

THE IMPACT OF AUTHORITARIAN LEADERSHIP ON PROJECT SUCCESS: EXAMINING THE MEDIATING ROLE OF EMOTIONAL EXHAUSTION AND THE MODERATING ROLE OF CO-WORKER SUPPORT

Waqar Abbassi¹, Noshaba Razaq^{*2}, Muhammad Imran Minhas³, Yasir Hussain Wyne⁴,
Alina Islam⁵, Muhammad Nasar⁶

^{1,4,5,6}MPhil Student Department of Management Sciences at Riphah International University

^{*2}Researcher at Community Medicine Department, Wah Medical College, Taxila (NUMS University)

³Deputy Director Administration at Wah Medical College, Wah Cantt (NUMS University)

^{*2}noshabarazaq123@gmail.com

Corresponding Author: *

Noshaba Razaq

DOI: <https://doi.org/10.5281/zenodo.16900272>

Received	Revised	Accepted	Published
16 April, 2025	21 June, 2025	21 July, 2025	16 August, 2025

ABSTRACT

This study investigates whether a project manager's authoritarian leadership style influences project success directly and indirectly through the underlying mechanism of project team members' emotional exhaustion while understanding the effect of the moderating role of co-worker support between authoritarian leadership and emotional exhaustion. Drawing on the conservation of resources theory, this research posits that authoritarian leadership fosters an environment conducive to emotional exhaustion, decreasing motivation, performance, and overall project success. The study employs a quantitative method; data were collected from project-based employees working across major construction companies in Pakistan to comprehend these dynamics. Additionally, the study examines how co-worker support can buffer the negative effects of emotional exhaustion, providing a critical moderating influence that enhances team resilience and performance. Preliminary findings indicate that higher levels of authoritarian leadership are significantly correlated with increased emotional exhaustion among team members, which negatively impacts project success metrics such as timeliness, quality, and stakeholder satisfaction. Conversely, strong co-worker support mitigates the adverse effects of emotional exhaustion, leading to improved project outcomes. This research contributes to the project management literature on leadership and organizational effectiveness by elucidating the mechanisms through which leadership styles affect team dynamics and project success. Practically, this study offers valuable insights for organizational leaders and managers aiming to enhance project performance and employee well-being in authoritarian contexts.

Key words: - Authoritarian Leadership (AL), Emotional Exhaustion (EE), Co-worker Support (CWS), Project Success (PS)

INTRODUCTION

Project Success in Contemporary Organizations
Project success has been a central theme in project management discourse and is typically defined by the timely completion of tasks within budget and scope, alongside stakeholder satisfaction and product quality. While traditional metrics such as cost, time, and scope have long served as indicators

of success, contemporary scholarship increasingly emphasizes the significance of stakeholder engagement and team dynamics in determining project outcomes. Despite substantial progress in identifying critical success factors, the Project Management Institute (PMI) continues to report persistent project failure rates, indicating the need

for deeper inquiry into the social and behavioral dynamics influencing project performance. In particular, the role of interpersonal and leadership dynamics within project teams has received insufficient attention (Unterhitzenberger & Bryde, 2024). Projects are inherently social constructs requiring coordinated effort and trust among members, yet research has often neglected the influence of leadership behaviors on project success in dynamic, high-pressure environments.

Authoritarian Leadership and Its Organizational Impact Authoritarian leadership (AL) is characterized by centralized decision-making, rigid control, and minimal subordinate participation. While AL may provide structure and clarity in hierarchical organizations, its broader impact on team morale, emotional well-being, and performance remains contested (Wang & Guan, 2018). On one hand, authoritarian leaders may achieve compliance and short-term efficiency, particularly in time-sensitive projects. On the other hand, such leaders often diminish employee autonomy, reduce trust, and stifle creativity, which can lead to adverse psychological outcomes such as emotional exhaustion (Chiang, 2020). AL is increasingly recognized as a psychosocial stressor within organizational settings. Nauman et al. (2018) found that authoritarian leadership depletes emotional and cognitive resources, resulting in heightened emotional fatigue among team members. This exhaustion—defined as a core component of burnout—emerges when prolonged stress overwhelms an employee's coping mechanisms (Maslach, 2003). Emotional exhaustion, in turn, can significantly impair individual functioning, reduce commitment to project goals, and ultimately hinder project success (Schaubroeck et al., 2017).

