

ANALYZING THE EFFECT OF WORK DISCIPLINE AND EMPLOYEE MORALE ON EMPLOYEE PERFORMANCE PT. BANK SULUTGO

ANALISA EFEK DISIPLIN KERJA DAN MORAL KARYAWAN TERHADAP KINERJA KARYAWAN PT. BANK SULUTGO

by
Roen F. Oley¹
David P. E. Saerang²
Merinda Pandowo³

¹²³Faculty of Economics and Business, International Business Administration, Management Program
Sam Ratulangi University

Email :

roenfeli.oley@gmail.com

d.saerang@yahoo.com

iinpan@yahoo.com

Abstract: Work discipline can be interpreted where the employee himself can correct the lack of behavior and ensure compliance with company rules that have been established. The purpose of the discipline applied in every company or organization is the correct behavior. In general employee discipline should be limited such as the release of warning letters, though letters or actual termination. Therefore, to improve performance, employees must be able to comply with regulations such as always coming to work at the right time or can also do their work diligently or well dress in the office so that employees can work effectively. This research aims to analyze the effect of work discipline and employee morale on employee performance in company. This research is using quantitative research with multiple linear regression. This research based on numeric figures or numbers. Population in this research are all employee at bank. The result of this research shows that the work discipline and employee morale have a significant effect to employee performance. The bank leaders should pay more attention to employee morale and employee discipline so that they can improve the quality of the company.

Keywords: *human resources management, work discipline, employee morale, employee performance*

Abstrak: Disiplin kerja dapat diartikan di mana karyawan itu sendiri dapat memperbaiki sikap dan perilaku dalam melakukan pekerjaan, serta mematuhi semua peraturan yang telah ditetapkan oleh perusahaan. Tujuan dari disiplin yang diterapkan di setiap perusahaan atau organisasi adalah perilaku yang benar. Secara umum disiplin karyawan harus dibatasi seperti pelepasan surat peringatan, meskipun surat atau keputusan sebenarnya. Oleh karena itu, untuk meningkatkan kinerja, karyawan harus dapat mematuhi peraturan seperti selalu datang untuk bekerja pada waktu yang tepat atau juga dapat melakukan pekerjaan mereka dengan rajin atau berpakaian baik di kantor sehingga karyawan dapat bekerja secara efektif. Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja dan semangat kerja karyawan terhadap kinerja karyawan di perusahaan. Penelitian ini menggunakan penelitian kuantitatif dengan regresi linier berganda. Penelitian ini berdasarkan angka atau angka numerik. Populasi dalam penelitian ini adalah semua karyawan di bank. Hasil penelitian ini menunjukkan bahwa disiplin kerja dan semangat kerja karyawan berpengaruh signifikan terhadap kinerja karyawan. Pimpinan bank sebaiknya lebih memperhatikan moral karyawan dan disiplin kerja karyawan sehingga dapat meningkatkan kualitas yang baik di perusahaan.

Kata Kunci: *sumber daya manusia, disiplin kerja, moral karyawan, kinerja karyawan*

INTRODUCTION

Research Background

Human resources are a tool to achieve goals in every company or organization. Companies that have human resource management can enhance the creativity and good behavior of every employee. Successful organizations understand the importance of Human Resources as an important factor that directly affects and contributes to performance. One of the company's assets that must be protected is human resources. For that the company must create a good human resource development for employees because the success of a company viewed from the performance done by company employees and without employees who perform well, then the company cannot run properly.

Employees are an important source of organization, because they have the talent, energy, and creativity that organizations need to achieve their goals. To improve employee performance within an organization, they must apply high discipline to employees in work or perform tasks assigned. Employee discipline is demonstrated by gaining higher performance, and can be seen from the employee's skill level to carry out their responsibilities as employees in the company or organization in their workplace. Every company, whether large or small, they have several departments or divisions. In every department they have managers to control all the activities in their group. Human resource management is a function within an organization focused on recruitment, management and direction for people working within the organization. On the other hand, to maintain and build good employee performance, it can be done with employee morale. Employee morale in work has the potential to bring employees can do a given task well. The spirit of employees in work is needed because of the length of time work and work pressure, therefore the spirit of work to be done by employees, among others, is mental. An employee's mentality is needed in a job that will overcome too much work. If an employee is mentally unsound, it will be a problem in completing the assigned task.

