The Effects of the Dimensions of Services Compensation System on Staff Organizational Commitment (Case Study: Iran Gas Transmission Company, District No. 2)

1,2Ali Ketabi, 2Zohreh Agha Babaei Dehaghaniy, 3Roya Salmanian

1Iranian Gas Transmission Company, Gas transmission operation district2, Isfahan, Iran.
2Islamic Azad university Dehaghan branch, Isfahan, Iran.
3Iranian Gas Transmission Company, Isfahan, Iran.

ABSTRACT

An appropriate Services Compensation System causes reinstatement and continuance of qualified, innovative and initiator. This system can increase organizational commitment among staff by influence on motivation and staff job satisfaction and also causes increasing in profiting, benefit and productivity of organization and at last all community's people got all these benefits. The aim of this research is the survey of influence quantity on each dimension of quadruple dimensions of services compensation system on staff organizational commitment of Iran Gas Transmission Company, District No.2. The result demonstrate that applied twelve hypothesis has evaluated each dimension (payment satisfaction, advantages satisfaction, salary satisfaction, salary increment satisfaction) on each organizational commitment dimension (continued commitment, manner commitment, sentimental commitment) and all hypothesis have been confirmed.

INTRODUCTION

Nowadays, service compensation system has been described as internal and external bonuses by organization for suitable and fair wage. Demeanor in an organization has been influenced by different kinds of review methods and personal tendencies simultaneously and as salary payment system has often affect people’s behavior, therefore, this system is consists of points related to other dimensions of organization. That’s why when some schemes provided for changing in salary system, the system designers should know the current function of organization and all parameters which affect people behavior [1]. In order to a person performs his duty well, succeed and enjoy his job, he should have job satisfaction. So we should consider how he gets job satisfaction. According to the theory of career-character conformity of Holland, the harmony with appropriate conformity between person’s character and career leads to job satisfaction [2]. Everyone who hired in an organization, brings his abilities, skills and competences and is some cases his genuineness which are his data to organization and expects these data has been compensates with output by organization. Salary, wage, bonus, welfare services and generally all financial benefits are some cases which applied for service compensate. By considering human resources management strategically, services compensate should configure commensurate with organization situations and fast environmental changes flexible and dynamic. This issue is more important as due to globalization, organizations work in different countries and cultures, and these cultural differences have duplicated flexibility necessity.

Since plenty of staff would like to leave the organization in District 2. And lack of efficiency and reluctance of staff is an issue which caused the efficiency has been declined and prohibited improvement in District. So, recognizing the problem solving ways can have good benefits from the viewpoint of job improvement and profiting as well.

Research Hypothesis:

The main hypothesis of the survey is as follows: The dimensions of services compensation system contributes on organizational commitment of the staff of Gas transmission action, District 2.
Subordinate hypothesis of the survey is as follows:
- The satisfaction of salary amount contributes on sentimental commitment in the staff of Gas transmission action, District 2.
- The satisfaction of salary amount contributes on continued commitment in the staff of Gas transmission action, District 2.
- The satisfaction of salary amount contributes on manner commitment in the staff of Gas transmission action, District 2.
- The satisfaction of benefits increment contributes on sentimental commitment in the staff of Gas transmission action, District 2.
- The satisfaction of benefits increment contributes on continued commitment in the staff of Gas transmission action, District 2.
- The satisfaction of benefits increment contributes on manner commitment in the staff of Gas transmission action, District 2.

Subject territory of the survey:
In this survey, the effect of quadruple dimensions of services compensation system on organizational commitment of the staff of Gas transmission action, District 2, has been worked out.

The explanation of key words

Satisfaction of benefits:
Is some advantages such as non-cash aids, life facilities, vacation, insurance and … which has no direct relationship with career value and usual systems of salary and wage and granted separately [3].

Satisfaction of salary amount:
Is the net amount which is payable to the employee versus of mental or physical work or combination of both monthly or annually [3].

