

Print ISSN: 2234-3040 / Online ISSN: 2234-3059
doi: 10.13106/eajbm.2015.vol5.no4.13.

Multi-dimensional Emotional Intelligence Effects on Intrinsic/Extrinsic Motivation and Job Satisfaction: Analysis Using Laborer Perceived Organizational Support*

Hoe-Chang Yang**, Hee-Young Cho***, Won-Dong Lee****

Received: August 11, 2015. Revised: October 03, 2015. Accepted: October 15, 2015.

Abstract

Purpose – Based on previous studies, this study extends current research and investigates whether the sub-factors of emotional intelligence increase job satisfaction or employee intrinsic and extrinsic motivation and perceived organizational support.

Research design, data, and methodology – This study categorizes service employees' (consultants) emotional intelligence into four sub-factors: regulation of emotion, appraisal of emotion, utilization of emotion, and expression of emotion. The study then investigates the sub-factor effects on job satisfaction. A total of 353 valid questionnaires were collected.

Results – The results of the path analysis showed that appraisal, utilization, and expression of emotion had a positive effect on intrinsic motivation, and utilization of emotion had a positive effect on extrinsic motivation. Extrinsic motivation had a positive effect on perceived organizational support and job satisfaction, and perceived organizational support had a positive effect on job satisfaction.

Conclusion – As consultants' utilization of emotion is rendered as the ability to use emotion to improve performance, the conclusion is that such factors as monetary performance incentives are important in order to boost job satisfaction of the consultants.

Keywords: Emotional Intelligence, Motivation, Job Satisfaction,

Perceived Organizational Support(POS), Emotional Labor.

JEL Classifications: M30, M31, M54. L10.

1. Introduction

In 2001, the former IBM CEO Louis V. Gerstner predicted that 'services would lead the market over the next decade across industries.' His prediction has been proved right to the extent that service industry has developed explosively and that nearly all industries have claimed to involve services. Vargo & Lusch (2004) suggested a new logic that the values of all products and material goods should be assessed based on relevant services, presenting a new perspective on what services are. As a rule, services are defined as a series of intangible activities generated by interactions between customers and service staff or between material resources and products and service providers' systems intended to help resolve customers' problems (Kang, 2014). Yet, as consumers are far from feeling satisfied on account of the industrialization, standardization, homogenization and dehumanization of services against the backdrop of the prevalence of services, service workers encounter problems with emotional labor.

This study focuses on emotional labor of employees in service industry. Individuals experience emotional labor when they regulate or manage their emotions to earn wages (Totterdell & Holeman, 2003). Emotional labor refers to managing one's emotion as a means of earning wages to evoke positive perception among the public using verbal or physical expressions (Hochschild, 1983). Most service entities implicitly or explicitly require their employees to express certain emotions to customers, which is attributable to intangibility, heterogeneity, perishability and simultaneous production and consumption of services (Yoo et al., 2014). That is, as customers evaluate business entities based on their satisfaction while interacting with service employees, whose emotional expression serves as an overarching factor (Bozionelos & Kiamou, 2008), service companies intend to take advantage of employees' positive emotions so as to max-

* This Paper has been represented by KODISA 2015 summer International Conference(ICBE 2015). Reviewed by new discussion of two panelists, revised faithfully reflected by three anonymous reviewers. And this research was supported by grants from CBP(Capacity Building Project) of Jangan University.

** 1st Author, Assistant Professor, Dept. of Distribution management, Jangan University, Korea. Tel: +82-31-299-3133, E-mail: pricezzang@naver.com.

*** Adjunct Professor, Dept. of Distribution Management, Jangan University, Korea. E-mail: imarketinghy@paran.com.

**** Corresponding Author, Assistant Professor, Dept. of Logistics Management, Jangan University, Korea. Tel: +82-31-299-3109, E-mail: danwoolee@hanmail.net.

imize the effects of their services.

Emotional labor (EL) of service employees has been extensively studied in recent years. For example, previous studies on employees' external and internal behaviors (Grandy, 2003), work overload and stress (Claessens et al., 2004; Greenglass et al., 2003; Mulki et al., 2008; Robinson & Griffiths, 2004), and emotional exhaustion and job burnout (Cordes & Dougherty, 1993; Folkman, 1984; Leiter & Maslach, 1988; Maslach & Jackson, 1981) point to negative effects of job stress or burnout resulting from emotional labor on service employees at both personal and organizational levels.