In order for work to run smoothly and effectively, employees must practice the work discipline that has been applied by the company in every task that has been given to them. Work discipline can be interpreted where the employee himself can correct the lack of behavior and ensure compliance with company rules that have been established. The purpose of the discipline applied in every company or organization is the correct behavior. Not made to punish or embarrass an employee because by doing a positive approach can solve the problem without having to discipline employees and it can be done by managers. However, if there are unacceptable behaviors such as if an employee is involved in unbearable behavior, then management can use discipline to improve employee behavior. In general, employee discipline should be limited such as the release of warning letters, tough letters, or actual termination. Therefore to improve performance, employees must be able to comply with regulations such as always coming to work at the right time or can also do their work diligently or well dressed in the office so that employees can work effectively.

Emotions are important in doing the job. Employees who can control their emotions can be said that employees have a strong mentality in overcoming the problem of work. A strong mentality can help in overcoming pressure during work. Usually a low mentality is one that cannot control the emotions and pressures that come from too long to work. Employees should therefore have a strong mentality to be able to finish all the workers efficiently.

Employee morale is the psychological state with respect to satisfaction, confidence and resolved the attitude of an individual or group of employees. In this company, employee hard work is a factor that affects employee performance, due to the pressure caused by the length of work or the inefficient work of the employees causing the length of the completed job. The lack of mental work done by the employee, the more difficult it is to do the assigned tasks causing pressure on the employees. Therefore an employee's mental and emotional needs to be needed to be able to work efficiently.

This research to focus on performance to significant effect of work discipline and employee morale. This research with the entitle "*Analysis the effect of work discipline and employee morale on employee performance PT.Bank SulutGO*"

Research Objectives

The objective of this research is to analyze the significant effect work discipline and employee morale on employee performance.

THEORETICAL FRAMEWORK

Human Resource Management

The purpose and activities of human resource management, among others, is to improve the productive contribution of people or against labor organization in a way that strategically responsible, ethical and social (Dahlia, 2015). Human resource management is the function within an organization that focuses on recruitment of, management of and providing direction for the people who work in the organization. Human Resource management can also be performed by line manager. Human resources are the set of individuals who make up the workforce of an organization. Humans are the most important resource in an organization's business success. Human resources to support the organization's work, talent, creativity and drive. How perfect the technology and economic aspects, without the human aspect of the organization's goals difficult to achieve the soft version stresses the term 'human' as something to be nurtured by winning its commitment, because doing so ensures its increased contribution to the organization objective and resultant goal (Truss, 1997).

Work Discipline

Discipline can be defined when employees come and leave promptly the time, doing all the good work, comply with all company regulations and social norms prevailing. The only tool or a means of discipline management to achieve the goal is how to organize the employees in order to maintain discipline employees and how to increase it to achieve the success of the company. Robbins (1984:17) defines that discipline is an attitude behavior, and act in accordance with the company rules, either written or not. Discipline is also the awareness and willingness of a person to obey all laws and social norms in force.

Employee Morale

Employee morale as the psychological state with respect to satisfaction, confidence and resolve the attitude of an individual or group of employees. According to Seroka (2009) defines employee morale as the general level of confidence or optimism experienced by a person or a group of people, especially if it affects discipline and willingness. Employee morale within an organization has a direct impact on the satisfaction level of its customers and the company's ultimate success. Dwivedi (1995) also strongly opines that high morale can help enhance job performance, job satisfaction and employment stability in any organization irrespective of its nature and type. Employee morale can be concluded as an overall outlook of employee's attitude during their work hours that has impact on company's performance as a whole. Morale refers to the total satisfaction, a person derives from his job, his work group, his boss, the organization and his general environment.

Employee Performance

Employee performance is the respondent's assessment of perceptions about the ability of employees while at work to execute their duties. Mangkunegara (2009:67) defined performance in work (work achievement) as result of work qualitatively and quantitatively that has been achieved by an employee in working on his/her based on the responsibility given. Aguinis (2009) described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Perceived employee performance. The effective management of performance requires a solid understanding of the performance domain. Performance employees generally include the following elements: the quantity of field, quality outcomes, timelines of results, attendance, and ability to cooperate.

Previous Research

Noel, Lopian and Pandowo (2017). Conducted of this research is the Affect of Work Discipline and Competence on Employee Performance. The purpose of this research is to analyze the effect of work discipline and competence on employee performance at PT. Bahasa Techonology Solutions by using Multiple Linear Regression. the result of this research, work discipline has significantly influence to the performance of employee but competence has no significantly to the performance of employee.