Organizational Commitment:
The third attitude of vocational attitudes is organizational commitment; which described as a condition that the employee declares his aims as his own personality and desire to stay at organization. So the high level of vocational dependence means that the person attributes particular job to himself but organizational commitment means that a person attribute an organization to himself. In fact, the results of researches demonstrate that for estimation and person behavior justification (more than job satisfaction) organizational commitment has been applied and by using organizational commitment, the absence and movement of staff can be better estimated.

Three-component model of organizational commitment is as follows:

Sentimental commitment:
Is consists of staff sentimental connection to organization. In the way that the staff introduce themselves by their organization.

Constant commitment (continuous):
The commitment to organization is for the reason of the expenses of leaving it. It means a person stay at the organization because after analysis of benefit expense, he finds out he need to stay.

Manner Commitment:
In this case the employee feels that he should stay at the organization and it is right.

Research Method:
As the aim of this survey is determination of effects between services compensation parameters on organizational commitment in the staff of Iran Gas Transmission action District 2, is functional as the viewpoint of aim and interconnection as the viewpoint of data collection.

Research History:

Research History inside the country:
Nazemi and colleagues [5] have performed an investigation regarding bonus situation in Imam Hossein University and its effects on staff’s function. They demonstrated that the bonus or services compensation is all domestic and exterior bonuses which the staff receive versus their cooperation with the organization.

As the result we can say there are several similarities between the results of this survey and previous investigations. So by consideration of the results, the directors can perform better in organizations.
Raznahan [6] in a research called professional workforce and fair services compensation states that organizational justice affects on payment satisfaction, organizational commitment and tendency to leaving organization. Payment justice has two interior and exterior aspects. The function of career categorization is setting up interior fair. The interior and exterior applicants has significant role in the comparison of being fair process of salaries and benefits of staff. The findings of the survey show that education and career has direct relationship in applying exterior applicant as there is no obvious relationship between age, the kind of job and job background.

Haghhighat Monfared and colleagues [7] worked on the relationship between organizational commitment and its dimensions and independent staff’s function as case study in Gharbi Azarbaijan province Gas Company and the result show that there is a significant statistical relationship between each one of triple dimensions of organizational commitment and the staff function. The main hypothesis of investigation has also been confirmed which describes the relationship between function and staff organizational commitment.

Moosavinasab [8] has investigated regarding services compensation system in hiring, maintenance and human motivation. Its aim is the survey and evaluation of research staff ideas and comprehension of a research center and these understandings may be fair or unfair and considering applied connection method there maybe some misunderstandings. But the things which is so important in this survey is the survey of effects of services compensation system for persuading volunteers in joining the organization. The human resources maintenance is consists of complicated sentimental instinctual dimension which can be divided: 1. The cases which is more in connection with the staff physical strengthening like safety and hygiene, sport exercises. 2. The cases which is fortifier of spirit and staff interesting to work and workplace like job safety, life supply at present and oldness period and disabling and job satisfaction and some other points. The function due to these behaviors bring a collections of bonus and punishments. From the viewpoint of management the aim of motivation in the staff is in a manner that their behavior has the most efficiency for the organization.

Peivandzani [9] has done an investigation regarding the survey and the comparison of financial and non-financial services in hiring and maintenance of expert workforces of Isfahan municipality. Encouragement and priority of compensation system of financial and non-financial services on hiring and maintenance of expert forces has been identified and the viewpoints of managers and experts in priority of services compensation system has been determined. They used a questionnaire of comparison and data analysis. The statistical community was composed of two groups managers and experts with Bachelor’s degree and with the job background of 10 years. The desired organization is Isfahan municipality which the selected model from the center and assistant and ten districts and the results demonstrate that managers and experts in non-financial parameters of services compensation agreed. Both groups prioritize the financial services compensation and non-financial is in next priority.