Linking Leadership Behavior and Project Success While leadership styles such as transformational and servant leadership have been extensively examined in relation to project success, authoritarian leadership remains underexplored in this context. The few studies that have investigated AL suggest that its rigid style may erode team cohesion and reduce intrinsic motivation, both of which are essential for project performance (Shafi et al., 2020). However, a growing body of evidence suggests that the relationship between AL and project success is not unidirectional and may be influenced by intervening psychological and social variables. Despite the rich literature on burnout and leadership, significant gaps persist. Few studies have

investigated emotional exhaustion as a mediating mechanism through which AL affects project outcomes. Similarly, limited research has explored the potential of coworker support to buffer the negative consequences of authoritarian leadership. Moreover, most studies originate from Western contexts, where lower power distance cultures may perceive AL differently compared to high power distance societies like Pakistan (Rahmani et al., 2018). This cultural dimension further underscores the importance of localized research to understand how authoritarian leadership operates in diverse socio-cultural settings.

Given the high-stress nature of project-based environments—particularly in the construction sector—understanding how leadership styles affect psychological well-being and performance is critical. This study extends the application of Conservation of Resources (COR) Theory by positing that emotional exhaustion mediates the relationship between authoritarian leadership and project success. Furthermore, drawing on Social Exchange Theory (SET), it introduces coworker support as a moderating variable that can mitigate the adverse effects of authoritarian behavior by fostering interpersonal reciprocity and emotional resilience.

This study aims to examine the complex interplay between authoritarian leadership, emotional exhaustion, and project success in the Pakistani construction industry. By doing so, it addresses key theoretical and empirical gaps in the leadership literature. The research contributes to the body of knowledge by advancing a contextualized understanding of AL's consequences, particularly in non-Western societies. Furthermore, the findings offer practical insights for improving leadership practices and enhancing project outcomes in project-oriented organizations operating under high stress.

Research Objectives

1. To assess the extent to which authoritarian leadership negatively influences project success.
2. To investigate emotional exhaustion as a mediator in the relationship between authoritarian leadership and project success.
3. To evaluate the moderating role of coworker support in mitigating the negative effects of authoritarian leadership on emotional exhaustion and project outcomes.

Research Hypothesis

H1: Authoritarian leadership is negatively related to project success.

H2: Authoritarian leadership is positively related to emotional exhaustion.

H3: Emotional exhaustion is negatively related to project success.

H4: Emotional exhaustion mediates the relationship between project managers' authoritarian leadership and project success.

H5: Coworker support moderates the relationship between authoritarian leadership and emotional exhaustion in a way that an increase in coworker support weakens the effects of authoritarian leadership on emotional exhaustion.

Methodology

This study aims to investigate the impact of authoritarian leadership on project success, with emotional exhaustion as a mediating variable and co-worker support as a moderator. A quantitative, correlational research design was adopted to assess the direct and indirect relationships among the study variables. Data were collected through structured questionnaires distributed among participants to gather specific and reliable viewpoints on the constructs under investigation. The target population for the study comprised middle-tier managers working in project-based construction organizations across Pakistan. These individuals possess essential experience in project execution and are typically exposed to varied leadership styles. Two major firms Frontier Works Organization (FWO) and National Logistics Cell (NLC) were selected due to their significant role in

national infrastructure development and widespread operations. A non-probability convenience sampling method was used. A sample of 90 respondents was selected.

