



## The Relationship Of Job Insecurity, Affective Commitment, And Job Performance Post Covid-19

<sup>1</sup>Tari JN Syafitri, <sup>2</sup>Laura Syahrul, <sup>3</sup>Rahmi Fahmy

<sup>1,2,3</sup>Master of Management Study Program, Universitas Andalas, Padang, 25175, Indonesia

Email: [Tarijns97@gmail.com](mailto:Tarijns97@gmail.com)

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### ABSTRACT

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This study aims to examine the effect of Job Insecurity on Job Performance with Affective Commitment as a Mediating Variable Post Covid-19 Pandemic (Case Study: Four Star Hotel employees in Padang City). The data processing was carried out through Smart-PLS. There was a total of 155 samples collected using purposive sampling method. The results showed that a) job insecurity has a negative but not significant effect on employee performance, b) job insecurity has a negative and significant effect on affective commitment, c) affective commitment has a positive and significant effect on employee performance, d) affective commitment mediates the relationship between job insecurity on employee performance.

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### 1. Introduction

The coronavirus pandemic (Covid-19) has become a worldwide health crisis affecting people's lives since December 2019. This pandemic caused the economy to be disrupted, so that some companies suffered considerable losses and even went bankrupt. In addition to the economy, the tourism sector is also affected by this pandemic, not least in the hospitality industry.

Data compiled by the Indonesian Hotel and Restaurant Association (PHRI) of West Sumatra, recorded as many as 26 out of 80 hotels in the Minang realm have closed. Of the 80 hotels, as many as 2,500 workers who have been housed with the system are paid half and no salary. The closed hotels are mostly in Padang City, the rest in areas that have leading tourist destinations in West Sumatra such as in Bukittinggi City, Tanahdatar Regency and Mentawai Islands. This is also supported by data obtained from BPS related to the Level of Room Occupancy (TPK) of star hotels in West Sumatra, that when compared to before the covid-19 pandemic spread in Indonesia in 2019, TPK star hotels in West Sumatra are still quite high compared to 2020, especially in April, namely the beginning of covid-19 outbreaks in Indonesia and the first time large-scale social restrictions (PSBB) were imposed, The TPK is only 9.09%. But the government and hotels are trying to increase again to reduce losses more, so that 2021 begins to increase, not as low as in 2020. This is seen in October 2019-2021, namely October 2019 TPK star hotels are 59.45%, then October 2020 decreased to 39.45%, and October 2021 again increased to 53.35%.

In addition to the effects of the pandemic that impacted hotel losses, the TPK decline data also showed that there were problems with the performance of hotel employees. To overcome the problem of losses experienced, many hotels decided to issue policies that can relieve spending by laying off their employees or laying them off, this causes employees to feel anxiety so that they become unfocused and have an impact on their performance. In addition, to prevent the spread of this pandemic, some hotels followed the government's advice to comply with health protocols and social restrictions. As a result of this government recommendation, employee performance has



fallen because employees feel dissatisfied and difficulty while working while complying with health protocols. Indirectly employees experience discomfort where they become difficult to control themselves, this is the cause of employees tend to become more irritable and stressed, thus impacting their decreased performance. Some employees even choose to resign or not continue their contracts again. In addition, employees who face visitors directly (such as the front office) are more susceptible to being infected with the covid-19 virus. Although the hotel has implemented health protocols correctly, it does not rule out the possibility that employees will be infected with the covid-19 virus. These feelings of anxiety, insecurity, and discomfort are called job insecurity. When companies are unable to provide job security, employees tend to have lower job satisfaction and organizational commitment, higher moving intentions, and poorer psychological or physical health, and will ultimately impact their performance.

Affective commitment is identified as the core of an organizational commitment that emphasizes its emotional component whereas job insecurity usually triggers an employee's emotional response (Qian et al., 2019), so it can be said that affective commitment is considered the most related to job insecurity and performance. If employees feel job insecurity, then their affective commitment will decrease, which will ultimately have an impact on employee performance.

