

IMPACT OF ORGANIZATIONAL POWER ON TEAM COHESION & TEAM EFFECTIVENESS DURING COVID-19: A CASE TURKISH HEALTHCARE INDUSTRY

Mehmet Kiziloglu

Management and Organization Department, Pamukkale University, Turkey

Abstract

This research study has been carried out for investigating the impact of organizational power on team effectiveness and team cohesion during Covid-19 in case of Turkish healthcare sector. The research study was carried out on the basis of quantitative research method, based on which primary data was collected from 299 supervisors working in Turkish healthcare sector through questionnaires. The analysis has revealed that there is a significant impact of organizational power on team effectiveness as well as team cohesion. It is the responsibility of leaders and supervisors working in Turkish healthcare sector to use right type of power in order to influence effectiveness and cohesion of teams.

Keywords: Organizational Power, Team Effectiveness, Team Cohesion

Introduction

Nowadays, in highly globalized business world, teams are known as the most important feature of delivering quality health care services within long-term as well as primary care settings (Appelbaum et al., 2020). In most of Turkish organizations, teams are referred to as a norm in order to navigate complex environments. Teams are defined as integrated set of individuals, who are responsible for performing some key tasks, which are specific to an organization, sharing one or more common goals, exhibiting task interdependencies and maintaining as well as managing boundaries (Jang, 2017). In an organization, teamwork is known as a set of interlinked thoughts, perceptions and feelings, which are used by each team member for the purpose of facilitating integrated and adaptive performance. Due to the increasing use of teams within organizations, a number of scholars have

started examining their value in management and delivery of high quality care to patients especially in case of healthcare industry (Saheb & Izadi, 2019).

In current pandemic of Covid-19, the importance of effective and cohesive teamwork has been increased especially in Turkey. Nowadays, expert as well as diverse members have to work in the form of teams in order to provide high quality healthcare services to patients of Covid-19. In most of Turkish hospitals, teams of doctors, nurses and healthcare service providers are designed while allocating as well as structuring work projects (Oztekin, 2018). In Turkey, the increased pandemic of Covid-19 has increased the need for re-structuring and re-organizing the work settings within the healthcare sector in order to effectively manage the increased workload from patients. There is an increasing need of

enhancing team effectiveness as well as team cohesion within the healthcare sector in order to ensure timely and efficient delivery of healthcare service. However, it is quite challenging for members working within Turkish healthcare sector to identify key approaches and ways through which team effectiveness and team cohesion can be enhanced (Gözükara et al., 2019). One important area of investigation in to team effectiveness and team cohesion is the issue of how the extent of organizational power within the firm can influence the team effectiveness and team cohesion. Power as well as influence are key human phenomena which are highly integrated in to the psyche as well as conscious personality of people. The success as well as failure of organizations depend on the difference between appropriate and improper use of power by the leaders working within the healthcare sector (Naqshbandi & Tabche, 2018).

This research study specifically focused on organizational power as defined by French and Raven. According to this, organizational power poses a significant influence on control within an organization and it is used for determining the future of individual departments as well as whole organizations. There is a need of exercising power in an organization due to the increase in conflict within an organization. Generally, leaders become the source of conflict within an organization, when they do not seek merely power, but also control on employees. Even though, power is considered as a universal constant, and there is a need of having organizational power for the purpose of running the most important functions of an organization. Hence, organizational power is known as a prerequisite for success, irrespective of individuals' inner needs for power. As a result of this, organizational power is considered as a management resource, which is impor-

tant for managing key functions of the firm (Kovach, 2020). Even though, organizational power is a widely researched topic, however, none of prior research studies focused on investigating the direct impact of organizational power as defined by French and Raven on team effectiveness and team cohesion, especially in context of Turkish healthcare sector. The studies like Altinkurt & Yılmaz (2012) and Cetin & Cinkir (2016) are conducted are on organisational power context in Turkey but these are organized in different context hence are not much relevant for management of Turkish healthcare sector. So, this research study adds value to the literature through exploring the direct impact of French and Raven's organizational power on team effectiveness and team cohesion. Moreover, the study also provides key insights to management in Turkish healthcare sector regarding how organizational power can influence effectiveness and cohesion of teams.