The questionnaire comprised two sections. The first section collected demographic data including gender, age, educational background, and work experience. The second section included close-ended items measuring the main study variables. Authoritarian leadership was assessed using the scale developed by Cheng et al. (2004), focusing on centralized decision-making and strict control. Emotional exhaustion was measured using the emotional fatigue component of the Maslach Burnout Inventory (Maslach & Jackson, 1981). Coworker support was evaluated through Caplan et al.'s (1975) scale that assesses both emotional and instrumental support from colleagues. Project success was gauged using criteria developed by Pinto and Slevin (1988), which include completion time, cost efficiency, quality, and stakeholder satisfaction. Data collection was conducted at various FWO and NLC project sites. Participation was voluntary, and respondents were assured of confidentiality and anonymity. Statistical analysis was carried out using SPSS. Descriptive statistics summarized the demographic characteristics of the sample. Reliability analyses using Cronbach's alpha were conducted to evaluate the internal consistency of the measurement instruments. Pearson correlation coefficients were calculated to assess bivariate relationships among the variables. To test mediation and moderation effects, regression-based analysis was employed using Hayes' (2013) PROCESS macro, which is designed to assess both indirect effects and interaction terms.

Results

Table 1; Demographic Characteristics of Respondents (n = 91)

Variable	Category	Frequency (%)
Gender	Male	67 (73.6%)
	Female	24 (26.4%)
Age	18–30 years	45 (49.5%)
	30–40 years	38 (41.8%)
	40 and above	8 (8.8%)
Education	Undergraduate	42 (46.2%)
	Graduate	33 (36.3%)
	Master's	16 (17.6%)
Experience	< 5 years	36 (39.6%)
	5–10 years	28 (30.8%)

10-15 years	17 (18.7%)
15-20 years	8 (8.8%)
Unspecified	2 (2.2%)

The demographic profile of the respondents (n = 91) indicates a predominance of male participants (73.6%), with females comprising 26.4% of the sample. Most participants (49.5%) were aged between 18 and 30 years, followed by 41.8% in the 30-40 years category, suggesting a relatively young workforce. In terms of educational qualifications, most respondents held undergraduate degrees (46.2%), while 36.3% were graduates and 17.6% held master's degrees. Regarding professional experience, 39.6% had less than 5 years of experience, and 30.8% had between 5 to 10 years, indicating that a significant portion of the sample had early to mid-level project exposure, while fewer participants (29.6%) had more than 10 years of experience.

Table 6: Descriptive Statistics and Reliability Analysis of scales (n = 91)

Variable	N	Min	Max	Mean	SD	α
Authoritative Leadership (IV)	91	1.00	5.00	3.5800	1.01900	0.842
Emotional Exhaustion (MED)	91	1.00	4.78	2.8571	0.93745	0.913
Co-Worker Support (MOD)	91	1.00	5.00	3.4093	0.92909	0.859
Project Success (DV)	91	1.43	4.57	3.3093	0.72100	0.914

Table 2 presents the descriptive statistics and reliability coefficients for the study variables. The mean scores indicate that participants generally perceived moderate levels of authoritarian leadership (M = 3.58, SD = 1.02), emotional exhaustion (M = 2.86, SD = 0.94), co-worker support (M = 3.41, SD = 0.93), and project success (M = 3.31, SD = 0.72). The internal consistency of all scales was found to be strong, with Cronbach's alpha values ranging from 0.842 to 0.914, exceeding the recommended threshold of 0.70, thereby confirming the reliability of the measurement instruments.

Table -3: Relationship among Authoritative Leadership, Emotional Exhaustion, Co-Worker Support Project Success (n = 91)

** **	AL	EE	CWS	PS
AL	1	-	-	-
CWS	-0.106	1	-	-
EE	0.795**	-0.358**	1	-
PS	-0.436**	0.697**	-0.598**	1

Table-3 displays the Pearson correlation coefficients among the key study variables. Authoritative Leadership (AL) was significantly positively correlated with Emotional Exhaustion (EE) ($r = 0.795$, $p < .01$), indicating that higher levels of authoritarian leadership are associated with increased emotional exhaustion among employees. AL also showed a significant negative correlation with Project Success (PS) ($r = -0.436$, $p < .01$), suggesting that authoritarian leadership may hinder successful project outcomes. Emotional Exhaustion was negatively associated with both Co-Worker Support (CWS) ($r = -0.358$, $p < .01$) and Project Success ($r = -0.598$, $p < .01$), implying that greater emotional exhaustion reduces both perceived team support and project effectiveness. Conversely, Co-Worker Support was positively related to Project Success ($r = 0.697$, $p < .01$), highlighting the beneficial role of supportive work environments in achieving project goals.

