

# The Impact of Transformational Leadership on Performance of Employees in Health Facilities: An Applied Study in King Faisal Hospital in Makkah City.

Rami Saud Almatrafi <sup>a</sup>, Fuad Mastour Alzahrani <sup>b</sup>, Abdulaziz Raddah Althaqafi <sup>c</sup>.

<sup>a</sup> KFH— King Faisal Hospital, 24236 Prince Majed bin Abdulaziz, Al Maabdah, Makkah, Makkah, KSA  
[rsalmatrafi@moh.gov.sa](mailto:rsalmatrafi@moh.gov.sa)

<sup>b</sup> KFH— King Faisal Hospital, 24236 Prince Majed bin Abdulaziz, Al Maabdah, Makkah, Makkah, KSA  
[fuada@moh.gov.sa](mailto:fuada@moh.gov.sa)

<sup>c</sup> KFH— King Faisal Hospital, 24236 Prince Majed bin Abdulaziz, Al Maabdah, Makkah, Makkah, KSA  
[aralthaqafi@moh.gov.sa](mailto:aralthaqafi@moh.gov.sa)

## Abstract

The study focused on the impact of transformational leadership on the performance of employees, and therefore aimed to study the impact of transformational leadership dimensions: the ideal effect, inspirational motivation, intellectual stimulation, and individual considerations on the performance of employees at King Faisal Hospital in Makkah. To achieve the goals of the study, the researcher used the descriptive-analytical approach and the questionnaire to collect data, and it consists of two parts: the first section is personal data, while the second section is five axes according to the study variables, and the study was applied to a sample of hospital staff that reached (302) employees. Most important results: There is a correlation between the dimensions of transformational leadership, and the most influential dimensions on the performance of employees according to the correlation coefficient is the ideal effect of correlation coefficient (0,634), followed by individual considerations (0,633), followed by inspirational stimulation (0,602) and finally intellectual stimulation (0,581). Most important recommendations: Selection of leaders who have transformational leadership behaviors in the important leadership positions of the hospital. Focusing on qualified administrative cadres to take leadership positions and work to develop their skills. Training managers on how to practice transformational leadership. The hospital administration adopts the transformational leadership style and focuses on its practice by managers and department heads.

**Keywords:** Transformational Leadership, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration.

## 1 Background

Organizations in various fields need leaders capable of carrying the main responsibility in achieving the goals of the organization, and hospitals, like all organizations, also need leaders capable of carrying out their work efficiently and effectively. Without those leaders, it is impossible for the organization to carry out its activities efficiently, and thus get stuck in achieving its goals. These goals may not be achieved. Leadership is defined as “the process of motivating and encouraging individuals towards the achievement of certain goals,” also known as “the ability of the manager to understand the human behavior of his subordinates and direct this behavior to achieve the goals of the organization” (Al-Sabab,2010).

Transformational leadership is an inspiring and intellectually stimulating leadership style that gives clear attention to the feelings of employees. The leader is keen to help his subordinates exceed their personal goals, and that it can be achieved through achieving the goals of the organization, where the leader has a clear vision for the future of the organization based on overcoming outdated assumptions. The leader will move the organization to a better position than it is now by participating in the modernization process and developing the capabilities of workers to achieve the main goals of the organization (El-Nimr,2011). Transformational leadership is divided into four dimensions, which are what will be emphasized in the current study, and these dimensions are: (Jalib,2008).

Health services provided by government hospitals are of an escalating cost, and these hospitals are non-profit organizations, meaning, they depend on what the state allocates from its budget to support the provision of these services, so improving the performance of health care workers can contribute to containing this cost or even reducing it. From this perspective and through many studies that dealt with the concept of transformational leadership, the implementation of this concept has been successful in improving the performance of employees, which will be exposed to the current study.

### **1.1 Idealized Influence**

It means that behavior that the leader follows so raises the impulse to subordinates to consider leaders to be role models. Charisma is one of the most recognizable characteristics of transformational leadership, where the leader becomes a role model, and his personality affects others to have a great desire to become like him. The Idealized Influence of leaders can be greatly seen through the transformational leader's willingness to take risks, and follow a basic set of values, convictions and ethical principles in the actions he takes, also through the concept of ideal influence, the leader is keen to extend bridges of trust with his subordinates, which ultimately leads to the subordinates having great confidence in their leader (Janis, 2002).

