Study of the Impacts of Family Business Succession Environmental Characteristics on Management Performance and Sustainability - Focused on the Moderating Effect of family business succession consultant competency-

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Abstract

This study investigates how differential moderating effect the consultant competency shows on enterprises sustainability in the impact of family business succession environmental characteristics of enterprises that consider, proceed with or completed family business succession on management performance and sustainability. Subjects were the
interested persons such as the managers and successors of Korean SMEs, and a survey was conducted as a method of investigation. The items on the questionnaire were composed of a total of 40 questions, including 10 demographic questions, and for measurement, a 5-point Likert was used. As an empirical analysis, using SPSS 23.0, validity analysis, reliability analysis and correlation analysis were conducted, and a regression analysis was conducted for the verification of the moderating effect.

It was found that the explained total variance of the items of measuring family business succession environmental characteristics, including social factor, member factor and tax factor, and the sustainability of family business succession was 74.176%, and since the eigen values of the extracted factors were all higher than 1.0, and factor loading was higher than 0.5, the validity and reliability of the research model was verified. As a result of a regression analysis, it turned out that family business succession environmental characteristics, including social factor, member factor and tax factor had significant impacts on the sustainability of family business succession like the preceding studies (t 3.620 5.737, 15.347). As a result of an analysis of the moderating effect of the consultant competency between family business succession environmental characteristics and the sustainability of family business succession, the R2 value of the model in Stages 1, 2 and 3 continuously increased to 0.472, 0.714 and 0.736, and the variation of Significance Probability F was 0.000, 0.000 and 0.000, respectively. In other words, as a result of an empirical analysis, like the preceding studies, the consultant competency had a significant differential moderating effect between management performance and sustainability. Since this suggests that the consultant competency plays an important role in the sustainability improvement, it is judged that in the future, it would be very necessary to conduct a detailed and in-depth follow-up study of the technique and methodology that could measure and promote the consultant competency.

In the future, it would be urgently necessary to improve the follow-up management system of the family business succession deduction system in the tax factor of family business succession environmental characteristics, and an edu-
cation that could improve the consultant competency and the development of a measuring tool for objective and accurate representation would be required.

**Key Words:** Family business succession, Environmental characteristic, Consultant competency, Pseudo decision, Management performance.

### 1 INTRODUCTION

Family business succession in a family enterprise refers to the succession of assets and leadership related to the family business to a family member or successor without cost for the sustainable continuance of the family business by the person who currently operates it (Cho, 2011). Family business succession generally means the transfer of an enterprises ownership or management right to the next generation without cost through inheritance or donation, while maintaining its attributes. Beckhard and Burke (1993) define it as the transfer of the baton of leadership from the founder to a family member or successor who is a professional manager, and succession is not only the inheritance of wealth, but also, the transfer of intangible assets such as the managers management philosophy, values or vision and the enterprises social responsibility to the next generation (Hwang et al., 2012).

To examine the existing studies of family business succession, there have been a lot of studies of the family business succession system; however, there have been no preceding studies that analyzed the moderating relationship of the impact of environmental characteristics related to family business succession on sustainability according to the family business succession consultant competency.

This study would empirically analyze how differential moderating role the consultant competency plays on sustainability in the impact of the specific family business succession environmental characteristics on management performance and sustainability. In addition, this study aims to verify the impacts of three kinds of environmental characteristics related to family business succession on sustainability, considering the moderating effect of management performance.

Successful succession should be made for a family enterprise
to maintain permanence (Kim and Nam., 2013). Santiago (2000) noted that it is more important to succeed consistent values from the current manager to the successor rather than setting a formal plan for succession for successful succession. Consultants help is needed in family business succession, and family business succession consultants include a tax accountant, insurance consultant, management consultant, bank PB and lawyer.

Among them, there is a fierce competition for hegemony among an insurance company, a bank and the tax accountant of the company of family business succession. Especially, consultants of an insurance company propose and execute the preparation for family business succession very proactively. This is because in the process of family business succession, insurance is a very effective solution because of the ease of financing according to succession, such as inheritance tax/donation tax and risk management of inheritance tax according to elderly CEOs accident which might occur suddenly, and both CEO and successor have needs for the efficacy of insurance.