This study categorizes service employees' emotional intelligence into 4 sub-factors, viz. regulation of emotion, appraisal of emotion, utilization of emotion and expression of emotion, and investigates their effects on job satisfaction. Also, this study performs path analysis to find out the effects of service employees' intrinsic and extrinsic motivation on job satisfaction, as well as the effects of perceived organizational support on the intrinsic/extrinsic motivation and job satisfaction, with intent to find out the practical efforts that individual service employees engaging in emotional labor should make, and the approaches that service companies should take to train and support their employees. In short, a range of clues can be derived from the present findings that will have positive effects on both individual service employees engaging in emotional labor and service organizations.

2. Theoretical Background

Emotional intelligence was first proposed by Salovey & Mayer (1990) and defined as the ability to observe, examine and identify one's own and others' emotions and feelings to induce thoughts and behaviors (Salovey & Mayer, 1990). Also, in their follow-up study, these authors redefined emotional intelligence as four abilities: first, the ability to perceive, recognize and express emotions; second, the ability to generate or utilize emotions to facilitate thinking; third, the ability to understand emotions and emotional literacy; and fourth, the ability to adjust emotions to promote emotional and intellectual development (Mayer & Salovey, 1997). In the late 1970s, psychologists found members' positive emotion could raise organizational effectiveness and reported members' emotion could be transformed positively (Argyle & Martin, 1991). That is, positive emotion within an organization can increase job satisfaction, voluntary altruistic behaviors and trust in colleagues and supervisors, ultimately maximizing organizational efficiency (Peter & Austin, 1985). Also, positive emotion was reported to be related to organizational culture, motivation for work performance, job attitude, job stress and job commitment (Fineman et al., 1996).

Yang & Lee (2009) defined motivation as a power arising inside a person to engender an internal drive, willingness or behavior for achieving a goal and to guide the direction. Deci (1972) stated that extrinsic motivation triggered by extrinsic rewards and intrinsic motivation valuing intrinsic rewards and auto-

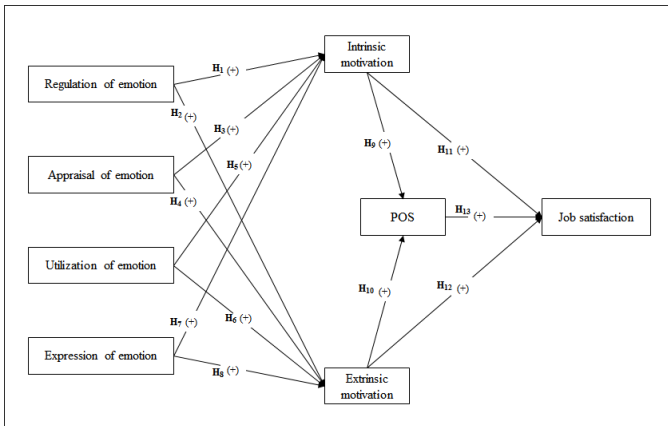
telic experience constituted primary motivational factors of human behavior. In this respect, when workers engaging in emotional labor are intrinsically motivated, a sense of self-determination, competence, curiosity, commitment to tasks, enjoyment and interest will be generated as argued by Amabile et al. (1994). Meanwhile, extrinsically motivated acts are ways to attain certain goals, e. g. obtain rewards or avoid punishments. An extrinsically motivated person is influenced by competition, evaluation, recognition and financial rewards (Amabile et al., 1994). Regarding intrinsic and extrinsic motivation, autonomy was reported to be germane to extrinsic motivation, in particular, based on SDT (Self Decision Theory). Many studies (e. g., Komaki et al., 1982; Ryan & Deci, 2000) found extrinsic conditions having to do with quality of work, cost savings and customer service. Based on previous findings, not just intrinsic but also extrinsic motivation is highly likely to affect emotional intelligence and job satisfaction of workers engaging in emotional labor.

POS (Perceived Organizational Support) suggested in the social exchange theory refers to members' belief that their organization gives them credit for their qualities, and has been known to drive employees to become committed to the organization (Eisenberger et al., 1986). Also, employees tend to humanize their organization, and develop their general attitude toward the organization in accordance with the extent to which the organization values employees' contribution and considers their welfare. Given this, the present study hypothesizes the perceived organizational support is highly likely to have positive effects on intrinsic and extrinsic motivation and job satisfaction of workers engaging in emotional labor.