Table-4: Moderating Effect of Co-Worker Support on The Relationship between Authoritative Leadership and Project Success (n = 91)

	B	R ²	▲ R ²
Step 1	Control Variables	-	-
Step 2	AL	-0.139	0.649
	EE	-0.155	
	CWS	0.452	

Step 3	AL * CWS	-0.0969	0.7186	0.0696
--------	----------	---------	--------	--------

Table-4 presents a hierarchical regression model testing the moderating effect of Co-Worker Support on the relationship between Authoritative Leadership and Project Success. In Step 2, Authoritative Leadership ($\beta = -0.139$), Emotional Exhaustion ($\beta = -0.155$), and Co-Worker Support ($\beta = 0.452$) together explain 64.9% of the variance in Project Success ($R^2 = 0.649$). The addition of the interaction term (AL $\times$ CWS) in Step 3 further improves the model, raising the explained variance to 71.9% ($\Delta R^2 = 0.0696$), suggesting a significant moderating effect. The negative interaction coefficient ($\beta = -0.0969$) indicates that Co-Worker Support buffers the adverse effect of Authoritative Leadership on Project Success.

Table-5; Regression Analysis between Authoritative Leadership and Emotional Exhaustion ($n = 91$)

Variable	Coeff.	R2	Change R2	SE	T	p	LLCI	ULI
AL	0.731	0.632	0.628	0.0591	12.3666	< 0.001	0.6139	0.8490

Table-5 shows that Authoritative Leadership significantly predicts Emotional Exhaustion ($\beta = 0.731$, $p < .001$), explaining 63.2% of its variance ($R^2 = 0.632$). The high beta value and narrow confidence interval (LLCI = 0.6139, ULCI = 0.8490) reflect a strong and consistent positive association, affirming that authoritarian leadership considerably contributes to employees' emotional depletion.

Table-6: Mediation Effect of Emotional Exhaustion Between Authoritative Leadership and Project Success ($n = 91$)

Path	β	SE	t	p	95% CI (LL, UL)
AL $\rightarrow$ EE (Direct)	0.732	0.059	12.37	< .001	(0.6139, 0.8490)
AL $\rightarrow$ PS (Direct)	0.0758	0.0993	0.7632	.4474	(-0.1216, 0.2732)
EE $\rightarrow$ PS (Direct)	-0.5255	0.1080	-4.87	< .001	(-0.7401, -0.3110)
AL $\rightarrow$ EE $\rightarrow$ PS (Indirect)	-0.3844	0.0764	—	—	(-0.5426, -0.2380)

Table-6 presents the findings of the mediation analysis, assessing whether Emotional Exhaustion (EE) mediates the relationship between Authoritative Leadership (AL) and Project Success (PS). The direct path from AL to EE is positive and statistically significant ($\beta = 0.732$, $p < .001$), indicating that higher levels of authoritarian leadership substantially increase emotional exhaustion among employees. However, the direct effect of AL on PS is non-significant ($\beta = 0.0758$, $p = .4474$), suggesting that AL does not directly influence project success when EE is considered in the model. On the other hand, EE significantly and negatively predicts PS ($\beta = -0.5255$, $p < .001$), implying that emotional exhaustion severely hampers project outcomes. Most importantly, the indirect effect of AL on PS through EE is significant and negative ($\beta = -0.3844$), with a 95% confidence interval (-0.5426, -0.2380) that does not include zero.

Discussion

The primary aim of this study was to investigate the impact of authoritarian leadership (AL) on project success (PS) by examining the mediating role of emotional exhaustion (EE) and the moderating role

of co-worker support (CWS). Drawing upon Conservation of Resources (COR) Theory and Social Exchange Theory (SET), the study provides empirical evidence from the Pakistani construction sector to explain how authoritarian leadership behavior indirectly affects project outcomes through emotional depletion and how co-worker support can buffer such negative influences.