However, the problem-solving ability and the service quality of consulting of family business succession for sustainable management vary much depending on the consultants individual competency. Especially, of the consultant competencies, ability, expertise and attitude greatly affect the outcome as well.

In general, family business succession consultants include many types, such as a tax accountant, accountant, lawyer, judicial scrivener, bank PB, management consultant and insurance consultant. It is known that tax accountant is strong on tax laws but poor at related laws such as corporation law and commercial law; lawyer is good at civil law and criminal law but poor at tax law; and management consultant is poor at all related laws. Insurance companies and banks competitively organize the family business succession support team, consisting of experts to compete for the hegemony.

Especially, banks get actual results with bancasurance etc. at an advantageous status with a source of funds from enterprises through the existing financial transactions and loans; however, because of the absence of specialists in family business succession at business branches and one-off support according to the rotation of the persons in charge every two years, there is a limitation for continuous management.
In the meantime, insurance companies support first-line consultants, organizing an expert group that manages family more in-depth as well as family business succession since the family business succession consulting takes up gradually more of large sum results.

Since the insurance consultants’ family business succession consulting performance is conducted by the insurance contract, which directly leads to profits, they do very aggressive business very proactively, but individual consultants’ consulting competency varies much, and many are not qualified, but a few are consultants who have the top expert competency, e.g. master/doctoral level or CFP.

2 MATERIALS AND METHODS

A. Family business succession environmental characteristics

Factors affecting family business succession include social environmental characteristics, member factor and tax factor. This study presented measures for the solution for obstacles in family business succession and revitalization, conducting an empirical analysis of the factors that the managers considering family business succession find hard to meet and makes them feel difficulty, through questionnaires, of the tax factor, which can be considered most important in the decision of family business succession (Nam., 2016). As the number of the elderly that live long increases, family business succession while the founder is alive rather than that by inheritance stabilizes business management earlier, so taxation policy for the revitalization of donation in his or her life has been emphasized (An., 2013).

B. Management consultant competency

Concerning consultant competencies required from a consultant, expert competency providing information or advice in the area of expertise, manager competency managing and supervising the overall project and educator competency helping businesses acquire expertise and solve problems themselves were suggested by Williams & Woodward (1994) as the core competency characteristics of the consultant. Jang and Lee (1998) additionally included politician competency that coordinates and intervene in conflicts between individuals or groups (Williams and Woodwards., 1994). Consultant
competency is the individual consultants ability necessary for the smooth performance of consulting tasks and successful achievement of goals (Bae., 2013). In addition, Parry (1996) explained that competency is the assembly of three elements, including knowledge, attitude and skill. Rynning (1992) suggested the ability to manage relationships, the ability to set strategies and the ability to operate limited resources such as time and cost as the consultants core competencies of the factors necessary for successful consulting and suggested that the consultant should have creativity of thinking, and new knowledge additionally (Park., 2015). Management consulting is a professional service in the field of knowledge service, called enterprise diagnosis or management diagnosis. Management diagnosis advises improvements through an analysis of results through wheel-greasing and diagnosis and attaches importance to things that may give profits to the client through the execution of the results of the diagnosis, while management diagnosis allows preparation for the future, including the elements necessary for education/training and ability development (Choi., 2016).

Concerning consultant competency, this study defined it as the ability, knowledge and attitude like the preceding studies. Ability as a concrete meaning was defined as the ability to collect and analyze information necessary for the performance of consulting tasks and the competency to diagnose the client enterprises problems and suggest solutions. Knowledge was defined as knowledge about the overall management necessary for consulting, knowledge in the area of expertise and competency necessary for analysis. Attitude was defined as ethical behavior and responsibility that the consultant should observe, performing consulting (Shin and You., 2012). (Yeo., 2016)

C. Research model and hypothesis
C.a. Research model

This study set three factors, including social factor, member factor and inheritance tax factor, which are environmental characteristics of family business succession as independent variables in sustainability for the successful introduction of family business succession, management performance as a parameter and sustainability as a dependent variable. In addition, these were set to verify the impacts of the three characteristic factors related to family busi-
ness succession on sustainability, considering the moderating effect of consultant competency and the impacts of the three characteristic factors related to family business succession on sustainability, considering the mediating effect of management performance.