Diverse factors have been known to affect job satisfaction (Judge et al., 2001). In general, rewards, promotion, supervision, welfare, incentives, working environment, colleagues, job characteristics and communication are primary elements relevant to job satisfaction (Spector, 1985). The present study sets job satisfaction as the outcome variable on the grounds that many studies reported employees' job satisfaction had effects on service quality or performance (e. g., Albrecht & Zemke, 1985; Bitner et al., 1990; Bolton & Drew, 1991; Fried, 1981; Rogers et al., 1994). Differently put, increasing the job satisfaction of workers engaging in emotional labor will engender quality services, which in turn will improve the competitive advantages of service companies.

3. Research Model and Hypotheses

This study focuses on emotional intelligence in that employees' emotion could be transformed. Accordingly, rather than intrinsic and extrinsic motivation and perceived organizational support leading to job satisfaction, emotional intelligence will ensure service employees provide quality services and will diminish the adverse effects of their emotional labor through specific training programs designed to strengthen each factor of emotional intelligence. Thus, based on previous studies, this study hypothesizes that each variable will have positive effects on one another, and sets up a structured model and hypotheses as below.



<Figure 1> Research Model and Hypotheses

- <Hypothesis 1> Regulation of emotion is positively related to the intrinsic motivation.
- <Hypothesis 2> Regulation of emotion is positively related to the extrinsic motivation.
- <Hypothesis 3> Appraisal of emotion is positively related to the intrinsic motivation.
- <Hypothesis 4> Appraisal of emotion is positively related to the extrinsic motivation.
- <Hypothesis 5> Utilization of emotion is positively related to the intrinsic motivation.
- <Hypothesis 6> Utilization of emotion is positively related to the extrinsic motivation.
- <Hypothesis 7> Expression of emotion is positively related to the intrinsic motivation.
- <Hypothesis 8> Expression of emotion is positively related to the extrinsic motivation.
- <Hypothesis 9> Intrinsic motivation is positively related to the POS.
- <Hypothesis 10> extrinsic motivation is positively related to the POS.
- <Hypothesis 11> Intrinsic motivation is positively related to the job satisfaction.
- <Hypothesis 12> Extrinsic motivation is positively related to the job satisfaction.
- <Hypothesis 13> POS is positively related to the job satisfaction.

4. Methodologies

4.1. Methods and Data Collection

In this study we investigated 8 variables as follow: Emotional intelligence was measured by SREIS (Self-report Emotional Intelligence Scale) based on Shutte et al. (1998). Specifically, regulation of emotion was measured 10 item, appraisal of emotion was measured 7 item, utilization of emotion was measured 9 item, and expression of emotion was measured 7 item, Likert 7-point scale. Intrinsic and extrinsic motivation was measured each 5 item, Likert 4-point scale based on Amabile et al.

(1994). Perceived organizational support was measured 17 item, Likert 5-point scale based on Eisenberger et al. (1990). And job satisfaction was measured 25 item, Likert 7-point scale based on Scarpello & Campbell (1983). All variables were converted into z-score to make correction of difference of the scales.

To conduct this study, a survey was carried out outsourced call center consultant at NHIS (National Health Insurance Service) of the Seoul. Total of 353 valid questionnaire were collected and utilized for analysis. Frequency analysis, descriptive statistic analysis, correlation analysis, and structured equation modeling (SEM) for path analysis were conducted using SPSS 19.0 and AMOS 19.0.

The demographic characteristics of the participants are presented in <Table 1>.

<Table 1> Demographic characteristics

Variables	Sub-variables	Frequency	Percent(%)
Gender	Male	30	8.6
	Female	319	91.4
Marital status	Married	131	37.5
	Unmarried	218	62.5
Age	less than 25	31	8.8
	25-30	118	33.4
	31-35	85	24.1
	36-40	58	16.4
	more than 41	61	17.3
Educational level	High school or less	82	23.9
	Professional college	103	30.0
	college	146	42.6
	Graduate or more	12	3.5

note) 4 person did not write gender and marital status. And 10 did not write educational level.

