

Job Satisfaction of Workers of Jute Industry in Bangladesh: A Study on Rajshahi Jute Mills Ltd.

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ABSTRACT

Job satisfaction is an all-embracing term which is one of the most important and well researched areas of study. It is essential for a business organization to run its activities at optimum level of expectation. The term job satisfaction refers to an individual's general attitude toward his or her job. A person with high level of job satisfaction holds positive attitude toward his job while a person who are dissatisfied with his job holds negative attitude towards his job. Job satisfaction also occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance. So, from here, it is how an organization gets satisfied workers in order to get their commitment to perform well. The study revealed that significantly higher percentage of the workers was satisfied with their present job. The study further suggested that working hours, overtime benefits, recognition for good work, management policy, promotional opportunity & good relation with colleagues were more important than working environment, job status, autonomy in work, participation in management, and open communication for their overall job satisfaction. There was no significant influence of personal factors such as age, experience, marital status, income, education, & skill on overall job satisfaction among the workers of Rajshahi jute mills. The data are collected by face to face interview with a schedule of questionnaire and the core value of workers satisfaction and dissatisfaction that they feel from working in the Jute Mills situated at Rajshahi district are placed here. A total 100 respondents were selected on random sampling basis. Data were analyzed by using different statistical tools and descriptive statistical methods. This study is exclusively based on primary and secondary sources of information.

Key Words: Job Satisfaction, Workers, Job Factors, Job Behavior, RJML

1. INTRODUCTION:

At present era of modern technology and growing transformation in organizational culture, job satisfaction has emerged to be very significant component of management strategies [1]. Job satisfaction is generally defined as an employee's affective reaction to a job, based on comparing actual outcomes with desired outcomes. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job [2]. Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience

high job satisfaction [3]. If you dislike your job intensely, you will experience job-dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself [4]. It is his attitude towards his job. Bangladesh, as we know, being a third world country, is trying to expand its industrialization programs. As a result of this effort, various types of industries, such as, jute mills, textiles, garments factories, tobacco companies, tea factories, cement factories, steel industries, iron industries and metal industries etc. have been set up. This study analyzed the job satisfaction of the workers of Rajshahi Jute Mills Ltd [5].

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2. STATEMENT OF THE PROBLEM

The consequences of job satisfaction are very much important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and well-being [6]. Job satisfaction is the function of the perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it [2]. The indicators of job satisfaction are considered to be one's health, job safety, sustained facilities provided by respective authority, working environment, relationship with co-workers, salary structure, participation in factory management etc. [3]. Considering these, the present study has been designed to conduct a research work on the workers of Rajshahi Jute Mills Ltd. The socio-economic background of employees, job satisfaction, job dissatisfaction, job stress and their consequences are the related issue of this study.

3. OBJECTIVE OF THE STUDY

The main objectives of the study are as follows:

1. To identify the determinants of job satisfaction of workers of jute mills;
2. To measure the behavioral level of top management of jute mills
3. To evaluate the social background of the workers of jute mills and
4. To recommend and suggest measures to boost up satisfaction level of jute industrial workers

4. RATIONALE OF THE STUDY

There are many employees who are engaged in the private sector organizations in Bangladesh. They are facing with a huge number of problems. But they don't get scope to express their opinion to the higher authority due to stress, fear, lack of knowledge etc. On the other hand, they have a limited power to find out the actual problem involving with their job. The private and public sector organizations of our country are involved with strike, bribe, slowdowns, non-

cooperation etc. Only by the help of job satisfaction, it is possible to overcome. The knowledge of job satisfaction is very much important to understand their problems at the workplace. But no substantial work has so far been conducted on socio economic background, job satisfaction and job security of industrial sector; especially on jute industry in Bangladesh. So, it is a little step and very essential to conduct a research study on levels of job satisfaction in workers of Rajshahi Jute Mills Ltd.

5. LIMITATIONS OF THE STUDY

On the way of this study researchers have faced the following problems, which in terms may be considered as the limitations of the study. These are as follows:

1. The researchers could not spend sufficient time, which was required for the in-depth study.
2. The study mostly limited to only the 100 workers out of the thousands of workers of jute mills in Bangladesh; which might be more in number for getting more accurate result.
3. Corrective measures for identified problems were not covered in it due to lack of experience.
4. All the respondents did not give answer correctly.
5. The jute mills authority was not enough cooperative to assist the study.

6. LITERATURE REVIEW

Consequently, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction. The most commonly literature reviews on job satisfaction are:

Hoppok (1935) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, "I am satisfied with my job." This is not really a perfect definition of job satisfaction, it merely points to various types of circumstances helpful for

job satisfaction, indicated six major components of job satisfaction were: (a) The way of individual reacts to unpleasant situation; (b) The facility with which he adjusts himself to other persons; (c) The relative status in the social and economic group with which he identifies himself; (d) The nature of work in relation to the abilities, interests and preparation of the work; (e) Security and (f) Loyalty [7].