Shaban, et al (2017). Condceted of this research is The Effect of Low Morale and Motivation on Employee Productivity and Competitiveness. The purpose of this research is to examine the effect of low morale and motivation on employee's productivity and competitiveness. The result of this research is coefficient scores, it would appear that the influence of Low Morale and Low Motivation on Productivity and

Competitiveness is significant, so the research hypothesis stating that Low Morale and Low Motivation affects Productivity and Competitiveness and makes on limiting its consequences.

Conceptual Framework

In supporting this research, researchers use a conceptual framework to help explain the research on employees' perception towards recruitment techniques. This conceptual framework was formed based on several supporting theories of employees' perception and recruitment techniques.

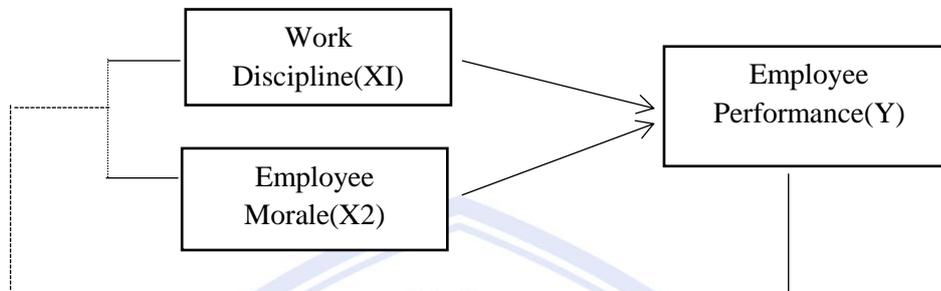


Figure 1. Conceptual Framework

Source: Theoretical Review, 2018

Hipotesis

This case which is based on theoretical framework, and as the temporary answer of research problem.

- H0: There is no significant effect of work discipline and employee morale on employee performance simultaneously.
- H1: There are significant effect of work discipline and employee morale on employee performance simultaneously.
- H2: There is a significant effect of work discipline on employee performance partially.
- H3: There is a significant effect of employee morale on employee performance partially.

RESEARCH METHOD

Research Approach

This research is quantitative research methodology with multiple regression method that is to analyze work discipline and employee morale on employee performance. Quantitative is the systematic empirical investigation of observable phenomena via statistic, mathematical, or computational techniques. The type of research is causal with quantitative as the method of the research. This research is based on numeric figures or numbers. Quantitative research to measure the quantity or amount and compares it with past records and tries to project for future period.

Population, Sample and Sampling Technique

For this current research, there are two main parts of respondent's sources that are used to obtain result of data. According to Sekaran and Bougie (2010), population is *the entire group of people, events, or things which a researcher desire to research*. According to Sekaran and Bougie (2010), sample is *the subset or subgroup of population*. The population that is mainly observed in this research is the employee in PT. BANK SULUTGO Manado. This research will be using one sampling techniques are simple random sampling. Simple random sampling is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. in order to conduct the questionnaire. In order to get the result, researcher are 70 respondents to follow the questionnaire.

Data Collection Method

The data used in this research consist of two types of data, which is primary and secondary data. Primary data are gained from survey and interview than secondary data are taken from several books, journals, and previous research.

Validity and Reliability Test

To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure valid if that instrument measures what should be measured. The validity test is degree to which a test procedure accurately measures what it was designed to measure. Validity is the strenght of conclusion, infrences propotions.

Multiple Linear Regression

Linear Regression is a statistical method used to form a model of the relationship between the dependent variable (the dependent; responses, Y) with one or more independent variables (independent, predictor, x). Multiple regressions are used to express the effect of independent variables and the dependent variable. The formula of linear regression (multiple linear regressions) in general as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y	=	Dependent Variable (Employee Performance)
X ₁	=	Work Discipline
X ₂	=	Employee Morale
α	=	Constant
β_1 & β_2	=	The Regression Coefficient of Each Variable
e	=	Error

Operational Definition of Research Variables

There are three main variables that consist of three indicators, which is Work Discipline (attendance, Obedience on working standards, and Adherence to the rules) Employee Morale (attitude, emotions and satisfaction) Employee Performance (quality, quantity and effectiveness).

Data Analysis Method, Validity and Reliability

The data analysis method in this research are the process of analyzing data to be find the final result of the research. Quantitative data into useful information to help with decision making data analysis: objective, research design, assumption, estimating, interpreting, and validation the research. Test the validity of data in research is often only emphasized on the validity and reliability test.