4.2. Reliability and Validity of Measurement Scale

<Table 2> Reliability and Validity

Variables		first item	final item	Cronbach's α	Construct Reliability	AVE
Emotional intelligence	Regulation	10	8	0.882	0.844	0.405
	Appraisal	7	4	0.774	0.723	0.395
	Utilization	9	5	0.837	0.854	0.425
	Expression	7	5	0.871	0.779	0.522
Motivation	Intrinsic	5	4	0.707	0.835	0.561
	Extrinsic	5	4	0.645	0.782	0.546
Perceived organizational support		17	17	0.957	0.962	0.597
Job satisfaction		25	25	0.958	0.945	0.410

To find out if measurement items are internally consistent, reliability was verified using Cronbach α. Chae(2002) argued that if Cronbach α is over 0.6, it is considered reliable. In this respect, the reliability of variables in this study was found to be 0.645~0.958. As a result of confirmatory factor analysis to verify feasibility of variables, all variables are expected to ensure the

validity except regulation of emotion, appraisal of emotion, utilization of emotion, and job satisfaction was less than 0.5 to confirm validity by comparing between coefficient of determination of R-square and AVE, respectively.

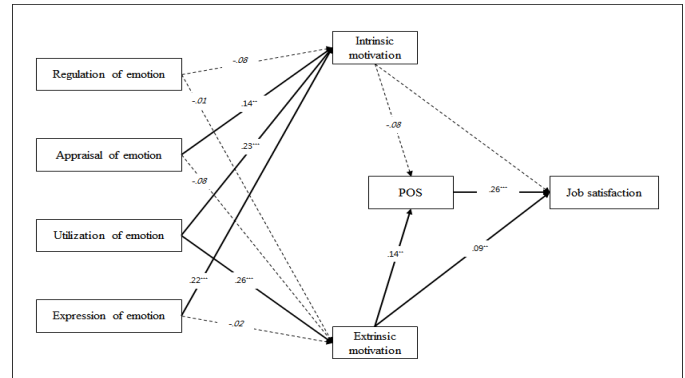
= 846.657, d.f = 15, p = .000, NFI = .352 CFI = .350, and RMSEA = .397 etc and they did not reach each suitability index proposed.

5. Empirical Analysis

The directional nature and possible causal relationship between variables were identified through confirmatory factor analysis and the results from correlation analysis which was carried out to identify the validity of variables whose validity was not identified were presented in <Table 3>.

Correlation analysis showed that participants are significant relationship between perceived organizational support and job satisfaction. However, there are not significant relationship between perceived organizational support and other variables except regulation of emotion.

The path analysis for the verification of the hypothesis was presented in <Figure 4> and <Table 4>. According to the verification result of the suitability of this model, the values were χ^2



Note) * p<.05, ** p<.01, *** p<.001

<Figure 4> Results of Path Analysis

Verification results of hypothesis test using path analysis are shown in <Table 4>.

<Table 3> Results of Correlation analysis(n=305)

	1	2	3	4	5	6	7	8
1. Regulation of emotion	(0.405)							
2. Appraisal of emotion	.590**	(0.395)						
3. Utilization of emotion	.667**	.547**	(0.425)					
4. Expression of emotion	.597**	.495**	.709**	(0.522)				
5. Intrinsic motivation	.273**	.311**	.388**	.649**	(0.561)			
6. Extrinsic motivation	.223**	.226**	.309**	.688**	.752**	(0.546)		
7. POS	.149**	.031	.086	.100	.015	.091	(0.597)	
8. Job satisfaction	.244**	.146**	.193**	.182**	.051	.147**	.788**	(0.410)
Mean	4.77	4.58	4.80	4.87	3.01	2.93	2.79	3.95
Standard Deviation	0.85	0.87	0.83	0.95	0.81	0.83	0.76	0.97

Note) ** p<.01, AVE marked in ().

<Table 4> Results of Path analysis

H	Path	Estimate	S.E	t-value(C.R.)	p	Result
H1	Regulation → Intrinsic motivation	-.077	.029	-1.547	.122	rejected
H2	Regulation → Extrinsic motivation	-.007	.031	-0.142	.887	rejected
H3	Appraisal → Intrinsic motivation	.138	.028	2.768	.006	adopted
H4	Appraisal → Extrinsic motivation	.081	.031	1.585	.113	rejected
H5	Utilization → Intrinsic motivation	.226	.029	4.532	.000	adopted
H6	Utilization → Extrinsic motivation	.258	.032	5.019	.000	adopted
H7	Expression → Intrinsic motivation	.215	.026	4.314	.000	adopted
H8	Expression → Extrinsic motivation	.023	.028	0.442	.659	rejected
H9	Intrinsic motivation → POS	-.075	.083	-1.420	.156	rejected
H10	Extrinsic motivation → POS	.139	.078	2.635	.008	adopted
H11	Intrinsic motivation → Job satisfaction	-.017	.065	-0.523	.601	rejected
H12	Extrinsic motivation → Job satisfaction	.085	.062	2.612	.009	adopted
H13	POS → Job satisfaction	.778	.042	23.803	.000	adopted