Worthy (1950) found that there were at least six factors such as company in general, the local organization, local management, immediate supervision, co-workers and working conditions which comprised job satisfaction [8].

Smith (1955) defined job satisfaction as an employee's judgment of how well his job has satisfied his various needs [9].

But Locke (1970) gave a more acceptable definition of job satisfaction. He defined job satisfaction as "the pleasurable emotional state resulting from the perception of one's job values as fulfilling one's important job values, providing these values are compatible with one's needs" [10].

Mobley and Locke's (1970) expressed "Job satisfaction and dissatisfaction are a function of the perceived relationship between what one expects and obtains from one's job and how much importance or value one attributes to it", commenting on Locke's definition of job satisfaction [11].

Verhaegen (1979) stated "It seems to be impossible to arrive at any better definition because of the very nature of the subject." [12].

Maslow's need hierarchy illustrates Maslow's conception of people satisfying their needs in a specified order from bottom to top that is people are motivated to satisfy the lower needs before they try to satisfy the higher needs. Once a need is satisfied it is no longer a powerful motivator.

It is only after the physiological and safety needs are reasonably satisfied do the higher level needs: social,

esteem, and self actualization become dominant concern [13].

Schermerhon et al., (2004) retrieved that, Maslow assumes that some needs are more important than others and must be satisfied before other needs. The theory states that individuals experience a hierarchy of needs, from lower level to higher level of psychological needs. One has to satisfy the current needs before going to the next level of needs. For example, physiological needs must be satisfied before safety needs can be attended to. Thus, the theory assumes that the fulfillment of each need level suggest satisfaction. Using Maslow's theory, managers can motivate and ensure job satisfaction in their employees by making sure that each individual need level is satisfied. Satisfaction of such needs can be done through offering suitable rewards [14].

Maslow went further and explained that people would seek to satisfy the physiological (basic) needs first. That there is an automatic mechanism which exists so that once the physiological needs are satisfied, the safety and security needs automatically presents themselves to be satisfied and once the safety and security needs are satisfied, then the next layer of needs (love and affiliation) present themselves to be satisfied and so it goes up to self actualizations needs [15].

According to Hewstone and Stroebe (2001) Herzberg's two- factor theory holds that satisfaction and dissatisfaction are driven by different factors [16]. Satisfaction is influenced by motivational factors whilst dissatisfaction is influenced by hygiene factors. Motivating factors are those aspects of the job that make people want to perform well and provide them with satisfaction. For example, achievement, personal growth, recognition and, work itself, responsibility. The motivating factors are considered to be intrinsic to the job as individuals may have a degree of control over them. Hygiene factors include aspects of the job that are extrinsic to the individual such as remuneration, policies, supervisory practices and other working conditions.

Motivators or intrinsic (satisfier) factors are related to the actual performance of the work, or the content of the job. The motivators are internal job factors that urge the employees to strive for better achievements, and lead to job satisfaction and higher motivation [17]. They are the factors that influence the perceptions or feelings of employees about themselves and their work, and motivate them to work harder or better.

According to Herzberg, motivation factors are internal factors that are associated with higher-order needs, and include the opportunity to achieve in the job, recognition of accomplishment, challenging work and growth options, responsibility in the job, and the work itself-if the work is interesting [18].

The presence of intrinsic factors or motivators lead to job satisfaction, but their absence will not lead to job dissatisfaction [19].

With regard to teachers, a teacher who feels that his or her salary is not sufficient, but improving the salary may not necessarily lead to job satisfaction. Similarly, when teachers perceive that their working conditions (hygiene factors), are good, the reasons for job dissatisfaction are removed [20].

Hoque and Hossain (1992), in their study titled on "Perceived Importance of Different Job Facet and Overall Job Satisfaction of Industrial Workers in Bangladesh- An Empirical Study" found that numbers of satisfied subjects with their present job are significantly higher than those of the dissatisfying subjects [21].

Hossain (1985), made a study on "An Analysis' of Factors Related to the Job Satisfaction of the Teachers of Secondary Schools." This study conducted on two hundred secondary school teachers who were selected from the eleven secondary schools of Dhaka city as the subjects for the study.

Kalra (1981) conducted a research on the managerial people who have recently changed their job and found that there are many reasons behind leaving the previous jobs. These include lack of growth opportunity (56%), poor salary (51%) and lack of job satisfaction

(45%). Thus, it can be concluded that job satisfaction is negatively correlated with turnover.

Khaleque and Rahman (1987), addressed the issue in their paper "Perceived Importance of Job Facets and Overall Job Satisfaction of the Industrial Workers.