Teyebi and Colleagues [10] have presented an innovative model for calculation of motivation payment to staff. The fair and motivational bonus to the staff has always been one of the most important distress of organization managers. Considering the entity of evaluation of people in organizations, this survey presents a methodology for solving the problem. It’s worthy to mention that the obtained model for surveying its impressiveness level in an electromotor manufacturing company has been performed. Regarding the obvious capabilities of TOPSIS method in problem-solving with big scale (choice plurality and decision making index), this method will be used in calculations. This model has been used for five manufacturing sectors and 163 staff and the amount of motivational payment has been calculated for everyone.

Nooshin Lalian Pour, Nahid Doosti, Azadeh Mohammad Zadeh examined the concept of strong-making and organizational commitment in an insurance company which the kind of their investigation is research-functional from the viewpoint of the aim and research-interrelationship from the viewpoint of method. The questionnaire has been used as the main instrument of research and the results have confirmed the relationship between strong-making and organizational commitment and subordinate hypothesis related to having choice right, feeling fruitful and trust to others.

Mostafa Emami tried to recognize the entity of commitment and effective factors. He tried to explain commitment and its types and modern viewpoints regarding organizational commitment, the parameters such as personal characteristics and vocational features which affect staff organizational commitment. The results demonstrate that more human resources capital in an organization, more success and promotion will be in that organization.

Foreign History:

Citynazila, Iroozhei and Ifioozeh examined the relationship between motivation and organizational commitment between student volunteers. The questionnaire has been distributed between 350 students in Malaysia. The data has been selected accidentally. The data has been analysed descriptive and deductive. The results show that the main motivation, philanthropist and comprehension has direct connection with organizational commitment.
Catalina sisay examined the vocational stress and organizational commitment in Romanian governmental organizations. The studies show that the high level of stress can lead to decrement in organizational commitment and decline the function of employees. The questionnaire of vocational stress and sentimental- manner commitment scale has been applied for 102 employees. The negative interrelationship between vocational stress and commitment has been recognized.

Nazila City and colleagues [13] studied the relationship between motivation and organizational commitment among students volunteers. The questionnaire has been distributed among 4 general universities in Malaysia. The data has been analysed descriptive and deductive. The results demonstrate the main motivation, philanthropist, comprehensive has positive relation with organizational commitment.

Alexander Newman and Abdollah Shaikh from Natiingham university, by a paper “ organizational bonus and employee’s commitment, evaluate that how the personal tendencies of employees response to cultural values with different categories of organizational bonus. The findings show that traditional staff present the higher level of fruitful commitment when autonomy and contentment is placed in low supervision and when they are in high supervision, the employees who have low traditional culture show the high level of sentimental ownership to organization.

Data Analysis:

Examination of research hypothesis on the basis of regression examination results

Main Hypothesis: payment system dimensions effects on organizational commitment.

Table 1: Regression examination related to main hypothesis.

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-Standardized index</th>
<th>Standardized index</th>
<th>t</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable System</td>
<td>B</td>
<td>Error</td>
<td>Beta</td>
<td>14.044</td>
</tr>
<tr>
<td></td>
<td>2.659</td>
<td>.891</td>
<td>.668</td>
<td>2.953</td>
</tr>
</tbody>
</table>

The results of Regression examination between independent parameter (payment system) and depended parameter (commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.66. Therefore, the hypothesis H1 saying payment system affects on commitment is confirmed.

The first Hypothesis: satisfaction of salary amount effects on sentimental commitment.

Table 2: Regression examination related to the first hypothesis.

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-Standardized index</th>
<th>Standardized index</th>
<th>t</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable Salary</td>
<td>B</td>
<td>Error</td>
<td>Beta</td>
<td>5.994</td>
</tr>
<tr>
<td></td>
<td>.570</td>
<td>.951</td>
<td>.847</td>
<td>27.670</td>
</tr>
</tbody>
</table>

The results of Regression examination between independent parameter (Salary amount) and depended parameter (sentimental commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.84. Therefore, the hypothesis H1 saying salary amount affects on sentimental commitment is confirmed.

Second Hypothesis: Satisfaction of Salary amount affects on continued commitment.

Table 3: Regression examination related to second hypothesis.

