 shows the average distribution of the Flexible Work Options factors which are work life balance, barriers/others, barriers/cost and barriers/work. The mean, standard deviation and standard error of mean of work life balance was found to be 19.99, 3.29, and 0.30. The mean, standard deviation and standard error of mean of barriers/others was found to be 4.39, 1.20, and 0.11. The mean, standard deviation and standard error of mean of barriers/cost was found to be 7.65, 1.55, and 0.14. The mean, standard deviation and standard error of mean of barriers/work was found to be 11.47, 1.55, and 0.14.

**Table 3: Descriptive Statistics depicting Individual Work Performance Questionnaire (IWPO)**

	N	Std. Error of Mean	Mean	Std. Deviation
<b>Individual Work Performance Questionnaire</b>	114	0.95	52.32	10.19

Table 3 shows the average distribution of the data and mean was found to be 52.32 on the Individual Work Performance Questionnaire (IWPO). The minimum and maximum scores that were found according to the data were 25 and 60 respectively. The standard deviation came out to be 10.19 and standard error of mean is 0.95, which indicates that the scores are

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evenly spaced. A minimum score of 25 indicates that there is significantly less population that reported high work performance and a score of 60 indicates that high population has reported high work performance. This shows how work performance of employees have had an effect on the organization and how they have realized the difference that it creates.

**Table 4. Descriptive Statistics depicting the factors of Individual Work Performance Questionnaire (IWPQ)**

	<b>Contextual Performance</b>	<b>Task Performance</b>	<b>Counter Productive Wellbeing</b>
<b>N</b>	114	114	114
<b>Std. Error of Mean</b>	0.42	0.45	0.29
<b>Mean</b>	21.34	21.17	9.59
<b>Std. Deviation</b>	4.48	4.88	3.14

Table 4 shows the average distribution of the Individual Work Performance factors which are contextual performance, task performance, and counterproductive wellbeing. The mean, standard deviation and standard error of mean of contextual performance was found to be 21.34, 4.48 and 0.42. The mean, standard deviation and standard error of mean of task performance was found to be 21.17, 4.88 and 0.45. The mean, standard deviation and standard error of mean of counterproductive wellbeing was found to be 9.59, 3.14 and 0.29.

**Table 5. Descriptive Statistics depicting Job Satisfaction Scale**

	<b>N</b>	<b>Std. Error of Mean</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Job Satisfaction Scale</b>	114	0.99	79.10	10.56

Table 5 shows the average distribution of the data and mean was found to be 79.10 on the Job Satisfaction Scale (JSS). The minimum and maximum scores that were found according to the data were 31 and 97 respectively. The standard deviation came out to be 10.56 and standard error of mean is 0.99, which indicates that the scores are evenly spaced. A minimum score of 31 indicates that there is significantly less population that reported high job satisfaction and a score of 97 indicates that high population has reported high job satisfaction. This shows how job satisfaction of employees have had an effect on the organization.

**Table 6. Correlation between Flexible Work Options and Individual Work Performance Correlation Analysis**

<b>Correlations</b>			
		<b>Flexible Work Options</b>	<b>Individual Work Performance</b>
Flexible Work Options	Pearson Correlation	1	.512**
	Sig. (2-tailed)		.000
	N	114	114
Individual Work Performance	Pearson Correlation	.512**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

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Table 6 shows Pearson’s Correlation between Flexible Work Options and Individual Work Performance of the employees. The correlation coefficient came up to be .512 which was significant at the 0.01 level. The results showed that there is a positive relationship between flexible work options and individual work performance. This means that employees who have high level of flexible work options or alternatives provided by their organization have a higher level of work performance. This clearly shows the impact that flexible work options has on the work performance of employees. According to *J. R. Hayman (2009)* there is a clear relationship between perceived usefulness of flexible work alternatives and three elements of work-life balance. As a result, people who worked flextime enjoyed better work-life balance. *Klindzic and Maric (2017)* investigated that organizational performance was greater in the employee-driven group of flexible work choice practices.

**Table 7. Correlation between Flexible Work Options and Job Satisfaction**

Correlations			
		Flexible Work Options	Job Satisfaction
Flexible Work Options	Pearson Correlation	1	.421**
	Sig. (2-tailed)		.000
	N	114	114
Job Satisfaction	Pearson Correlation	.421**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

Table 7 shows Pearson’s Correlation between Flexible Work Options and Job Satisfaction among the employees. The correlation coefficient came up to be .421 which was significant at the 0.01 level. The results showed that there is a positive relationship between flexible work options and job satisfaction. This means that employees who have high level of flexible work options or alternatives provided by their organization have a higher level of job satisfaction. This clearly shows the impact that flexible work options have on the job satisfaction of employees. According to *Lamia Zerhouni (2022)* employees who had access to flexible work arrangements had greater job satisfaction and performance. *Sulaiman and Idris (2022)* investigated that academic staff status is favorably related to views towards particular flexible work choices in times of crisis leading to job satisfaction.

### CONCLUSION AND RECOMMENDATION

The aim of this study was to investigate the association between Flexible Work Options, Employee Work Performance and Job Satisfaction. The objective of this study was to evaluate the relationship between flexible work options and employee work performance among employees, as well as flexible work options and job satisfaction among employees. As a result, people who are satisfied by their respective jobs as well as have a high level of work performance in their organization is a result of flexible work options provided by the organization which gives them a better work-life balance.

With respect to the research, some implications follow. Workplaces should adopt policies that permit and encourage flexibility for people with family obligations, as well as those with other commitments, in order to have more organizations adapt to flexible work possibilities. The management or HR team should take responsibility for developing some flexible work options for employees so that they may be content with their careers even during times of crisis.



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To improve employee health and ensure that employees remain innovative in their approach to organizational goals, assistance should be offered for delivering flexible work choices that are tailored to their specific requirements.

The employer could also devise tactics such as providing rewards or days off to workers who work on time and even extra hours on some days. The findings of the study might be utilized to improve the implementation of flexible work alternatives for employees.

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### **Conflict of Interest**

The author(s) declared no conflict of interest.

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