Research Aim

The aim of this research study is to investigate the influence of organizational power on team effectiveness and team cohesion during Covid-19 in case of Turkish healthcare industry.

Research Objectives

- To analyze the impact of organizational power on team effectiveness during Covid-19.
- To study the effect of organizational power on team cohesion during Covid-19.

Literature Review

French and Raven's Organizational Power

Leadership is known as an ability of getting other individuals to do those things which a leader wants them to do. A number of various forms of power are generally used by leaders at work for becoming capable of influencing others.

This phenomenon was studied by French and Raven in practice (Raven, 1992). There are six different types of power which can be used for influencing others; reward, coercive, legitimate, expert and informational and referent. Every type of power, when used by a leader in an organization, has a different effect on relationships as well as consequences (Hernandez et al., 2020).

Coercive Power

Coercive power includes forcing other individuals for doing something which they do not want to do and for which they do not have interest to do. This is generally achieved through being capable of punishing someone for non-compliance (Yeung et al. 2009). With the help of coercive power, only compliance in others can be achieved, however, this cannot be used for leading them to exceed a minimum level of delivery. Moreover, this generally also results in reducing the retention level of employees (Wellman et al., 2020).

Reward Power

Another type of power which can be exercised in an organization is reward power. It includes providing benefits to another individual in reward of doing something. The reward power is actually the opposite of coercive power. Such form of power only influences individuals work to the point at which they have earned some reward and there is no ongoing incentive for that. The power of reward is temporary, which diminishes with the passage of time (Tarr & van Esch, 2021). Legitimate Power

Legitimate power is a type of power which is derived through a position or through a set of formal relationships. Generally, in hierarchical structures, leaders have legitimate power. Individuals get affected through legitimate power and they have to follow the rules and regulations set by the leaders. Such

power is lost by a leader, whenever he or she loses the position (Strom, 2020).

Expert Power

Expert power is derived through expertise and skills of an individual. With the help of some key skills, expertise as well as experience, a person becomes trustworthy as well as influential to others. Such form of power is purely derived through key personal traits of an individual and it is not linked with a person's position within an organization (Lines, 2017).

Referent Power

Referent power depends on being liked as well as respected as a person. It is derived through perceived value and attractiveness of an individual. Generally, social media influencers own referent power and this is independent of the position of a person (Kovach, 2020).

Informational Power

Informational power depends on the person's ability of controlling the flow of information, which is needed for doing things. It is generally derived through accessing confidential information that is not known by others (Strom, 2020).

Organizational Power and Team Effectiveness

In organizations, a leader exerts different types of power on the team members. The performance of whole team depends on the approach followed by the leader for exerting power. Joo et al (2012) claimed that subjective sense of power by a leader has detrimental influences on performance of a team. This is generally done through reducing the openness of communication within the team. As a result of psychological experience of power, people become more inclined towards expressing their perceptions as well as opinions in group context. Generally, when a leader exerts reward power, then this ultimately results in enhancing motivation level