Literature Review, Based on the theory outlined, stressors become one of the factors that can affect employee performance, and job insecurity is considered as the stressor. The stress faced by employees will reduce their happiness and satisfaction so that employees will become difficult to fulfill the tasks they have. (Piccoli et al., 2019) states that consistent with social identity theory, job insecurity is associated with decreased employee performance. Job insecurity causes employees to become stressed which ultimately has an impact on declining performance. Piccoli's findings are supported by several recent studies stating that it is true that job insecurity negatively affects employee (Bohle et al., 2018; Darvishmotevali & Ali, 2020; Vo-Thanh et al., 2020). Based on the description can be drawn the research hypothesis stated as follows: H1: Job Insecurity negatively and significantly affects Employee Performance

When companies are unable to provide job security, employees tend to have lower job satisfaction and organizational commitment, higher moving intentions, and poorer psychological or physical health, and will ultimately impact their performance. Organizational commitment is considered important especially in the hospitality sector as a psychological factor that has a noticeable effect on increasing employee loyalty, thus reducing the desire to quit (Yao et al., 2019). Basically, organizational commitment is divided into three, namely affective commitment, continuous commitment, and normative commitment. Among the components, affective commitment is more widely found in literatures (Rivai, 2015). Affective commitment is identified as the core of an organizational commitment that emphasizes its emotional component whereas job insecurity usually triggers an employee's emotional response (Qian et al., 2019), so it could be said that affective commitment is considered the most associated with job insecurity and performance. Some previous studies have found that job insecurity negatively affects affective commitment (Kocak et al., 2018; Piccoli et al., 2019). Perceptions of job security where the possibility of losing an employee's job will decrease the level of affective commitment to the organization. Basically, employees who have a high affective commitment tend to be more involved, willing to realize organizational goals, not problematic in absenteeism, and have a strong desire to maintain their membership in the organization. If this affective commitment decreases it will have an impact on the organization itself.

Meanwhile, research conducted by (Kundi et al., 2020; Ribeiro et al., 2018) found that affective commitment is positively and significantly related to employee performance, meaning that if employee commitment increases then employee performance increases. Furthermore, Ribeiro explained that committed employees are more likely to have higher work motivation, as

well as higher work performance. Affectively committed employees tend to do their jobs better and be more productive.

The core principle of job insecurity plays a threatening role when it comes to employee interests and values is true, ultimately undermining employee affective commitments. So, when employees feel that the organization is not meeting their expectations for providing job security, they reduce their level of affective commitment to the organization. Similarly, job insecurity induces a negative response to affective organizational commitment, which then reduces an individual's performance. This is supported by research conducted by (Bohle et al., 2018; Piccoli et al., 2019) who found that affective commitment mediates the relationship between job insecurity and performance so that job insecurity will be negatively related to affective commitment, which relates positively to performance. Based on the description above can pull the research hypothesis stated as follows:

H2: Job Insecurity has a negative and significant effect on affective commitment.

H3: Affective Commitment has a significant and significant effect on Employee Performance.

H4: Affective commitment will mediate the relationship between Job Insecurity and Employee Performance.

## 2. Method

Initially, we identified problems related to the performance of employees affected by covid-19, where many hotels suffered losses along with TPK that decreased considerably. Referring to the phenomena that occurred at that time, we determined several related variables and were specifically considered to affect the strange situation of the company. We measure job performance referring to the measure used by (Ramos-Villagrasa et al., 2019) 10 statements. The job insecurity measurement indicator was adopted from (Elst et al., 2014) which is as many as 4 statements. The affective commitment measurement indicator was adopted from (Allen & Meyer, 1990) which is as many as 8 statements. The sampling technique in this study is purposive sampling with a non-probability sampling method that is the determination of samples with certain considerations and requirements in applying sample size, this study refers to (Hair et al., 2021), by multiplying 5 on each indicator, where the number of indicators is 31, so that 155 respondents were obtained. For the sample selection, we focused on the employees of the management of the first-line management of four-star hotels in Padang City, West Sumatra, Indonesia. The questionnaire dissemination process was across the paper, and we received 149 feedbacks. Later, Smart-PLS software was used for data analysis.