RESULT AND DISCUSSION

Result

The purpose of validity test is to know whether the instrument is valid or not. It has been identified if the correlation coefficient between the value of one indicator and the total value of all indicators is positive and more than 0.3 ($r \geq 0.3$) and below the significant level of 5% then the instrument is considered as valid.

Table 1. Validity Test

Work Discipline		Correlations
X1	Statement 1	.780**
	Statement 2	.856**
	Statement 3	.799**
Employee Morale		Correlations
X2	Statement 1	.869**
	Statement 2	.867**

		Statement 3	.827**
Employee Performance	Correlations		
	Y	Statement 1	.799**
		Statement 2	.918**
		Statement 3	.767**

Source: Data processed, 2018

From the table 1 can be seen, that the correlation index is greater than 0.3 and below the significance level of 5% therefore the data is considered as valid. It shows that variable Work Discipline statement 1 is 0.780, statement 2 is 0.856, statement 3 is 0.799. Employee Morale in statement 1 is 0.869 statement 2 is 0.867, statement 3 is 0.827. And Employee Performance in statement 1 is 0.779, statement 2 is 0.918, statement 3 is 0.767. For Employee Morale statement 1 have the most influencing factor in Employee Performance with value 0.869 compared other variables per statement.

The reliability test in this research uses Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable. The interpretation of Alpha is;

- < 0.6 indicates unsatisfactory internal consistency or consider that the data resulted is unreliable.
- 0.7 indicates that the data is acceptable.
- 0.8 indicates good internal consistency or consider that the data resulted is reliable.

Table 2. Reliable Test

		Reliability Statistics	
Work Discipline (X1)	Cronbach's Alpha		N of Items
		.831	4
		Reliability Statistics	
Employee Morale (X2)	Cronbach's Alpha		N of Items
		.847	4
		Reliability Statistics	
Employee Performance (Y)	Cronbach's Alpha		N of Items
		.836	4

Source: Data processed, 2018

In this research shows that Alpha Cronbach for work discipline is 0.831, Employee morale is 0.847, and employee performance is 0.836. Which mean that value of Alpha Cronbach is higher than the acceptance limit of 0.6 and it indicates that the data is acceptable or indicates good internal consistency. Therefore the research instrument is reliable.

Multiple Linear Regression model is used to determine the influence of several independent variables on a dependent variable. SPSS 22 software is used to find the result of multiple regressions is using.

Table 3. Multiple Linear Regression Output

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.128	1.190		3.468	.001
	X1	.449	.105	.467	4.272	.000
	X2	.236	.102	.253	2.315	.024

Source: Data processed, 2018

The equation is as follow:

$$Y = 4.128 + 0.449X_1 + 0.236 X_2$$

The interpretation of the equation is:

Constant 4.128 shows the influence of Work Discipline (X₁), Employee Morale (X₂), to the Employee Performance (Y)

- Constant 4.128 shows the influence of Work Discipline (X₁), Employee Morale (X₂), to the Employee Performance (Y) it means that, in a condition where all independent variables are constant (zero), Job Performance (Y) as dependent variable is predict to be 4.128.

- 0.449 is the slope of Work Discipline (X₁) meaning if there is one unit increasing in X₁, while other variables are constant then Y is predicted to increase by 0.449.

- 0.236 is the slope of Employee Morale (X₂) means that if there is one unit increasing in X₂, while others variable is constant then Y is predicted to increase by 0.236.

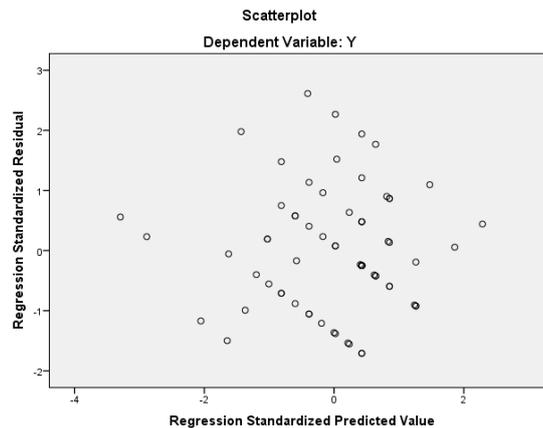


Figure 2. Heteroscedasticity Test Output
 Source: Data processed, 2018

Hypothesis Testing

The result is intended to determine the influence of Job Involvement (X₁), Emotional Intelligence (X₂), to the Job Performance (Y) as a dependent variable simultaneously and partially. The F-test used to determine the partial effect of each independent variable to dependent variable.