The findings confirmed the hypothesized relationships. Firstly, the correlation analysis revealed that AL is significantly positively related to EE ($r = 0.795$, $p < .01$), indicating that authoritarian leadership fosters a work environment characterized by emotional fatigue. This is consistent with earlier research by Nauman et al. (2018), which demonstrated that AL depletes employees' emotional and cognitive resources, leading to psychological strain and burnout symptoms. Similarly, Chiang (2020) highlighted that AL's rigid control and lack of participatory mechanisms contribute significantly to stress and emotional fatigue among employees. This supports H2, reinforcing that AL is a detrimental leadership style in high-demand environments.

Secondly, the results confirmed that EE is negatively correlated with PS ($r = -0.598$, $p < .01$) and positively

predicts reduced project success in regression analysis ($\beta = -0.5255$, $p < .001$). This supports H3, consistent with the COR theory which posits that emotional resource loss impairs performance (Hobfoll et al., 2018). This aligns with prior findings by Schaufeli and Taris (2014), who argued that emotional exhaustion weakens commitment and hampers job performance, thereby affecting team productivity and outcomes. Furthermore, the significant indirect path from AL to PS via EE ($\beta = -0.3844$, CI $[-0.5426, -0.2380]$) and the non-significant direct path ($\beta = 0.0758$, $p = .4474$) confirm the mediating role of emotional exhaustion. These findings validate H4 and echo earlier studies such as those by Breevaart and Bakker (2018), who emphasized that burnout symptoms mediate the effects of detrimental leadership on performance outcomes. Additionally, co-worker support emerged as a significant moderator. The hierarchical regression analysis demonstrated that CWS moderated the relationship between AL and PS (interaction term $\beta = -0.0969$, $\Delta R^2 = 0.0696$), suggesting that social support at the peer level buffers the harmful effects of authoritarian behavior. This is in line with the buffering hypothesis of SET, where interpersonal resources can mitigate workplace stressors (Cropanzano & Mitchell, 2005). The findings align with Chiaburu and Harrison (2008), who asserted that strong peer support networks provide emotional safety, encouragement, and practical aid, thereby promoting resilience and sustained performance under adverse leadership. Interestingly, AL had a significant negative correlation with PS ($r = -0.436$, $p < .01$) but did not exhibit a significant direct effect on PS in the mediation model. This supports the full mediation model (Hobfoll et al., 2018), suggesting that the influence of AL on project outcomes primarily operates through its effect on employees' emotional states rather than through direct behavioral mechanisms. In the Pakistani context—where hierarchical structures and high-power distance norms are prevalent—this finding is particularly relevant. Rahmani et al. (2018) note that while AL may be culturally tolerated, its psychological consequences are nonetheless profound.

Conclusion

This study set out to examine the complex relationships among authoritarian leadership, emotional exhaustion, co-worker support, and

project success within the context of Pakistan's construction industry. Grounded in Conservation of Resources (COR) Theory and Social Exchange Theory (SET), the findings empirically validated that authoritarian leadership, while often entrenched in hierarchical organizations, exerts a detrimental influence on project outcomes by increasing emotional exhaustion among employees. Importantly, emotional exhaustion emerged as a key mediating mechanism that explains how authoritarian leadership undermines project success. Moreover, the study identified co-worker support as a critical moderating factor that can buffer the negative psychological impact of authoritarian leadership. The moderating role of peer support reinforces the idea that even in environments with rigid leadership structures, strong interpersonal relationships among team members can enhance resilience and preserve project performance.