## 3. Result and Discussion

### 3.1 Demographic Analysis

The respondents in this study were 149 respondents. The demographics of the respondents are shown in table 1 below.

**TABLE 1**  
DEMOGRAPHICS OF RESPONDENTS

Demographic	Deskription	Frekuensi	Percentage (%)
Gender	Men	79	53
	Women	70	47
Age	≤ 25 years	26	17.4
	≥ 26-30 years	67	45.0
	≥ 31-35 years	41	27.5
	≥ 36-40 years	8	5.4
	> 40 years	7	4.7
Education	SMA	21	14.1
	D3	63	42.3
	D4	30	20.1
	S1	31	20.8
	S2	4	2.7
Length of Work	≤ 3 years	53	35.6
	≥ 3-5 years	43	28.9



Demographyc	Deskription	Frekuensi	Percentage (%)
	> 5 years	53	35.6
Position	Food &beverage	23	15.4
	Front office	24	16.1
	Housekeeping	55	36.9
	Marketing	14	9.4
	Accounting	9	6.0
	HRD	15	10.1
	Engineering	9	6.0
Marital Status	Not married yet	74	49.7
	Married	75	50.3

Source: Primary data, 2022

From the table above it can be known that male respondents participated the most with a percentage of 53% while the rest were female respondents with a percentage of 47%. Meanwhile, when viewed from the age of respondents, the age range of  $\geq 26$ -30 years is the most dominant with a percentage of 45% and the age of > 40 years with the lowest percentage of 4.7%. Furthermore, the education taken by respondents, in general, graduated D3 with a percentage of 42.3% with a working period of less than 3 years and more than 5 years with a percentage of 35.6% with a position as housekeeping of 36.9% with the status of married with a percentage of 50.3%.

### 3.2 Measurement Model Assessment

The rule of thumb used for convergent validity is outer loading  $> 0.7$ . If the outer loading value  $> 0.7$  then it is said that the indicator is valid and vice versa an indicator should be omitted from the measurement model when the outer loading value  $< 0.7$  and then the model is again calculated. Based on the outer loading value of each of the research variables it was found that all variables had outer loading above 0.7. Based on the data processed found that the four variables have AVE values above the general criteria of 0.5, so that more than half of the diversity of performance indicators can explain performance well, as well as job insecurity, and affective commitment.

To test discriminant validity there are three types of analysis used: Fornell and Larcker criteria, cross loadings and heterotrait-monotrait ratio (HTMT). However, HTMT analysis has been shown to be superior among other methods for assessing discriminant validity (Henseler et al., 2015). All HTMT ratios should be lower than the maximum threshold of 0.85 suggested by (Henseler et al., 2015). The information obtained from the Table below is all HTMT ratio values below the value of 0.85. So, in the same model performance constructs, job insecurity, and affective commitment differ from each other.

**TABLE 2**  
DEMOGRAPHICS OF RESPONDENTS

Variable/Construct	Job Insecurity	Job Performance	Affective Commitment
Job Insecurity			
Job Performance	0,097		
Affective Commitment	0,835	0,071	

Source: Smart-PLS Processing Results, 2022

To test reliability, (Hair et al., 2021) states that a construct is declared reliable if Cronbach's alpha and composite reliability values  $> 0.7$ . The table below shows that the four constructs have a composite reliability value above 0.7 meaning, the indicators set have been able to measure each construct well or it can be said that the four measurement models have been reliable.

**TABLE 3**  
RELIABILITY TEST RESULTS

Variable/Construct	Cronbach's Alpha	Composite Reliability
Job Insecurity	0,808	0,873
Job Performance	0,970	0,974
Affective Commitment	0,861	0,905