Table 4. Simultaneous Test (F-test Output)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.091	2	42.046	22.402	.000 ^b
	Residual	125.752	67	1.877		
	Total	209.843	69			

Source: Data processed, 2018

In table 4 the value is 22.402, the degree of freedom 1 (numerator) is 2 and degree of freedom 2 (denominator) is 67 with level of significance is 0.05(α =0,05) and the level of confidence is 95% then F_{table} is 3.15. The result is: F_{count} (22.402) > F_{table} (3.15). Since F_{count} is greater than F_{table}, H₀ is rejected and H₁ is accepted means the independent variables simultaneously influence the dependent variable. Therefore, hypothesis 1 is accepted.

The T-test is used to see the partial influence of each independent variable on the dependent variable. This test is done by comparing T_{count} and T_{table} with the level of significance 95% (α = 0,05). The hypothesis testing in this test will be:

- T_{count} > T_{table} (0,05) then H₀ is rejected and H₁ is accepted
- T_{count} < T_{table} (0,05) then H₀ is accepted and H₁ is rejected

Table 5. T-test Result

Variable	T_{count}	T_{table}	Description
Work Discipline (X_1)	4.272	1.67	Accepted
Employee Morale (X_2)	2.315	1.67	Accepted

Source: data processed 2018

Work Discipline (X_1) does not significantly Employee Performance (Y)

From the table above, T_{count} for each independent variable, which for Work Discipline (X_1) $T_{count} = 4.272$ and $T_{table} = 1.66$ which $T_{count} 4.272 > T_{table} 1.66$. Therefore, H_0 is rejected and H_1 is accepted, that means Work Discipline (X_1) significantly influence Employee Performance (Y).

Employee Morale (X_2) does not significantly Employee Performance (Y)

From the table above, T_{count} for each independent variable, which for Employee Morale (X_2) $T_{count} = 2.315$ and $T_{table} = 1.66$ which $T_{count} 2.315 > T_{table} 1.66$. Therefore, H_0 is rejected and H_2 is accepted, that means Employee Morale (X_2) significantly influence Employee Performance (Y).

Generally Work Discipline (X_1) and Employee Morale (X_2) have significant influences to Employee Performance (Y).

From the equation of multiple regressions, each coefficient of (indicator of influencing the program) shows a result, independent variable X_1 and X_2 increase than dependent variable Y.

Work Discipline and Employee Morale has a significant influence to the Employee Performance of the employee of PT. Bank Sulutgo. This characteristic gives a big influence to the company to enlarge their business, because true this research, the company have a content of correction for their business, that actually work discipline and employee morale have a big effect to increase the employee performance, means that true discipline and morale, will reflect a health company. Employee Performance of the employees Bank Sulutgo indicates that there are many factors influencing the intention, such as the Work Discipline and Employee Morale which is typical characteristics.

Discussion

Work Discipline and Employee Performance

The result of multiple regression analysis shows that Work Discipline (X_1) has significantly influences of Employee Performance (Y). In this research it is represented by the Attitude, emotions, and satisfaction.

Work Discipline (X_1) has a significant influence for Employee Performance to the employee of PT. Bank Sulutgo, that can be seen at table 4.8 the value of Work Discipline (X_1) in b is 0.449, it is mean that increasing in X_1 and Y variable work discipline does much influence of the employee of PT. Bank Sulutgo. Based on the result of the data obtained from questionnaire, most of employee give the point "5" (strongly agree) about the influence of Work Discipline. Then in the end, the result from questionnaire shows it has significant influence to the Employee Performance of the employee of PT. Bank Sulutgo. From the result of this journal support Chien, (2004) that discipline is the attitude of a person's readiness and willingness to adhere to and comply with all norms applicable regulations surrounding. Employee work discipline shown also affect its performance. Because with good discipline by following the rules of company employees can do their job on time and not obstruct other areas of work within the company.

Employee Morale and Employee Performance

The result of multiple regression analysis shows that Employee Morale (X_2) has significantly influences of Employee Performance (Y). In this research it is represented by the Attendance, Obedience on Working Standards, Adherence to the rules, and Work Ethic.