5. Discussion and Limitations

This study investigates if the sub-factors of emotional intelligence increase job satisfaction via employees' intrinsic and extrinsic motivation and perceived organizational support based on previous studies. Although it is not covered in the analysis result section, a regression analysis was performed with gender, marital status, age and education controlled. As a result, regulation of emotion ($\beta=0.233$, $p<.01$), appraisal of emotion ($\beta=0.233$, $p<.01$), utilization of emotion ($\beta=0.192$, $p<.01$), and expression of emotion ($\beta=0.186$, $p<.01$) have positive effects on job satisfaction. Also, a multiple regression analysis was performed to see which factor had greater effects on job satisfaction. As a result, only the regulation of emotion ($\beta=0.178$, $p<.01$) has statistically significant positive effects on job satisfaction, which is consistent with previous findings.

However, the effects of motivation and perceived organizational support on emotional intelligence and job satisfaction proved more or less different from the hypothesis. To be specific, intrinsic motivation is positively influenced by the expression of emotion, utilization of emotion and expression of emotion, but has no significant effects on job satisfaction. Meanwhile, the utilization of emotion has direct positive effects on job satisfaction via extrinsic motivation, or increases job satisfaction via the perceived organizational support. These findings need be translated with caution from different perspectives. First, the correlation between intrinsic motivation and job satisfaction and that between intrinsic motivation and perceived organizational support are statistically insignificant among the respondent call-center consultants, which seems to suggest that they perceive intrinsic motivation and job satisfaction as well as intrinsic motivation and perceived organizational support are totally independent of each other. It is necessary to find out the conditions in the call center where respondents are working to better understand the finding. Yet, in general, respondents' relatively low self-esteem over their occupation might hinder their intrinsic motivation, whilst diverse stressors in relation to emotional labor might lead to dissatisfaction with jobs.

Meanwhile, as consultants' utilization of emotion is rendered as the ability to use emotion for improving performance (Goldengerg et al., 2006), it can be concluded that such factors as monetary incentives for performance are important in order to boost job satisfaction of consultants. Hence, based on the present findings, workers, particularly call center consultants, engaging in emotional labor need be provided with a clear-cut reward system. Specifically, extrinsic rewards including monetary incentives need be enhanced. In addition, further studies should delve into variables associated with productivity, which seems affected by intrinsic motivation.

References

Argyle, M., & Martin, M. (1991). The Psychological Causes of Happiness. *Subjective well-being: An interdisciplinary*

perspective. 77-100.

- Albrecht, K., & Zemke, R. (1985). *Service America*. IL: Homewood.
- Amabile, T. M., Hill, K. G., Hennessey, B. A. (1994). The Work Performance Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66(5), 14-23.
- Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The Service Encounter: Diagnosing Favorable and Unfavorable Incidents. *Journal of Marketing*, 54(January), 71-84.
- Bolton, R. N., & Drew, J. H. (1991). A Multistage Model of Customers' Assessments of Service Quality and Value. *Journal of Consumer Research*, 17(4), 375-384.
- Bozionelos, N., & Kiamou, K.(2008). Emotion Work in the Hellenic Frontline Service Environment: How it Relates to Emotional Exhaustion and Work Attitude. *The International Journal of Human Resource Management*, 19(6), 1108-1130.
- Che, Seo-Il (2002). *Social Research Method and Analysis*. Seoul: Hakhyunsa.
- Claessens, B. J. C., van Eerde, W., Rutte, C. G., & Roe, R. A. (2004). Planning Behavior and Perceived Control of Time at Work. *Journal of Organizational Behavior*, 25(8), 937-950.
- Cordes, C. L., & Dougherty, T. W. (1993). A Review and an Integration of Research on Job Burnout. *Academy of Management Review*, 18(4), 621-656.
- Deci, E. I. (1972). Intrinsic Motivation, Extrinsic Reinforcement, and Inequity. *Journal of Personality and Social Psychology*, 22, 113-120.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71, 500-507.
- Eisenberger, R., Fasolo, P. & Davis, L. V.(1990). Perceived Organizational Support and Employee Diligence, Commitment, and Innovation. *Journal of Applied Psychology*, 75, 51-59.
- Fineman, S. (1996). Emotion and organizing. In S. Clegg, C. Hardy & W. Nord (Eds), *Handbook of organization studies*. London: Sage.
- Folkman, S. (1984). Personal Control and Stress and Coping Processes: A Theoretical Analysis. *Journal of Personality and Social Psychology*, 46(4), 839-852.
- Fried, Y. (1991). Meta-analytic Comparison of the Job Diagnostic Survey and Job Characteristics Inventory as Correlates of Work Satisfaction and Performance. *Journal of Applied Psychology*, 76(5), 690-697.
- Goldenberg, I., Matheson, K., & Mantler, J. (2006). The Assessment of Emotional Intelligence: A Comparison of Performance-based and Self-report Methodologies. *Journal of Personality Assessment*, 86(1), 33-45.
- Grandey, A. A. (2003). When "The Show Must Go On": Surface Acting and Deep Acting as Determinants of Emotional Exhaustion and Peer-rated Service Delivery. *Academy of Management Journal*, 46(1), 86-96.
- Greenglass, E. R., Burke, R. J., & Moore, K. A. (2003). Reaction to Increased Workload: Effects on Professional