Source: Smart-PLS Processing Results, 2022

### 3.3 Structural Model Assessment

Structural models are evaluated using R-square for dependent constructs, F-square, Q-square tests (Stone-Geisser) to obtain predictive relevance, and coefficient paths. According to (Chin, 1998) the value of R<sup>2</sup> of 0.67 is categorized as strong, then if the value is 0.33 then it is categorized as moderate and 0.19 is said to be weak. The result shown, the contribution of influence given by job insecurity to affective commitment of 0.501, it can be said that the contribution of influence given by job insecurity to affective commitment is moderate so as to show the accuracy of prediction of moderate models. The F2 value will see the effect of exogenous substantives on endogenous constructs. The determination of the magnitude of substantive influences on endogenous constructs is classified in 3 categories (Hair et al., 2021) namely 0.02 weak influences, 0.15 moderate influences, and 0.35 strong influences. Less than 0.02 indicates no effect. The result shown, strong influence is indicated by job insecurity on affective commitment with F2 value is 1.003, then weak influence is indicated by affective commitment to performance with F2 value is 0.034, and no influence is indicated by job insecurity on performance with F2 value is 0.008.

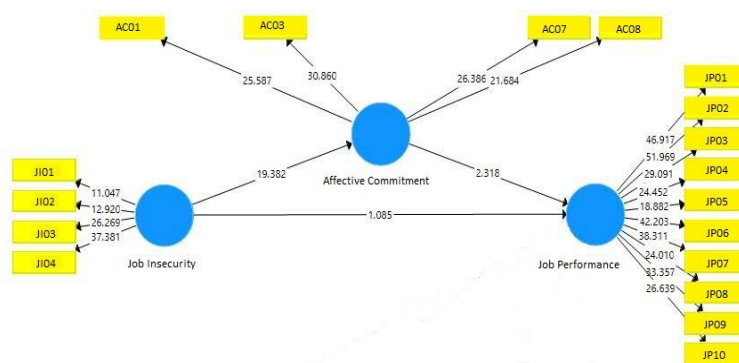
In addition, there is also an examination of the predictive relevance value (Q<sup>2</sup>) of Stone – Geisser. According to (Chin, 1998) explained that a model shows good predictive relevance when its Q<sup>2</sup> value is greater than zero which indicates a good exogenous latent variable (corresponding) as an explanatory variable capable of predicting its endogenous latent variables. The information obtained from the Table below is a structural model obtained to have a good prediction of relevance. This means that job insecurity is appropriate as an explanatory variable that is able to predict affective commitment then job insecurity, and affective commitment accordingly as explanatory variables that are able to predict performance.

**TABLE 4**  
EVALUATION RESULTS Q-SQUARE TEST (STONE-GEISSER)

Dependent Construct	Q <sup>2</sup>
Affective Commitment	0.58
Job Performance	0.28

*Source: Smart-PLS Processing Results, 2022*

Path coefficient is used to determine whether a research hypothesis is accepted or rejected. Accepted or rejected hypotheses can be seen in t-statistical test values. If the t statistical value above 1.96 (t table) and significance (p value) are less than 0.05 then the hypothesis is accepted. More specifically, the path coefficient image for this research using the bootstrapping procedure is also shown.



**Figure 1.** Path Coefficient Analysis Results with Bootstrapping Procedure

The path coefficient results report and then to find out whether mediation occurs or not in this study, will be summarized in the table below.

TABLE 5  
HYPOTHESIS TEST

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values	Desc.
H1: Job Insecurity -> Job Performance	-0,128	-0,121	0,118	1,085	0,278	Rejected
H2: Job Insecurity -> Affective Commitment	-0,708	-0,714	0,037	19,382	0,000	Accepted
H3: Affective Commitment -> Job Performance	0,298	0,285	0,129	2,318	0,021	Accepted
H4: Job Insecurity -> Affective Commitment -> Job Performance	0,211	0,203	0,093	2,263	0,024	Full Mediation

Source: Smart-PLS Processing Results, 2022

### 3.4 DISCUSSION

The results of the data analysis showed that job insecurity (insecurity at work) had a negative but not significant influence on the performance of 4-star hotel employees in Padang City, West Sumatra. This means that job insecurity can make individuals feel tense, restless, worried, scared and stressed related to the uncertainty of the sustainability of their work that causes performance to decrease but it has no meaning which means that the job insecurity that occurs does not have an important role to reduce employee performance.