Employee Morale (X_2) has a significant influence for Employee Performance to the employee of PT. Bank Sulutgo, that can be seen at table 4.8 it shows that variable employee morale does much influence employee performance of the employee of PT. Bank Sulutgo. Based on the result of the data obtained from questionnaire,

most of employee give the point "5" (strongly agree) about the influence of Employee Morale. Then in the end, the result from questionnaire shows it has significant influence to the Employee Performance of the employee of PT. Bank Sulutgo. From the result of journal support by Mazin (2010), adds that high employee morale leads to people coming to work on time, improved communication, less time wasted on gossip, improved, recruitment and retention, and more creativity.

CONCLUSION AND RECOMMENDATION

Conclusion

There are three conclusions based on the result of this research conducted to analyze the influence of Work Discipline and Employee Morale toward Employee Performance of the employee of PT. Bank Sulutgo.

1. Work Discipline and Employee Morale on the Employee significant influence on Employee Performance simultaneously. It is mean that work discipline and employee morale have a bigger influence to performance of employee doing completed the work
2. Work Discipline has significant influence toward Employee Performance of the employee of PT. Bank Sulutgo.partially. It is mean that work discipline direct positif effect to employee performance. Discipline is very important for organization especially to motivation employees to be more discipline in carrying out the work both individually or group.
3. Employee Morale has significant influence toward Employee Performance of the employee of PT. Bank Sulutgo.partially. It is mean that in improving employee performance, morale is very influential on work performance, because employees who perform task well and in accordance with the procedur of the company, the employee will feel satisfied with the performance of self and can provide confidence in act.

Recommendation

There is always space for research improvement. In this research, there are some practical recommendation that can be concluded from overall result, which are listed as follows:

1. As a private company, should be more concerned about employees, where it turns out the discipline in work can affect employees, where employees are good and polite and discipline can also reflect the performance of good employees.
2. In addition to the attention to employee discipline, the company is also expected to pay more attention to employees in employee morale, where the moral of an employee in the work can affect the performance of employees, where employees who can work with a good professional and can manage emotions can affect employee performance.
3. After doing the above research where the work discipline and employee morale affect the employee performance by using multiple regeneration method by using SPSS application, maybe by using other research method can produce something different.

REFERENCES

- Aguinis, H. 2009. *Performance Management*. 2nd Edition. Pearson Education Inc, America.
- Chien, M. H. 2004. A Study to Improve Organizational Performance: A View from Strategic Human Resource Management. *The Journal of American Academy and Business*.
- Dahlia, R. 2015. Worth of Discipline for Human Resource Management Performance. *Article*
<http://dosen.univpancasila.ac.id>. Accesed on September 22nd 2018.
- Dwivedi, R.S. 1995. *Human Relations and Organizational Behaviour*, Macmillan India Ltd, 4th (ed.), New Delhi,
- Mangkunegara, A. P. 2009. *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosda Karya, Bandung.

- Mazin, R. (2010). The effects of high morale on employee performance. *Article*: <http://www.ehow.com>
Accessed on January 10th 2019.
- Noel. R. F, Lopian. J, Pandowo. M. 2017. The Effect of Work Discipline and Competence on Employee Performance (Case Study at Balai Kesehatan Mata Masyarakat Sulawesi Utara). *ISSN-2303-1174. Vol. 5, No 3.*
From: <https://ejournal.unsrat.ac.id/index.php/emba/article/download/17613/17142>
Accessed on June 17th 2017.
- Robbins, R. 1984. *Organizational Behavior for Attitudes and Job Satisfaction*, 13th Edition. Pearson Prentice Hall, New Jersey, USA.
- Sekaran, U. and Bougie, R. 2010. *Research Methods for Business A Skill Building Approach 5th Edition*. John Wiley and Sons, Ltd, Publication.
- Seroka. J. 2009. Boosting Employee Morale Needs to Occur Daily, Not Only During Times of Crisis. *Article* from: <http://www.hrtools.com/insights>. Accessed on January 9th 2019.
- Shaban, S. O, Zubi, A. Z. Nafez. A. Atalla. A. 2017. The Effect of Low Morale and Motivation on Employees' Productivity & Competitiveness in Jordanian Industrial Companies. *International Business Research. ISSN 1913-9004. Vol. 10, No. 7.* From: <http://www.ccsenet.org/journal/index.php/ibr/article/download/68738/37372>. Accessed on 8th January 2018.
- Truss, C. 1997. Soft and Hard Models of Human Resource Management: A Reappraisal. *Journal of Management Studies.* Vol. 34.
<http://onlinelibrary.wiley.com/doi/10.1111/14676486.00042/abstract?userIs=false&deniedAccessCustomisedMessage>. Accessed 8th January 2019, Pp. 53-73. Authenticated