As for a bibliographic research method, this study referred to the concepts and components of family business succession environmental characteristics, consultant competency, management performance and sustainability, measuring variables and types, theories and research models, collecting and analyzing the findings of domestic and foreign preceding studies, research reports and books. In addition, reflecting the researchers experience and opinion, this study established the variables through operational definitions.

As shown in Figure 1, this study would empirically verify the research hypotheses set in the research model based on these theories. The empirical analysis of this study aims to verify the impacts of family business succession environmental characteristics on the sustainability of family business succession with a multiple regression analysis, to verify the research hypotheses, using a moderator regression analysis to analyze the impact of consultant competency on the sustainability of family business succession and to verify the impacts of family business succession environmental characteristics on the sustainability of family business succession, considering the mediating effect of management performance.

The reason why family business succession consultant competency was set as a regulatory variable in the model of this study is as follows: A family business succession consultant generally has the

Figure 1: Research Model
most important and key impact on family business succession enterprise managers sustainability, and there were no preceding studies of the impact of family business succession consultant. Thus, the model of this study that defined family business succession consultant competency as a regulatory variable is differentiated much from the research models in the preceding studies.

C.b. Hypotheses

Hypothesis 1 (H1): Family business succession environmental characteristics would have a positive (+) impact on the sustainability of family business succession.

H1a: Social factor of the family business succession environmental characteristics would have a positive (+) impact on the sustainability of family business succession.

H1b: Member factor of the family business succession environmental characteristics would have a positive (+) impact on the sustainability of family business succession.

H1c: Tax factor of the family business succession environmental characteristics would have a positive (+) impact on the sustainability of family business succession.

Hypothesis 2 (H2): Family business succession consultant competency would have a moderating effect on the relationship between family business succession environmental characteristics and the sustainability of family business succession.

H2a: Family business succession consultant competency would have a moderating effect on the relationship between social factor and the sustainability of family business succession of the family business succession environmental characteristics.

H2b: Family business succession consultant competency would have a moderating effect on the relationship between member factor and the sustainability of family business succession of the family business succession environmental characteristics.

H2c: Family business succession consultant competency would have a moderating effect on the relationship between tax factor and the sustainability of family business succession of the family business succession environmental characteristics.

Hypothesis 3 (H3): Management performance would play a mediating role in the relationship of the impact of family business suc-
cession environmental characteristics on the sustainability of family business succession.

H3a: Management performance would play a mediating role in the relationship of the impact of social factor of the family business succession environmental characteristics on the sustainability of family business succession.

H3b: Management performance would play a mediating role in the relationship of the impact of member factor of the family business succession environmental characteristics on the sustainability of family business succession.

H3c: Management performance would play a mediating role in the relationship of the impact of tax factor of the family business succession environmental characteristics on the sustainability of family business succession.

C.c. Tools of investigation and the operational definitions of variables

Various techniques are employed in the data collection method for an empirical analysis, such as interview technique, participatory observation technique and questionnaire technique, and this study used the questionnaire technique. In order to secure the statistical, practical significance of the study, it is important to select an appropriate number of subjects. Thus, the survey was conducted with the managers of SMEs meeting the criteria for the family business succession deduction system in the enforcement ordinance of the fundamental law on SMEs of the Republic of Korea. About 500 copies of the questionnaires were distributed, and 301 copies were collected. Excluding 19 persons who were unreliable, e.g. data omission, finally, 282 copies were collected, and the final collection ratio was approximately 56.4%.