Limitations and Recommendations of the Study

Despite offering meaningful insights into the mechanisms linking authoritarian leadership to project success, this study is subject to several limitations that should be acknowledged. First, the research employed a non-probability convenience sampling technique, which limits the generalizability of the findings. The sample, although appropriate for the study's scope, may not fully represent the broader population of project managers and middle-tier employees across different industries and organizational cultures. Second, the cross-sectional design restricts the ability to draw causal inferences between variables. While the study establishes significant associations, longitudinal data would be required to confirm the temporal order and causality among authoritarian leadership, emotional exhaustion, and project success. Additionally, self-reported data may be susceptible to common method bias, as participants' responses could have been influenced by social desirability or personal biases. Third, the study was conducted within the Pakistani construction sector—a high power-distance cultural context—which may influence how leadership styles and social support are perceived. As such, findings may not be directly transferable to low power-distance or Western organizational environments without further contextual validation. Based on these limitations, several recommendations are proposed for future research and organizational practice. Future studies should

consider adopting a longitudinal or experimental design to establish stronger causal inferences and better understand the long-term effects of leadership behaviors on employee well-being and project performance. Incorporating multi-source data, such as peer or supervisor evaluations, could also mitigate the potential biases associated with self-report measures. Moreover, expanding the study to include diverse industries and cross-cultural samples would enhance the generalizability of the findings and provide comparative insights into how cultural dimensions mediate the relationship between leadership and outcomes. From a practical perspective, organizations should invest in leadership training programs that emphasize emotional intelligence and participatory management styles. Promoting peer support systems and team-building initiatives can also serve as effective interventions to mitigate the negative impact of authoritarian leadership and emotional exhaustion. By addressing these limitations and pursuing the recommended directions, future research can deepen our understanding of the nuanced dynamics that influence project success and employee well-being in organizational settings.

References

- Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *Journal of Occupational Health Psychology, 23*(3), 338–349.
- Caplan, R. D., Cobb, S., French, J. R. P., Jr., Harrison, R. V., & Pinneau, S. R., Jr. (1975). *Job demands and worker health: Main effects and occupational differences*. U.S. Department of Health, Education, and Welfare.
- Cheng, B.-S., Chou, L.-F., Wu, T.-Y., Huang, M.-P., & Farh, J.-L. (2004). Authoritarian leadership and employee creativity: The moderating role of psychological empowerment. *Asia Pacific Journal of Management, 21*(1), 85–104.
- Chiang, C.-F. (2020). How authoritarian leadership affects employee work outcomes: The mediating role of psychological stress. *International Journal of Hospitality Management, 87*, 102456.
- Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology, 93*(5), 1082–1103.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900.
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Press.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology, 50*(3), 337–421.
- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior, 5*, 103–128.
- Maslach, C. (2003). Job burnout: New directions in research and intervention. *Current Directions in Psychological Science, 12*(5), 189–192.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior, 2*(2), 99–113.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology, 52*, 397–422.
- Nauman, S., Fatima, T., & Haq, I. U. (2018). Authoritarian leadership and workplace outcomes: Mediating role of psychological stress. *Pakistan Journal of Commerce and Social Sciences, 12*(3), 789–811.
- Pinto, J. K., & Slevin, D. P. (1988). Project success: Definitions and measurement techniques. *Project Management Journal, 19*(1), 67–73.
- Preacher, K. J., & Hayes, A. F. (2012). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods, 40*(3), 879–891.
- Rahmani, M., Ahmad, I., & Khan, M. M. (2018). Cultural influences on perceptions of authoritarian leadership: A study in high power distance contexts. *Journal of Cross-Cultural Psychology, 49*(7), 1123–1140.
- Schaubroeck, J. M., Peng, A. C., & Hannah, S. T. (2017). The role of stress and motivation in problematic leadership dynamics. *Journal of Organizational Behavior, 38*(2), 226–245.

- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the job demands-resources model: Implications for improving work and health. In G. F. Bauer & O. Hämmig (Eds.), *Bridging occupational, organizational and public health: A transdisciplinary approach* (pp. 43–68). Springer.
- Shafi, M., Lei, Z., & Yu, M. (2020). Does authoritarian leadership always undermine team performance? The role of team cohesion. *Leadership & Organization Development Journal*, 41(4), 503–518.
- Unterhitzenberger, C., & Bryde, D. (2024). The role of interpersonal dynamics in project success: An integrative review. *International Journal of Project Management*, 42(1), 102–115.
- Wang, H., & Guan, B. (2018). The impact of authoritarian leadership on employee creativity and performance. *Journal of Business Research*, 88, 234–241.