- Efficacy of Nurses. *Applied Psychology, An International Review*, 52(4), 580-597.
- Hochschild, A. R. (1983). *The Managed Heart: Commercialization of Human Feeling*. Berkeley: University of California Press.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The Job Satisfaction–Job Performance Relationship: A Qualitative and Quantitative Review. *Psychological Bulletin*, 127(3), 376-407.
- Kang, Gi-Du (2014). *Service Marketing* (3rd eds.). Seoul: Booknet.
- Komaki, J., Collins, R. L., & Pen, P. (1982). The Role of Performance Antecedents and Consequences in Work Motivation. *Journal of Applied Psychology*, 67(3), 334-340.
- Leiter, M. P., & Maslach, C. (1988). The Impact of Interpersonal Environment on Burnout and Organizational Commitment. *Journal of Organizational Behavior*, 9(4), 297-308.
- Maslach, C., & Jackson, S. E. (1981). The Measurement of Experienced Burnout. *Journal of Occupational Behavior*, 2(2), 99-113.
- Mayer, J. D., & Salovey, P. (1997). What is Emotional Intelligence? In P. Salovey & D. Sluyter(Eds.), *Emotional Development and Emotional Intelligence: Educational Implications* (pp.3-31). New York: Basic Books.
- Mulki, J. P., Lassk, F. G., & Jaramillo, F. (2008). The Effect of Self-Efficacy on Salesperson Work Overload and Pay Satisfaction. *Journal of Personal Selling and Sales Management*, 28(3), 285-297.
- Peter, T., & Austion, N. (1985). *A Passion for Excellence*. New York: Random House.
- Robinson, O. and Griffiths, A. (2005). Coping with the Stress of Transformational Change in a Government Department. *Journal of Applied Behavioral Science*, 41(2), 204-221.
- Rogers, J. D., Clow, K. E., & Kash, T. J. (1994). Increasing Job Satisfaction of Service Personnel. *Journal of Service Management*, 8(1), 14-26.
- Ryan, R. M., & Deci, L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25, 54-69.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. Imagination. *Cognition and Personality*, 9(3), 185-211.
- Scarpello, V., & Campbell, J. P. (1983). Job Satisfaction: Are All the Parts There?. *Personnel Psychology*, 36(3), 577-600.
- Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and Validation of a Measure of Emotional Intelligence. *Personality and Individual Differences*, 25(2), 167-177.
- Spector, P. E. (1985). *Job Satisfaction: Application, Assessment, Cause and Consequences*. CA: Thousand Oaks, Sage Publications
- Totterdell, P., Holman, D. (2003). Emotion Regulation in Customer Service Role: Testing a Model of Emotional Labor. *Journal of Occupational Health Psychology*, 8(1), 55-73.
- Yang, Hoe-Chang., & Lee, Young-Chul (2009). An Empirical Study in Relationship between Franchisor's Leadership Style and Franchisee's Revenue: Mediating Effect of Commitment and Moderating Effect of Motivation. *Journal of Distribution Science*, 7(4), 55-73.
- Yoo, Jae-Won., Kwak, Won-Jon., & Shin, Ho-Chul (2014). The Antecedents and Consequences of Service Employee's Emotional Labor. *Journal of Human Resource Management Research(JHMRR)*, 21(2), 49-64.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 68(1), 1-17.