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-Standardized index</th>
<th>Standardized index</th>
<th>t</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable Salary</td>
<td>B</td>
<td>Error</td>
<td>Beta</td>
<td>8.500</td>
</tr>
<tr>
<td></td>
<td>1.091</td>
<td>.128</td>
<td>.683</td>
<td>16.256</td>
</tr>
</tbody>
</table>

The results of Regression examination between independent parameter (Salary amount) and depended parameter (continued commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.69. Therefore, the hypothesis H1 saying salary amount affects on constant commitment is confirmed.

Third Hypothesis: It seems satisfaction of salary amount affects on manner commitment.

Table 4: Regression examination related to third hypothesis.

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-Standardized index</th>
<th>Standardized index</th>
<th>t</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable Salary</td>
<td>B</td>
<td>Error</td>
<td>Beta</td>
<td>8.863</td>
</tr>
<tr>
<td></td>
<td>1.178</td>
<td>.133</td>
<td>.654</td>
<td>15.012</td>
</tr>
</tbody>
</table>

The results of Regression examination between independent parameter (Salary amount) and depended parameter (manner commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.84. Therefore, the hypothesis H1 saying salary amount affects on manner commitment is confirmed.
two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.65. Therefore, the hypothesis H1 saying salary amount affects on manner commitment is confirmed.

Forth Hypothesis: Satisfaction of benefit increment effects on sentimental commitment

The results of Regression examination between independent parameter (benefits increment amount) and depended parameter (sentimental commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.45. Therefore, the hypothesis H1 saying amount of benefits increment affects on sentimental commitment is confirmed.

Fifth Hypothesis: Satisfaction of benefits increment affects on constant commitment.

The results of Regression examination between independent parameter (benefits increment amount) and depended parameter (Constant commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.63. Therefore, the hypothesis H1 saying amount of benefits increment affects on sentimental commitment is confirmed.

Sixth Hypothesis: It seems that satisfaction of benefits increment affects on manner commitment

The results of Regression examination between independent parameter (benefits increment amount) and depended parameter (manner commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.38. Therefore, the hypothesis H1 saying amount of benefits increment affects on manner commitment is confirmed.

Conclusion:

The main hypothesis: The dimensions of services compensation system affects on organizational commitment of Gas Transmission Action staff District 2.

The results of Regression examination between independent parameter (payment system) and depended parameter (commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.66. Therefore, the hypothesis H1 saying payment system affects on commitment is confirmed. On basis of equality we can foresee that on the spit of a person instinctual interest to his job, if the bonus and punishment have been performed fairly, the employee enjoys his job. Moreover the satisfaction be stronger, his tendency is more for staying at organization and will be depended gradually. Generally, When a person feels vocational satisfaction at workplace, his physical and mental sanity will be increased rapidly and be obligated to the organization. The sentimental commitment has been explained as a person dependence or attachment to an organization. The sentimental commitment is positively related to organizational justice, vocational function and satisfaction. The employees who have strong sentimental commitment stay at organization because they have tendency to it. The people who have constant or intellectual commitment stay because of their needs. Those who have strong manner commitment feel they should stay and in fact they are indebted to the organization.

Borjali Looder examined the effects of comprehension of organizational justice on the satisfaction of services compensation. The results show the satisfaction dimensions of services compensation (Satisfaction of salary amount, satisfaction of salary increment and benefits).