### **1.2 Inspirational Motivation**

It indicates the leader's ability to inspire confidence, motivation, and a sense of purpose in his subordinates, in addition to that the transformational leader must formulate a clear vision for the future, communicate this vision to workers, and demonstrate commitment to the goals that have been set. This aspect of transformational leadership requires that the leader have good communication skills, where the leader must convey his messages with accuracy, strength, clarity and a sense of authority. It also includes other important behaviors of the leader such as being characterized by constant optimism, enthusiasm and his ability to communicate positive behaviors to his subordinates (Daft, 1992).

### **1.3 Intellectual Stimulation**

Refers to the transformational leader's innovation of new ideas that stimulate the readiness of subordinates to work through creativity and independence. On his part, the leader supports his subordinates by involving them in the decision-making process and stimulating their efforts to be as creative and innovative as possible to identify solutions to the problems they face at work. To this end, the transformational leader challenges assumptions. He requests ideas from workers without criticism, thus helping to change the way workers think and develop their ability to identify work problems. The leader who promotes intellectual stimulation does not rely on destructive criticism of the mistakes of subordinates but stimulates the ideas of subordinates to provide more creative solutions to problems (Cleavenger, 1998).

### **1.4 Individualized Consideration**

It is the extent to which the leader meets the needs of each of his subordinates and is a guide and trainer for his subordinates. The leader listens to the interests and needs of each individual, provides support and sympathizes with each person's position and background so that everyone in the group has specific needs and desires that differ among themselves, and money may be the most important motivation. While others see otherwise, the transformational leader must be aware of individual considerations and the differences between people, and the leader must be able to recognize or identify these differences, whether by personal observation or in any other way (Cleavenger, 1998).

## **2 Methodology**

The current study adopted a descriptive-analytical approach. This section explains how the study was conducted in technical terms; it elaborates how the researchers conduct sample selection, the data collection instrument that was used, and research procedures among other specified tasks. The study population includes all staff of King Faisal Hospital in Makkah city. The total population is (1430). This study employed simple random sampling to select the sample. A sample comprises of a group of respondents who are carefully selected to represent the population (Cooper and Schindler, 2014). Therefore, the sample was selected based on the formula used by Cooper and Schindler (2014):

$$n = \frac{n N}{N + n - 1} \cdot \text{sample} = \frac{384 * 1430}{1430 + 384 - 1} = 302$$

Accordingly, the sample size in the current study is 302.

The researchers used questionnaires to collect primary data. In designing the questionnaire for the current study, the two researchers created a questionnaire from some of the previous studies after modifying the statements in line with the current study. The questionnaire was divided into two sections. The first section captured the participants' demographics data. The second section includes the following axes Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Data will be analyzed using the software of the Statistical Package of Social Sciences. The following statistical methods and tests were applied to analyze the data: mean, standard deviation, and Chi-Square test.

### 3 Results

#### 3.1 Impact of Idealized Influence on Performance of Employees.

Table No. (1) shows that the general mean of all statements (4,11) and this value according to the relative weight criterion indicates a high degree.

Averages range between (3,96 and 4,17). Statements are ranked according to the value of the mean: (7), (4), (2), (1), (3), (6), and (5). The Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (Idealized Influence) and Performance of Employees.