Khaleque and Wadud (1984) on industrial supervisors found that autonomy in work, promotional opportunity, relations with colleagues, job security and recognition for good work were considered as important sources of job satisfaction by the respondent.

Mathew (1992) reported that areas of activities such as, decision making, supervising, control, training, specific academic, sales promotion and selection-recruitment are significantly related with work satisfaction [22].

Based on the above literature researchers have identified five job dimensions to represent the most important characteristics of a job about which employees have affective responses (Luthans, 2015). These are:

1. **The work itself:** The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.
2. **Pay:** The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.
3. **Promotion opportunities:** The chances for advancement in the organization.
4. **Supervision:** The abilities of the supervisor to provide technical assistance and behavioral support.
5. **Coworkers:** The degree to which fellow workers are technically proficient and socially supportive.

7. METHODOLOGY OF THE STUDY

In the present study, methodology is taken to indicate the underlying principles and methods or organizing and the systems or inquiry procedure leading to completion of the study. This part deals with various methodological issues relating to the study like profile

of the sample unit, sample size of the respondents, sources of data and analysis of data used in the study. The present study conducted on the workers of Rajshahi Jute Mills Ltd. Among the workers only 100 workers have been selected randomly for the study purpose. The 100 sample respondents have been selected from the five different departments. Both primary and secondary data are used for the purpose of the study. The study is mainly based on primary data. The primary data have been collected through personal interview of the workers of Jute Mills. To collect the primary data researchers used three sets of interview schedules, specially prepared in the light of the objectives of the study. The collected data have been subsequently processed, tabulated and analyzed for the purpose of the study by using different statistical tools and descriptive manner as well as through secondary sources. The secondary sources include books, journals, annual report of RJML, BJIC and published research works.

8. STATISTICAL ANALYSIS OF THE STUDY

8.1 Chi-Square (χ^2) Test

The chi-square test is one of the simplest and most widely used non-parametric tests in statistical work. It makes no assumptions about the population being sampled [23]. The quantity of chi-square describes the magnitude of discrepancy between theory and observation. Satisfaction and dissatisfaction of workers has been recorded in the following table:

8.1(a) Promotional opportunities of the respondents

Chi-Square statistics of promotional opportunities is shown in the following table:

Table-8.1(a) Chi-Square statistics of promotional opportunities

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	47	50.0	-3	0.36	1	0.548
No	53	50.0	3			
Total	100	-	-			

Source: Field Survey

Table- 8.1(a) shows that computed chi-square value is .36 is smaller than the table value of 2.71 at 10% level of significance, therefore, the study concludes that workers are not satisfied on promotional opportunities of factory.

8.1(b) Recognition for better performance of the respondents

Chi-square statistics of recognition for better performance is shown in the following table:

Table-8.1(b) Chi-Square statistics of recognition for better performance

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	2	50.0	-48	92.16	1	0.0000
No	98	50.0	48			
Total	100	-	-			

Source: Field Survey

Table- 8.1(b) shows that calculated chi-square value is 92.16 is greater than the table value of 6.63 at 1% level of significance, therefore, the study concludes that workers are satisfied on recognition of better performance.

8.1(c) Good relationship with co-workers

Chi-Square statistics of good relationship with co-workers is shown in the following table:

Table-8.1(c) Chi-Square statistics of good relationship with co-workers

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	90	50.0	40	64	1	0.000
No	10	50.0	-40			
Total	100	-	-			

Source: Field Survey

Table- 8.1(c) shows that calculated chi-square value is 64 is greater than the table value of 6.63 at 1% level of significance, therefore, the study concludes that workers

are satisfied on good relationship with co-workers.

8.1(d) Management policy of the respondents

Chi-Square statistics of management policy of the respondents is shown in the following table:

Table-8.1(d) Chi-Square statistics of management policy

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	70	50.0	21	17.64	1	0.000
No	30	50.0	-21			
Total	100	-	-			

Source: Field Survey

Table- 8.1 (d) shows that calculated chi-square value is 17.64 is greater than the table value of 6.63 at 1% level of significance, therefore, the study concludes that workers are satisfied on salary management policy.

8.2 T-Test (One-Sample Test)

T-test table gives over a range of values of degree of freedom at different levels of significance. By selecting a particular degree of freedom and level of significance, the study determines the tabular value of *t*. The study establishes a null hypothesis, and if our computed *t* is greater than tabular *t*, we reject the null hypothesis; if our computed *t* is smaller than the tabular *t*, we accept the null hypothesis. The satisfaction and dissatisfaction of the workers recorded in the following table:

8.2 (a) Promotional opportunities of the respondents

T-Test statistics of promotional opportunities of the respondents is shown in the following table:

Table-8.2(a) T-Test statistics of promotional opportunities

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Promotional Opportunities	100	0.47	.502	0.050	9.369	99	0.00

Source: Field Survey

Table-8.2(a) reveals that the calculated value of *t* is 9.396 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. Therefore, the study concludes that the workers are satisfied their promotional systems.