Measurement variables in this study are three variables, including family business succession environmental characteristics, the sustainability of family business succession and family business succession consultant competency. The items of the questionnaires were 10 demographic questions, 21 questions on family business succession environmental characteristics. Seven questions on socio-environmental characteristics were borrowed from Nam (2016). Of the seven member-factors, four questions related to the manager were borrowed from Nam (2016), while three related to the successor were reconstructed from Jeong (2016). Seven questions on the
inheritance tax factor were reconstructed by borrowing the six questions in Kim (2016) and adding one question in Nam (2016). Seven questions on management performance were borrowed from Kim (2016) as they were. Seven questions on the sustainability of family business succession were reconstructed by borrowing two from Kim (2016), three from Jeong (2016) and two from Woo (2016). 12 questions on consultant competency (Five on ability, three on knowledge and four on attitude) were reconstructed by borrowing four questions from Shin, et al. (2012). It was composed of a total of 50 items, and a 5-point Likert scale was used for the measurement.

3 RESULTS AND DISCUSSION

A. Result of empirical analysis

A.a. Analysis of demographic characteristics

Of the total 282 companies, 215 were corporations and 67 were private businesses. 257 were male, while 25 were female, and men took up 91.1%. Of the managers, 227 were founders; 30, second generation managers; seven, third-generation managers; 12, professional managers; and 6, others. Founders took up the absolute majority of 80.5%. In addition, as for the range of age, those in their 50-60s, took up 71.9%. As for the history of business, the ratio of companies with 5 to 20 years took up 76.9%. As for the number of executives and staff members, enterprises with 11-20 employees took up the majority at 55.7%. As for the type of business, 151 companies were manufacturers, which took up the majority at 53.5%, followed by trade and distribution businesses (20.2%).

A.b. Verification of the validity and reliability of the tools of investigation

As a result of an analysis of the validity and reliability of 40 survey items, excluding the demographic survey items using SPSS 23.0 program, the explained total variance of the independent variables and dependent variables, including the regulatory variable was 74.176%. In addition, the eigen value of the extracted factors was all higher than 1.0, and the factor loading was 0.531-0.922, so all variables were used in the analysis. In the analysis of reliability, too, in the result of verification through Cronbach Alpha, all Cron-
bachs values were .921 - .991, so reliability by internal consistency was secured. Thus, all items were used as the survey questions.

A.c. Correlation analysis

As a result of an analysis of the correlations in this study, social factor of the family business succession environmental characteristics showed 0.211; member factor, 0.324; and tax factor, 0.676. All were significant. It is judged that H1 to verify the impacts of family business succession environmental characteristics on the sustainability of family business succession was properly set.

A.d. Verification of H1

The t value of the relationship of the impact of social factor of the family business succession environmental characteristics on the sustainability of family business succession (H1a) was -2.253, higher than 1.96, and the Significance Probability value was 0.025, lower than 0.05, so the hypothesis was adopted. The t value of the relationship of the impact of member factor of the family business succession environmental characteristics on the sustainability of family business succession (H1b) was 2.853, higher than 1.96, and the Significance Probability value was 0.005, lower than 0.05, so the hypothesis was adopted. The t value of the relationship of the impact of tax factor of the family business succession environmental characteristics on the sustainability of family business succession (H1c) was 13.824, higher than 1.96, and the Significance Probability value was 0.000, lower than 0.05, so the hypothesis was adopted. In other words, it is noted that the higher the degree of the significance of the family business succession environmental characteristics (social factor, member factor and tax factor), the higher the sustainability of family business succession becomes. In the regression model, the F value shows the figure of 84.724 at p=.000, and with R2=.662, corrected for the regression equation, the explanation power is 66.2%. The results of the verification can be summarized like Table I.
A.e. Verification of H2

The result of the verification of H2a: family business succession consultant competency has a moderating effect in the relationship between social factor of the family business succession environmental characteristics and the sustainability of family business succession is like Table II. As the R2 of the model in Stages 1, 2 and 3 was 0.457, 0.653 and 0.653, which did not continuously increase, and the variance of Significance Probability F in Stage 3 was 0.859, it is judged that family business succession consultant competency does not have a moderating impact in the relationship of the moderating effect between social factor of the family business succession environmental characteristics and the sustainability of family business succession.