**Table 1 Idealized Influence on Performance of Employees**

S	Statements	Mean	Std. deviation	Chi-Square	Sig.
7	The personal attractiveness of managers makes an impression on employees.	4.17	0.933	147,21	0,029
4	Managers ensure that the relationship between them and employees is trustworthy and honest.	4.17	0.935	143,58	0,029
2	Managers are keen to act in an exemplary manner.	4.15	1.031	141,01	0,028
1	Managers are keen to know the personal needs of their subordinates.	4.13	1.159	139,78	0,027
3	Managers are characterized by the strength of character and professional courtesy.	4.12	1.040	125,76	0,022
6	Managers have the power to motivate their subordinates.	4.08	1.056	121,34	0,027
5	Managers make sure that their employees' needs are met before their personal needs are met.	3.96	1.174	165,49	0,035
<b>General Mean</b>				4,11	

#### 3.2 Impact of Inspirational Motivation on Performance of Employees.

Table No. (2) shows that the general mean of all statements (4,02) and this value according to the relative weight criterion indicates a high degree. Averages range between (3,93 and 4,16). Statements are ranked according to the value of the mean: (8), (12), (9), (13), (10), (11), and (14).

The Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (Inspirational Motivation) and Performance of Employees.

**Table 2 Impact of Inspirational Motivation on Performance of Employees**

S	Statements	Mean	Std. deviation	Chi-Square	Sig.
8	Managers encourage employees to work in a team spirit.	4.16	1.017	144,50	0,029
12	Managers have the power to advise and persuade their employees.	4.06	1.033	141,53	0,028

9	Managers are keen to create a challenging spirit for employees.	4.06	1.119	100,41	0,012
13	Managers motivate employees to excel.	4.02	1.047	108,89	0,014
10	Managers are concerned with helping employees solve problems creatively.	3.99	1.133	178,13	0,037
11	Managers provide the right atmosphere at work, which prompts employees to be more dedicated in performing their job tasks.	3.96	1.143	191,73	0,040
14	Managers are keen to inform all employees of the achievements of their creators to benefit from their experiences.	3.93	1.132	183,71	0,038
<b>General Mean</b>		4,02			

### 3.3 Impact of Intellectual Stimulation on Performance of Employees

Table No. (3) shows the general mean of all statements (4,02) and this value according to the relative weight criterion indicates a high degree. Averages range between (3,93 and 4,16).

Statements are ranked according to the value of the mean: (16), (17), (18), (21), (15), (20), and (19). The Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (Intellectual Stimulation) and Performance of Employees.

**Table 3 Impact of Intellectual Stimulation on Performance of Employees**

S	Statements	Mean	Std. deviation	Chi-Square	Sig.
16	Managers are keen to get their employees' views of the problems they face while performing their work.	4.09	1.035	126,29	0,028
17	Managers are interested in instilling the concept of participation among employees, which helps in making sound decisions.	4.04	1.103	115,46	0,015
18	Some employees are involved in meetings to create action plans.	4.02	1.059	113,51	0,015
21	Managers motivate their employees to suggest new approaches to doing work tasks.	4.02	1.114	186,38	0,039
15	Managers are keen to search for new ideas to solve problems that may arise at work.	4.01	1.167	103,81	0,013
20	Managers are interested in delegating employees to do some work to develop their leadership capabilities.	4.00	1.072	198,79	0,042
19	Encouraging employees to present ideas that contribute to improving performance.	3.97	1.104	198,70	0,042
<b>General Mean</b>		4,02			

### 3.4 Impact of Individualized Consideration on Performance of Employees

Table No. (4) shows that the general mean of all statements (4,13) and this value according to the relative weight criterion indicates a high degree. Averages range between (3,99 and 4,24). Statements are ranked according to the value of the mean: (28), (22), (23), (25), (24), (27), and (26).

The Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), therefore we accept the alternative hypothesis, which indicates a relationship between (Individualized Consideration) and Performance of Employees.

**Table 4 Impact of Individualized Consideration on Performance of Employees**

S	Statements	Mean	Std. deviation	Chi-Square	Sig.
28	Managers pay clear attention to training and developing the capabilities of their employees.	4.24	0.927	181,80	0,038
22	Managers avoid public criticism of their employees in the event of an employee's fault.	4.24	0.927	196,95	0,043
23	Managers listen to the opinions of their employees, thereby enhancing their self-esteem.	4.22	0.968	171,14	0,037
25	Managers are keen to outsource difficult work to people who have the power to get it done.	4.12	1.059	125,72	0,027
24	Managers are keen to deal with their employees according to the principle of equality between them and without prejudice or exception.	4.09	1.079	139,03	0,030
27	Managers rely on a policy of direct and open communication with employees.	4.04	1.128	108,46	0,014
26	Managers consider individual differences among employees.	3.99	1.042	127,90	0,028
<b>General Mean</b>		4,13			

### 3.5 Responses Related to the Performance of Employees

Table No. (5) shows the general mean of all statements (4.35) and this value according to the relative weight criterion indicates a high degree. Averages range between (4.16 and 4.48). Statements are ranked according to the value of the mean: (34), (29), (35), (32), (33), (30), and (31).