Broon and Colleagues examined the relation between decisions of services compensation in organizational level and function and also payment structure and say that the methods of human resources management methods and particularly services compensation systems has strong relation with organizational function. Moreover, when payment system has been clarified by two elements it’s necessary to discuss regarding how these two elements operates with relation to organizational outputs synchronically.
Perceptive Findings:
First Hypothesis: Satisfaction of salary amount affects on sentimental commitment.  
The results of Regression examination between independent parameter (salary amount) and depended parameter (sentimental commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.84. Therefore, the hypothesis H1 saying salary amount affects on sentimental commitment is confirmed.  
Raznahan [6] stated that organizational justice affects on satisfaction of payment, organizational commitment and tendency to quit. The interior and exterior applicants have important role in comparison process of being fair of salary and benefits.  
Borjali Looder examined the effects of comprehension of organizational justice on satisfaction of services compensation.  
Haghighat Monfared and colleagues examined the relation between organizational commitment and its dimensions on the function of the staff of Gharbi Azarbaijan province Gas Company. The strong relationship between two parameters of organizational commitment and staff function it’s suggested that the managers notice to the strategies which improve the staff organizational commitments.  
Elhami yoosel has studied the relation between vocational satisfaction, organizational commitment and financial flow. The job satisfaction has positive effect on sentimental commitment, constant commitment, manner commitment and negative effect on financial flow.  
Alexander Newman and Abdollah Shaikh, in the essay “Organizational bonus and employee commitment” state that when autonomy and contentment with supervison is high, the employees with low traditional culture show the high level of sentimental ownership.  
Second Hypothesis: Satisfaction of salary amount affects on constant commitment.  
The results of Regression examination between independent parameter (salary amount) and depended parameter (constant commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.69. Therefore, the hypothesis H1 saying salary amount affects on constant commitment is confirmed.  
Borjali Looder examined the effects of comprehension of organizational justice on satisfaction of services compensation.  
Kemeli and colleagues examined the salary system effect on staff efficiency of NAJA. There is a significant and stronger relationship between salaries and benefits and efficiency of NAJA staff.  
Elhami yoosel has studied the relation between vocational satisfaction, organizational commitment and financial flow. The job satisfaction has positive effect on sentimental commitment, constant commitment, manner commitment and negative effect on financial flow.  
Third Hypothesis: Satisfaction of salary amount affects on manner commitment.  
The results of Regression examination between independent parameter (salary amount) and depended parameter (manner commitment) show that there is a positive and significant interrelationship between these two parameters. The significant level is less than 0.5 and the quantity of Beta is 0.65. Therefore, the hypothesis H1 saying salary amount affects on manner commitment is confirmed.  
Borjali Looder examined the effects of comprehension of organizational justice on satisfaction of services compensation.  
Kemeli and colleagues examined the salary system effect on staff efficiency of NAJA. There is a significant and stronger relationship between salaries and benefits and efficiency of NAJA staff.  
Elhami yoosel (2012) has studied the relation between vocational satisfaction, organizational commitment and financial flow. The job satisfaction has positive effect on sentimental commitment, constant commitment, manner commitment and negative effect on financial flow.  
Forth Hypothesis, Satisfaction of benefits increment affects on sentimental commitment.  
Borjali Looder examined the effects of comprehension of organizational justice on satisfaction of services compensation.  
Moosavinasab [8] has investigated regarding services compensation system in hiring, maintenance and human motivation. The function due to behaviors will bring a collections of bonuses and punishments. From the viewpoint of management the aim of motivating staff is that their behavior has the maximum efficiency for the organization.  
Peivandzani [9] has done an investigation regarding the survey and the comparison of financial and non-financial services in hiring and maintenance of expert workforces of Isfahan municipality and the results demonstrate that managers and experts in non-financial parameters of services compensation agreed. Both groups prioritize the financial services compensation and non-financial is in next priority.  
Milkovich examined organizational differences in management services compensation and financial function. Payment by long-term bonuses with financial function is better.
Eskandari and Colleagues have studied the related factors to maintenance of armed forces staff. There is a significant relationship between job satisfaction in an organization, management method, the motivation of success in welfare service, environment hygiene, politic tendency and job improvement.

Elhami yoosel has studied the relation between vocational satisfaction, organizational commitment and financial flow. The job satisfaction has positive effect on sentimental commitment, constant commitment, manner commitment and negative effect on financial flow.

Catalina sisay examined the vocational stress and organizational commitment in governmental organizations. The negative interrelationship between vocational stress and commitment has been recognized.