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent variable</th>
<th>Standard error</th>
<th>β</th>
<th>beta</th>
<th>T value</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td>Family business succession environmental characteristic</td>
<td>.316</td>
<td>-1.18</td>
<td>- .375</td>
<td>.708</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social</td>
<td>.069</td>
<td>-1.154</td>
<td>- .110</td>
<td>2.253</td>
<td>.025</td>
</tr>
<tr>
<td></td>
<td>Member</td>
<td>.071</td>
<td>.204</td>
<td>.134</td>
<td>2.853</td>
<td>.005</td>
</tr>
<tr>
<td></td>
<td>Tax</td>
<td>.073</td>
<td>1.008</td>
<td>- .677</td>
<td>13.824</td>
<td>.000</td>
</tr>
</tbody>
</table>

\[ R = .691, R^2 = .478, \text{Corrected } R^2 = .472 \]
\[ F = 84.724, p = .000 \]

A.e. Verification of H2

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<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Model</th>
<th>Variables Entered</th>
<th>R2</th>
<th>Significance F variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family business succession sustainability</td>
<td>1</td>
<td>Social, Consultant</td>
<td>457</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Consultant, Interaction term</td>
<td>653</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Consultant, Interaction term</td>
<td>653</td>
<td>.859</td>
</tr>
</tbody>
</table>

The result of the verification of H2b: "family business succession consultant competency has a moderating effect in the relationship between member factor of the family business succession environ-
mental characteristics and the sustainability of family business succession” is like Table III. As the R2 of the model in Stages 1, 2 and 3 was 0.105, 0.645 and 0.649 which continuously increased, but the variance of Significance Probability F in Stage 3 was 0.090, it is judged that family business succession consultant competency does not have a moderating impact in the relationship of the moderating effect between member factor of the family business succession environmental characteristics and the sustainability of family business succession.

The result of the verification of H2c: "family business succession consultant competency has a moderating effect in the relationship between tax factor of the family business succession environmental characteristics and the sustainability of family business succession” is like Table IV. As the R2 of the model in Stages 1, 2 and 3 was 0.045, 0.707 and 0.724, which continuously increased, and the variance of Significance Probability F in Stage 3 was 0.000, it is judged that family business succession consultant competency has a moderating impact in the relationship of the moderating effect between tax factor of the family business succession environmental characteristics and the sustainability of family business succession.

As a result of an analysis of validity through the operational definitions of variables and the examination of the preceding studies, the explained total variance was three factors, and the explanation
power was 74.176%. As for the rotation sum of squares loading, too, the total accumulated percentage is 74.176%, the same as that before the rotation. Factor loading was 0.531-0.922, and the result of a reliability analysis was .921 - .991.

The result of the verification of the hypotheses in the final model in this study was significant, so the hypotheses were adopted, and consultant competency, too, showed a moderating power.

A. f. Verification of H3

The result of the verification of the mediating effect of H3 is like Table V, so all H3a, H3b and H3c were adopted for the research hypothesis, "Management performance would play a mediating role in the relationship of the impact of family business succession environmental characteristics on the sustainability of family business succession."