The Chi-Square test shows that the level of statistical significance for all statements is less than the level of moral significance (0.05), and therefore we accept the alternative hypothesis, which indicates a relationship between (Dimensions of transformational leadership and employee performance).

**Table 5 Statistical analysis of the organizational performance**

S	Statements	Mean	Std. deviation	Chi-Square	Sig.
34	I am willing to take full responsibility for errors in the tasks assigned to me.	4.48	0.602	117,90	0,019
29	I can handle any job issue that requires an urgent and immediate solution.	4.48	0.619	101,37	0,013
35	I organize the workload daily while adhering to the work procedures.	4.46	0.735	191,07	0,039
32	I get my job done on time and without delay.	4.34	0.699	196,48	0,044
33	Adhere to the official working hours without delay.	4.33	0.771	139,59	0,027
30	Administrative instructions reach employees via communication channels quickly, which leads to improved job performance.	4.25	0.837	194,80	0,042
31	Rarely, misunderstanding of instructions from manager to staff occurs.	4.16	0.923	150,25	0,033
<b>General Mean</b>		4,35			

**4 Discussion**

The relationship between study variables shows that there is indeed an impact on (Dimensions of transformational leadership and employee performance).

**Idealized Influence** Chi-Square test value is (1034.52), with a degree of freedom of (476) and statistical significance of (0.043). Therefore, we accept the alternative hypothesis, which is that there is a moral effect on (Idealized Influence) and the performance of employees. Correlation coefficient equals (0.634).

**Inspirational Motivation** Chi-Square test value is (939.48), with a degree of freedom of (425) and statistical significance of (0.041). Therefore, we accept the alternative hypothesis, which is that there is a moral effect on (Inspirational Motivation) and the performance of employees. Correlation coefficient equals (0.602).

**Intellectual Stimulation** Chi-Square test value is (1012.45), with a degree of freedom of (459) and statistical significance of (0.043). Therefore, we accept the alternative hypothesis, which is that there is a moral effect on (Intellectual Stimulation) and the performance of employees. Correlation coefficient equals (0.581).

**Individualized Consideration** Chi-Square test value is (1105.25), with a degree of freedom of (425) and statistical significance of (0.042). Therefore, we accept the alternative hypothesis, which is that there is a moral effect on (Individualized Consideration) and the performance of employees. Correlation coefficient equals (0.633).

**Table 6 Results of the Chi-Square test**

independent variable (Organizational Conflict Management Methods)	Dependent variable (Organizational Performance)				
	Chi-Square	DF	General mean	Sig.	Correlations
<b>Idealized Influence</b>	1034,52	476	4,11	0,043	0,634
<b>Individualized Consideration</b>	1105,25	425	4,13	0,042	0,633
<b>Inspirational Motivation</b>	939,48	425	4,02	0,041	0,602
<b>Intellectual Stimulation</b>	1012,45	459	4,02	0,043	0,581

Table 6 shows that Idealized Influence had the highest correlation (0.634) among dimensions of transformational leadership. It is closely followed by individualized consideration (0.633), inspirational motivation (0.602), and intellectual stimulation (0.581).

Through the current study, the results concluded that the idealized influence, with the correlation coefficient 0.634, is in the most influential ranking. This result is consistent with a study (Muhammad 2019), which indicated that there is a strong relationship between the idealized influence of transformational leaders and the level of performance of their subordinates. This is what the current study showed; high approval of managers using the idealized influence as one of the dimensions of transformational leadership. The ideal effect is one of the dimensions that affects employee performance the most. These results are also consistent with the (Keaton 2019) study, which indicated that transformational leadership can benefit from their strengths to participate effectively, allowing healthcare professionals the opportunity to improve their performance. This is consistent with the attitudes of the current study individuals on phrase No. (6) in the first axis, stating that managers can persuade employees to increase their motivation to improve their performance.