The results of this study are in accordance with the study (Amin & Pancasasti, 2022; Octafian & Nugraheni, 2022) that job insecurity has no impact on employee performance. However, these findings contrast with empirical studies (Bohle et al., 2018; Darvishmotevali & Ali, 2020; Piccoli et al., 2019; Vo-Thanh et al., 2020) which found that job insecurity negatively affects employee performance, meaning that employee perceived insecurity will cause their performance to decrease.

One possible explanation is that currently employees have entered the new normal era, for those various conditions of covid 19 prevention have been overcome such as the enactment of Social Distancing for all forms of activities, PSBB, Health Quarantine, the enactment of Restrictions on Community Activities (PPKM), or vaccination programs that are currently being promoted by the government. Thus, the current controlled conditions make the business world begin to recover so that some doubts such as anxiety and fear to lose their jobs do not happen again which ultimately has no impact on the decline in employee performance.

Another explanation is the possibility that employees and hotel management already have psychological contracts between them. Psychological contracts are defined as individuals' subjective understanding of agreement-based reciprocal exchanges with their superiors, which are formed by the organizations in which such exchanges take place (Pramudita et al., 2021). This contract must be reciprocal in effect, meaning, when the employee believes that the obligation of the hotel to the employee will be proportional to the obligation given by the employee to the hotel, for example the employee believes that the hotel will provide job security and opportunities for promotion and commit to the hotel then the obligation given by the employee to the hotel is to increase the company's profit. With a mutual commitment it will reduce employee hesitation in working where employees do not feel worried and anxious anymore because it has been outlined in psychological contracts that ultimately do not have a direct impact on the decline in employee performance.

The study also found that job insecurity had a significant influence on affective commitments. The findings mean that the less secure and comfortable employees are at work, the worse the affective commitment that can make employees unwilling to involve themselves in hotel management, unwilling to realize the goals of hotel management, have problems with absences, and have a strong desire to leave the hotel. Therefore, feelings about job insecurity will threaten the organization's commitment including affective commitment. This finding is in line with (Kocak et al., 2018; Piccoli et al., 2019) that job insecurity negatively affects affective commitment.

Likewise, the affective commitment that has a positive and significant effect on the performance of 4-star hotel employees in Padang City. That is, the higher the affective commitment that hotel employees have indicated by involvement and emotional feelings to be attached to the company, the higher the performance that will be produced. Furthermore, committed employees are more likely to have higher work motivation, as well as higher work outcomes. The findings are supported by empirical studies (Kundi et al., 2020; Ribeiro et

al., 2018) who stated that affective commitment affects performance positively, meaning that if employee commitment increases then employee performance becomes increased. Employees who are affectively committed tend to do better and more productive jobs. Thus, affective commitment is an important factor in achieving the results obtained by employees based on their actions and behaviors that contribute to the company's goals.

Based on the above description and tests that have been conducted, it was found that affective commitment mediated the relationship between job insecurity and the performance of hotel employees. This means that if hotel employees can minimize the fear and anxiety in working by controlling various conditions in the hotel, there will be strong feelings to be involved in the hotel and there will also be emotional feelings at work that lead to involvement in this hotel which ultimately results in positive aspects in work. It can be said that minimizing job insecurity can contribute to affective commitment and indirectly contribute to employee performance. The results of this study are in accordance with empirical studies conducted by (Bohle et al., 2018; Piccoli et al., 2019) that minimizing work insecurity can increase affective commitment and affective commitment can improve employee performance then it is said that affective commitment mediates the relationship between job insecurity to employee performance. The core principle of job insecurity plays a threatening role when it comes to employee interests and values, so it needs to be minimized in order to increase employee affective commitment. So, when employees feel that the company is meeting their expectations to provide job security, then they will increase their level of affective commitment to the organization. Similarly, job insecurity induces a negative response to affective organizational commitments, which then improves job performance.

#### 4. Conclusion

Based on the results of this research, it can be concluded that: a) job insecurity has a negative but not significant effect on employee performance, b) job insecurity has a negative and significant effect on affective commitment, c) affective commitment has a positive and significant effect on employee performance, d) affective commitment mediates the relationship between job insecurity on employee performance.

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