8.2(b) Recognition for better performance of the respondents

T-Test statistics of recognition for better performance of the respondents is shown in the following table:

Table-8.2(b) T-Test statistics of recognition for better performance

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Recognition for better Performance	100	0.02	0.14	0.014	1.421	99	0.16

Source: Field Survey

Table-8.2(b) reveals that the calculated value of *t* is 1.421 is smaller than the table value of 1.645 at 5% level of significance and the degree of freedom is 99. Therefore, the study concludes that the workers are satisfied to the recognition for better performance.

8.2(c) Good relationship with co-workers

T-Test statistics of good relationship with co-workers is shown in the following table:

Table-8.2(c) T-Test statistics of good relationship with co-workers

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Relation with Co-Worker	100	0.9	0.30	0.030	29.84	99	0.00

Source: Field Survey

Table-8.2(c) reveals that the calculated value of *t* is 29.84 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. Therefore, the study concludes that good relation exists among the co-workers.

8.2(d) Management policy of the respondents

T-Test statistics of management policy of the respondents is shown in the following table:

Table-8.2(c) T-Test statistics of management policy

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Management Policy	100	0.71	0.45	0.045	15.56	99	0.00

Source: Field Survey

Table-11.2(d) reveals that the calculated value of *t* is 15.56 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. Therefore, the study concludes that the workers are satisfied for participation in management policy.

9. TABLE OF MEAN RANKING

On the basis of t-test of different contents of interview schedule a mean ranking table is shown below:

Table: Table of mean ranking

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.	Rank of Mean
Promotional Opportunities	100	0.47	0.502	0.050	9.369	99	0.00	03
Recognition for Better Performance	100	0.02	0.14	0.014	1.421	99	0.16	04
Relation with Co-Worker	100	0.9	0.30	0.030	29.84	99	0.00	01
Job Freedom	100	0.57	0.50	0.050	11.45	99	.00	02

10. FINDINGS OF THE STUDY

Job satisfaction plays an important role to the workers of any organization in terms of its productivity, efficiency, employee relationship, absenteeism and turnover. The finding of the present study are the following finding:

1. There was no significant influence of personal factors on the overall job satisfaction.
2. There was a significant positive correlation between job satisfaction and performance and a significant negative correlation between job satisfaction and absenteeism and accident.
3. The workers of the organization always expect good behavior from their higher authority.
4. The workers are satisfied for participation in management policy.
5. The Workers are not satisfied on promotional opportunities of factory.
6. The Workers are satisfied on recognition of better performance.
7. The Study found that good relation exists among the co-workers.
8. The average age, education, and experience of the jute employees were lower as compared to those of any other industrial employees of Bangladesh.
9. The socio-economic background of the workers are not better.
10. Specific job related factors (pay, job security, behavior of boss, job status, autonomy in work, recognition for good work, participation in decision making, communication with boss, and working environment) had a significant influence on the overall job satisfaction of the respondents.
11. Between the personal and job related factors, the latter plays a decisive role in producing job satisfaction of the respondents.
12. Job satisfaction had a significant positive influence on performance and significant negative influences on absenteeism, accident, propensity to quit the job, and job stress.

11. CONCLUDING RECOMMENDATIONS

The present study was an attempt to obtain a better understanding about the causes of job satisfaction of Jute Mills in Rajshahi District, Bangladesh. The following recommendations may be made in light of the present study:

- The promotional opportunities should be increased more than present stage of promotional opportunities.
- Workers are to be rewarded for their better performance.
- Workers should keep a friendly relation with their co-workers.
- It is suggested that more emphasis should be given to the organizational factors for improving job satisfaction of the Jute mills employees.
- Since, jute mills workers perceived their job as highly stressful and long working hours; it is suggested to reduce working hours and job stress by introducing shift work system.
- Concerned authorities should give more emphasis on the job related factors for reducing need deficiencies and job dissatisfaction of the jute mills workers of Bangladesh.
- As job satisfaction was significantly and positively correlated with performance, and negatively correlated with absence, accident, and propensity to quit the job, special measures should be taken in the light of the findings of the present study to improve the job satisfaction of the employees of jute mills.

Here, various determinants are used to find out the job satisfaction. The following determinants such as, opportunity for advancement, good relation with co-workers, management policy and recognition for better performance, relationship with supervisor, good working conditions and financial rewards represents the job satisfaction of the workers of Rajshahi Jute Mills. It is the work and through it the individual finds opportunities for the satisfaction of many of his social

personal needs. As the workers are more satisfied, they will be more productive, proactive and committed. So, the employers should make the workers more satisfied.

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