As for the second result, which indicates that there is a correlation between the individualized consideration, as one of the dimensions of transformational leadership, on performance of employees, where the correlation coefficient reached 0.633, is consistent with the study (Juana 2017). It emphasized the importance of encouraging transformational leaders, individual considerations, and their impact on employee performance. Also a study (Stewart 2014), which indicated that individual considerations as one of the transformational leadership tools can help workers improve their performance, and these results are consistent with the current study that showed the presence of a significant impact of individual considerations on the performance of employees. It is also consistent with the findings of the study (Al-Siyada 2015), which showed a high adoption in hospitals of the transformational leadership pattern, as well as consistent with the study (Mohsen 2012), which showed a positive effect of the transformational leadership style on improving the performance of Employees. The study also recommended that hospital management pay attention to the dimension of individual considerations within the dimensions of transformational leadership, and this is consistent with the results of the current study.

The third result of this study indicated that there is a correlation between the inspirational motivation as one of dimensions of transformational leadership, where the correlation coefficient reached 0.602, which is consistent with the study (Song 2016). This indicated that the transformational leadership's keenness to meet the psychological needs of the employees positively affects their performance. The current study indicated that through phrase No. (10) in the second axis, inspirational stimulation related to the interest of managers in helping employees solve problems creatively, as well. Phrase No. (11) indicated the keenness of managers to provide the appropriate atmosphere at work, for the employees to become more devoted to the performance of their duties. In the study (Davood 2014), she emphasized that the effect of transformational leadership on the performance of employees is positive, and leads to the formation of a belief among employees towards these leaders, which leads to converting a positive vision into high-performance standards.

The last result of this study indicated that there is a correlation between the intellectual as one of dimensions of transformational leadership, where the correlation coefficient reached 0.655 and 0.581, which is consistent with the study (Judah 2016). It indicated a significant correlation between the transformational leadership style and the intellectual motivation of transformational leaders to achieve administrative discipline at work, which is consistent with the results of the current study, and indicated a high degree of agreement with the phrases of the third axis intellectual stimulation and also the correlation coefficient for the third axis. It showed a high degree of impact on the performance of employees, also the study (Al-Damour 2010), which emphasized that the determinants of transformational leadership affect positively the development of employees' capabilities. The current study indicated that the development of work is done through new ideas resulting from employees and that managers are keen to search for new ideas to solve problems that may occur.

From the foregoing, we conclude that the current study is consistent with many previous studies in terms of results on the impact of applying transformational leadership concepts on employee performance.

## 5 Conclusion

Since the study was applied in the hospital sector, the results were appropriate for application in health institutions, which states that the managers are keen to ensure that the relationship between them and the employees is trustworthy and honest. The managers were keen to act in an exemplary manner that prompts the employees to follow their example. Managers also encourage employees to work in a team spirit, increase their eagerness to raise the spirit of challenge, motivate them to excel in performance, and help them solve problems in creative ways. Managers are keen to listen to the views of their employees to help solve work problems and motivate them to suggest new methods of performing their job tasks.

The study recommends that the hospital administration is keen to enhance the transformational leadership style by selecting leaders who have transformational leadership behaviors in the important leadership positions within the hospital and relying on them to inculcate those behaviors in the hearts of their subordinates. It also recommends that more attention is given to developing and qualifying future leaders and preparing another generation of leaders by focusing on qualified administrative cadres to assume leadership positions. The hospital administration must also train hospital managers to understand the nature of transformational leadership, as well as adopt the transformational leadership style and focus on practicing it by managers and heads of departments in the hospital. Attention should be given to developing a sense of responsibility among hospital workers by emphasizing the activation of participation and listening to their views regarding the method of carrying out their job duties. Training courses be designed for all employees at the higher and middle levels of administration in the hospital to shed light on the concept of transformational leadership and its impact on improving the performance of employees.

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