of team members, due to which they start putting more effort for achieving goals. This consequently helps in enhancing effectiveness of the team (Tost et al., 2013). However, in opposite to this, when team members do not get a chance of sharing their ideas and perceptions and they are forced to follow the rules and regulations set by the leader, as in case of legitimate power, then this negatively influence the efficiency of team members. When a leader gets increased feelings of power, because of his or her position, then that leader starts devaluing the point of views and contributions of other individuals (Delva et al., 2008). Joo et al (2012) argued that leaders who have high subjective sense of power start feeling entitled to verbally dominate interactions in between the team. This concept is consistent with the classic work of Bales et al. (1951), who claimed that early discussion in group interactions makes a person as a dominant team member. However, early dominance results in perpetuating verbal dominance of a person throughout the life of team. In a team, open communication is considered as highly important for ensuring high team effectiveness. This is generally ensured by leaders who provide support to all team members and give importance to understanding others' ideas and perceptions. The existence of open communication helps in ensuring that each team member listens to key ideas of each other and leader takes proper input from all members of the team. This generally happens when a leader exercise referent power, because this way he or she gains value in eyes of all team members because of interacting with them properly and giving them chance to share their ideas and point of views. So, this ultimately results in improving performance of whole team (Tost et al, 2013).

Based on critical review of literature, it is

revealed that none of prior research studies examined the impact of organizational power on team effectiveness in context of Turkish healthcare sector. So, following hypothesis is developed;

H1: There is a significant impact of organizational power on team effectiveness during Covid-19 in Turkish healthcare sector.

Organizational Power and Team Cohesion

Team cohesion is defined as the extent to which some interpersonal attraction, commitment and team pride is exhibited by team members towards the task. More particularly, when there is a team cohesion, then members show high commitment to each other and show motivation of staying in the team. In healthcare sector, it is highly important for team members to ensure team cohesion, as it is linked with their commitment towards achievement of goals (Chiniara & Bentein, 2018). The negative use of power by leaders is something which can negatively influence the relationships among team members and their level of commitment. It is important for leaders of the team to make team members feel valued, which is ultimately important for enhancing perceived self-esteem of the team (Stevens et al., 2019). Coercive power is something due to which team members do not get a sense of belonging with the team. They do not consider their work as important for them, but they only do the work for their job. This basically does not create the sense of 'oneness's among team members. However, when a leader do not negatively use the power and give authority to team members, then team members feel motivated and they seek for others' input. This also makes team members capable of behaving in team-oriented manner for the purpose of promoting their integrated social identity. It is the responsibility of a

leader to develop social development goals with respect to the achievement of team cohesion. This is referred to the forces which act on members' for remaining and growing in the team (Tost et al., 2013).

On the basis of critical review of literature, it is revealed that none of prior research studies investigated the direct impact of organizational power on team cohesion in context of Turkish healthcare sector. So, following hypothesis is developed;

H2: There is a significant impact of organizational power on team cohesion during Covid-19 in Turkish healthcare sector.

Methodology

Research Design

This research study has been carried out through the use of quantitative research method. The researcher used factual data and figures to explore the impact of organizational power on team effectiveness and team cohesion. The key rationale behind using this method was its importance in generating valid as well as reliable research outcomes (Goddard & Melville, 2004). Moreover, the quantitative research method is linked with lesser biasness. This method helped in finding accurate data related to the influence of organizational power on team effectiveness and team cohesion (Kothari, 2004).

Sampling

The population of this research study is healthcare sector of Turkey. The popula-

tion includes all employees working in healthcare sector of Turkey. The sample of 299 supervisors working in Turkish healthcare sector was selected through the use of convenient sampling technique. The researcher distributed questionnaires to 350 supervisors working in healthcare sector of Turkey and the researcher received 299 filled questionnaires. The use of convenient sampling technique helped in collecting the data in least possible time and also with lesser resources (Singh, 2006).

Research Instrument

The present research study has been conducted through the use of questionnaires. The questionnaire consisted of four different sections, in which the first section was about demographic variables in which participants were asked about their age and gender. Moreover, the other three sections included questions related to organizational power, team cohesion and team effectiveness.

In order to measure team cohesion, the scale developed by Bernthal and Insko (1993) has been used. The three out of four items were used to collect data related to team cohesiveness.

Moreover, the questionnaire also included five-item scale related to team effectiveness, which demonstrate validity evidence (Jung and Sosik, 2002). The rating for both team cohesion as well as team effectiveness was done on a five-point Likert scale. The word 'in my group' was changed with 'in my team'.