<table>
<thead>
<tr>
<th>Independent/Control/Dependent</th>
<th>Mediating Effect Proof Stage</th>
<th>β</th>
<th>T value</th>
<th>P value</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>H3a Social Characteristic/Management performance/Sustainability</td>
<td>Stage 1</td>
<td>.515</td>
<td>10.046</td>
<td>0.000*</td>
<td>.265</td>
</tr>
<tr>
<td></td>
<td>Stage 2</td>
<td>.531</td>
<td>10.482</td>
<td>0.000*</td>
<td>.282</td>
</tr>
<tr>
<td></td>
<td>Stage 3 (Independent)</td>
<td>.138</td>
<td>3.669</td>
<td>0.000*</td>
<td>.708</td>
</tr>
<tr>
<td></td>
<td>Stage 3 (Control)</td>
<td>.763</td>
<td>20.313</td>
<td>0.000*</td>
<td></td>
</tr>
<tr>
<td>H3b Member Characteristic/Management performance/Sustainability</td>
<td>Stage 1</td>
<td>.368</td>
<td>6.631</td>
<td>0.000*</td>
<td>.136</td>
</tr>
<tr>
<td></td>
<td>Stage 2</td>
<td>.456</td>
<td>8.607</td>
<td>0.000*</td>
<td>.209</td>
</tr>
<tr>
<td></td>
<td>Stage 3 (Independent)</td>
<td>.174</td>
<td>5.113</td>
<td>0.000*</td>
<td>.722</td>
</tr>
<tr>
<td></td>
<td>Stage 3 (Control)</td>
<td>.771</td>
<td>22.706</td>
<td>0.000*</td>
<td></td>
</tr>
<tr>
<td>H3c Tax Characteristic/Management performance/Sustainability</td>
<td>Stage 1</td>
<td>.689</td>
<td>15.922</td>
<td>0.000*</td>
<td>.475</td>
</tr>
<tr>
<td></td>
<td>Stage 2</td>
<td>.761</td>
<td>19.633</td>
<td>0.000*</td>
<td>.579</td>
</tr>
<tr>
<td></td>
<td>Stage 3 (Independent)</td>
<td>.354</td>
<td>8.786</td>
<td>0.000*</td>
<td>.762</td>
</tr>
<tr>
<td></td>
<td>Stage 3 (Control)</td>
<td>.590</td>
<td>14.646</td>
<td>0.000*</td>
<td></td>
</tr>
</tbody>
</table>

*p<0.01
B. Discussion

Research Hypothesis 1 (H1): "Family business succession environmental characteristics would have a positive (+) impact on the sustainability of family business succession" was adopted as all H1a, H1b and H1c were adopted. For Research Hypothesis 2 (H2): "family business succession consultant competency would have a moderating impact in the relationship between family business succession environmental characteristics and the sustainability of family business succession," of H2a, H2b and H2c, H2a and H2b were dismissed while H2c was partly adopted. Research Hypothesis 3 (H3): "Family business succession management performance would have a mediating impact in the relationship between family business succession environmental characteristics and the sustainability of family business succession" was adopted as all H3a, H3b and H3c were adopted.

There have not been any preceding studies that analyzed the relationship between the characteristics of each environmental factor affecting the sustainability of family business succession and family business succession consultant competency. This study has a great significance in that it has not been mentioned in the preceding studies. It would be urgently necessary to improve the overall family business succession system in the future, based on this study. This study is differentiated in that it makes policy suggestions for the revitalization of family business succession based on this analysis of the correlations.

4 CONCLUSION

A. Findings and implications

As a result of this study, it turned out that all family business succession environmental characteristics have impacts on the sustainability of family business succession, and family business succession consultant competency has a significant moderating impact in the relationship between family business succession environmental characteristics and the sustainability of family business succession. Since this suggests that the level of management consultant competency is one of the very important elements in the sustainability of family business succession, it would be important to establish
an education system and to develop a program that could promote family business succession consultant competency. In addition, consultants themselves should actively participate in the education to promote their competencies and make efforts to improve their ability to solve the overall problems of business management and consulting ability, including new growth R&D technology development for the sustainable growth of the target companies as well as the corporation law, commercial law and tax law related to family business succession.

B. Improvement
Since the items of family business succession consultant competency, the core subjects of this study are those which reconstructed the items, judged to be influential on the sustainability of family business succession from the items of the evaluation of competencies of “ability, knowledge and attitude” of the management consultant in the preceding studies for the research purpose, these items cannot definitely be said to represent family business succession consultant competency objectively and accurately. In addition, since clear descriptions of the concept of family business succession consultant and various techniques are not presented in the questionnaires, it is probable that the respondents might not understand the family business succession consultant accurately. Therefore, a tool that could judge the family business succession consultant competency accurately and the redesign of the model are required.

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