Kemeli and colleagues examined the salary system effect on staff efficiency of NAJA. There is a significant and stronger relationship between salaries and benefits and efficiency of NAJA staff.

Alexander Newman and Abdollah Shaikh, in the essay “Organizational bonus and employee commitment“ state that when autonomy and contentment with supervision is high, the employees with low traditional culture show the high level of sentimental ownership.

Nazemi and colleagues [5] have performed an investigation regarding bonus situation in Imam Hossein University and its effects on staff’s function. They demonstrated that the bonus or services compensation is all domestic and exterior bonuses which the staff receive versus their cooperation with the organization.

Fifth hypothesis: Satisfaction of benefits increment affects on constant commitment.

Borjali Looder examined the effects of comprehension of organizational justice on satisfaction of services compensation.

Kemeli and colleagues examined the salary system effect on staff efficiency of NAJA. There is a significant and stronger relationship between salaries and benefits and efficiency of NAJA staff.

Nazemi and colleagues [5] have performed an investigation regarding bonus situation in Imam Hossein University and its effects on staff’s function. They demonstrated that the bonus or services compensation is all domestic and exterior bonuses which the staff receive versus their cooperation with the organization.

Peivandzani [9] has done an investigation regarding the survey and the comparison of financial and non-financial services in hiring and maintenance of expert workforces of Isfahan municipality and the results demonstrate that managers and experts in non-financial parameters of services compensation agreed. Both groups prioritize the financial services compensation and non-financial is in next priority.

Milkovich examined organizational differences in management services compensation and financial function. Payment by long-term bonuses with financial function is better.

Sixth Hypothesis: Satisfaction of benefits increment affects on manner commitment.

Borjali Looder examined the effects of comprehension of organizational justice on satisfaction of services compensation.

Milkovich examined organizational differences in management services compensation and financial function. Payment by long-term bonuses with financial function is better.

Kemeli and colleagues examined the salary system effect on staff efficiency of NAJA. There is a significant and stronger relationship between salaries and benefits and efficiency of NAJA staff.

Nazemi and colleagues [5] have performed an investigation regarding bonus situation in Imam Hossein University and its effects on staff’s function. They demonstrated that the bonus or services compensation is all domestic and exterior bonuses which the staff receive versus their cooperation with the organization.

Broon and Colleagues examined the relation between decisions of services compensation in organizational level and function and also payment structure and say that the methods of human resources management methods and particularly services compensation systems has strong relation with organizational function. Moreover, when payment system has been clarified by two elements it’s necessary to discuss regarding how these two elements operates with relation to organizational outputs synchronically.

Katrin had examined the motivational payment to the staff and the results show that these kinds of payments is motivational and the motivational graph has upward movement but after crossing a particular point the graph will miss the upward movement. She also mentioned that the people endeavors won’t be increased by motivational bonus increment necessarily.

She has examined the service compensation of big companies on organizational function. The level of services compensation certainly depends on function. The better organizational function will lead to bonus offer. In this relationship, there is a particular relationship between organizational services compensation and organizational function.

Suggestions:
- It’s recommended that on the basis of the results of the first hypothesis, the salary and wage payment system will be revised and the amount of staff’s payment will be commensurate with their input and endeavors.
- It’s recommended that on the basis of the results of the second hypothesis, the salary should be commensurate with the work employee’s offer.
• It’s recommended that on the basis of the results of the third hypothesis, staff’s payment should be on the basis of their vocational skills and efficiency levels.
• It’s recommended that on the basis of the results of the Forth hypothesis, the management should create this feeling that the needs of the staff is considered and they have social support by them and the managers are responsible to their needs.
• It’s recommended that on the basis of the results of the Fifth hypothesis, the bonus system should encourage the high level of trust by giving bonus to the positive behaviors and punishment to negative ones. In fact, the services compensation should design in the way that lead to more endeavor and improvement.
• It’s recommended that on the basis of the results of the Sixth hypothesis, satisfaction level of social benefits (consists of insurance, disability of staff and ...) and staff’s distress during their work and after that is considered.

REFERENCES