Variables	No. of Items	Sources
Team Cohesion	3 items	Bernthal and Insko, 1993
Team Effectiveness	3 items	Jung and Sosik, 2002
Organizational Power	5 items	Frošt and Stahelski, 1998; French and Raven, 1959

Data Analysis

The primary data collected through online survey was analyzed through the use of statistical techniques like descriptive, regression and correlation analysis techniques. The use of regression and correlation statistical techniques helped in examining the relationship between variables. Along with this, the questionnaire's reliability was tested using Cronbach's alpha test.

Ethical Considerations

The researcher carried out the research study in accordance with ethical norms and standards. None of research participants was forced to fill questionnaires and participate in the study.

Findings and Results Demographic Analysis

TABLE 1: DEMOGRAPHIC ANALYSIS

		Frequency	Percent
Gender	Male	212	71
	Female	87	29
Age	20-29	156	52
	30-39	136	46
	40-49	5	2
	50-59	2	1

The data in this research study was collected from 299 respondents, among those there were 212 males and in opposite to this, there were only 87 females. In addition to this, the analysis has shown that there were 52% respondents who belonged to the age group of 30 to 39 years and there were 46% respondents who belonged to the age group of 20 to 29 years. It means most of participants belonged to the age group of 30 to 39 years.

Descriptive Statistics

Table 2 includes findings related to descriptive statistics, which consists of values of mean and standard deviation. As per analysis of figures, it is revealed that the perception of supervisors about Organizational Power is at moderate level (M=2.5405, SD= 0.35531). In addition to this, the perception of supervisors about Team Cohesion is at moderate level (M=2.2787, SD= 0.48273) and the perception about Team Effectiveness is also at moderate level (M=2.7837, SD=

0.49083). The value of N shows that total number of respondents who participated in the study were 299.

TABLE 2: DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation
OP	299	2.5405	.35531
TC	299	2.2787	.48273
TE	299	2.7837	.49083

Correlation Analysis

TABLE 3: CORRELATION STATISTICS

	OP	TC	TE
OP Pearson			.122*
Correlation	1	.758**	.035
Sig. (2-tailed)	299	299	299
N			
TC Pearson			.125*
Correlation	.758**	1	.031
Sig. (2-tailed)	299	299	299
N			
TE Pearson			1
Correlation	.122*	.125*	
Sig. (2-tailed)	299	299	299
N			

- **.** Correlation is significant at the 0.01 level (2-tailed).
- ***. Correlation is significant at the 0.05 level (2-tailed).

Table 3 includes correlation statistics for relationship between all three variables. The value of Pearson correlation for relationship between OP and TC is 0.758** with significance value of 0.000. It means there is strong and significantly positive relationship between Organizational Power and Team Cohesion in case of Turkish healthcare sector during Covid-19.

In addition to this, the value of Pearson correlation for relationship between OP

and TE is 0.122** with significance value of 0.035. It means there is weak and significantly positive relationship between Organizational Power and Team Effectiveness in case of Turkish health-care sector during Covid-19.

Regression Analysis

The relationship between independent and dependent variables was tested through the use of regression analysis. The focus of this research study is to investigate the impact of organizational power on team effectiveness as well as the impact of organizational power on team cohesion.

Multiple Linear Regression

TABLE 4: REGRESSION STATISTICS FOR TC AND OP

Model	R	R Square	F	Beta	Sig
1	.758	.575	402.00	1.03	0.00
	a		3	0	0

Dependent Variable= TC

The value of R square for relationship between Team Cohesion and Organizational Power is 0.575, which means one unit change in Organizational Power will bring an increase of 57.5% in Team Cohesion.

$$Y (\text{Team Cohesion}) = \alpha + 0.575 X (\text{Organisational Power})$$

As the value of F is greater than 1 and significance value is less than 0.05, so it means the null hypothesis proved as false and alternate hypothesis is accepted.

TABLE 5: REGRESSION STATISTICS FOR TE AND OP

Model	R	R Square	F	Beta	Sig
1	.122a	0.015	4.502	0.169	0.035

Dependent Variable= TC

The value of R square for relationship between Team Effectiveness and Organizational Power is 0.015, which means one unit change in Organizational Power will bring an increase of 15% in Team Effectiveness.

Y (Team Effectiveness)= α +0.015 X(Organisational Power)

As the value of F is greater than 1 and significance value is less than 0.05, so it means the null hypothesis proved as false and alternate hypothesis is accepted.

Discussion

Based on analysis of data collected during the research, it has been found that there is a significant impact of organizational power on team effectiveness and team cohesion during Covid-19 in case of Turkish healthcare sector. The existence of power within an organization influences the effectiveness of team working within the healthcare sector. This is consistent with findings of Kovach (2020) who claimed that when leaders exert power on team members, then this can both positively or negatively influence the effectiveness of team. It is highly important for leaders of the team to select the right approach of managing team and exerting power. Similar to this, Gözükarar et al (2019) argued that coercive power is something which negatively influence the performance and efficiency of team members. When team members are forced to follow the rules and regulations set by the leaders, then they do not feel motivated to perform the tasks and achieve the objectives. In current research study, respondents were asked that reward power is also a type of organizational power which can influence team effectiveness. When leaders give reward or punishment to employees in return of their good or poor performance, then their commitment and dedication towards the task get enhanced. However, Appelbaum et al (2020) stated that the increase in commitment and dedication is temporary, which does not lead towards achievement of long term goals. Hence, the use of power in a right way is important for leaders in healthcare sector to enhance team effectiveness. As, during

Covid-19, there is more traffic in Turkish hospitals and healthcare units, so, it is highly important for supervisors and doctors to use the power in a right way. In addition to this, the analysis has revealed that there is a significant impact of organizational power on team cohesion. When leaders exert extra power on team members, then they do not become capable of working while building good relationships with each other. This is opposite to findings of Chiniara and Bentein (2018) who argued that when leaders feel dominated and do not give authority to team members, then they feel demotivated and show less commitment towards their work. They do not show preference for sharing their perceptions and ideas with others, due to which team performance gets reduced.

Conclusion

In the end, it is concluded that there is a significant relationship between organizational power, team effectiveness and team cohesion. Due to the existence of organizational power within the firm, the effectiveness as well as cohesion in team get affected. In current pandemic of Covid-19, it has become highly important for supervisors and doctors to give considerable importance to right use of power. Due to heavy traffic in hospitals and healthcare units, it is important for people to work efficiently in the form of teams. There are different types of organizational power such as coercive power, referent power, reward power, informational power, expert power and legitimate power, which can affect the team effectiveness as well as team cohesion. All types of organizational power need to be managed properly in order to ensure high effectiveness and cohesion in teams.

Theoretical Implications

This research study proves to be useful in terms of adding value to the literature

through exploring the impact of organizational power on team effectiveness and team cohesion. None of prior research studies investigated the impact of organizational power as defined by French and Raven on team effectiveness and team cohesion during Covid-19 in context of Turkish healthcare sector.

Practical Implications

This research study provides key insights to management, supervisors and doctors regarding ways of enhancing team effectiveness and team cohesion through using the organizational power in a right manner.

Limitations and Directions for Future Research

This research study has various theoretical and practical implications, however, there are some limitations of this study. This research study focused on analyzing the impact of organizational power on team effectiveness and team cohesion only, however, individual impact of each form of organizational power has not been studied in this research study. It is recommended that future research studies should be conducted for investigating the individual impact of each form of organizational power on team effectiveness and team cohesion. Moreover, this study focused only on Turkish healthcare sector, so future studies can explore the relationship in other cultural contexts, like healthcare sector of UK or US.

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