

Development of Conceptual Link between Servant Leadership & Employee Subjective Well-being

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ABSTRACT

In recent years, Subjective Well-Being (SWB) of employees has turned out to be a major concern for majority of organizations. Similarly, the concern for follower-centric leadership has also been emerged. Servant leadership is a new concept that has gained increased attention of the scholars. As, the concept of servant leadership is based on promoting the employees wellbeing and in provision of services to employees, thus, it is expected that certain characteristics of servant leadership might impact SWB constructively. The objective of this study is to develop a conceptual link between servant leadership and employee subjective well-being. The literature review from past 1969-2014 has been done and conceptual framework has been presented. Furthermore, some propositions have also been postulated. The study indicate that empirical researches can be conducted further in future to validate these propositions.

Key Words: Servant Leadership, Subjective well-being, Emotional Healing, Altruism, Growth of people, Empowerment, Conceptualization.

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INTRODUCTION

Servant leadership is an emerging phenomenon in the field of leadership. Maxwell (2011) defined it as servant hood, and further stated that if someone wants to lead by serving, the servant leadership is the way of life. He explained that the crux of servant leadership is in recognizing value of people and providing value to their lives. Thus, he theorized that one has to serve the other with whom he/she wants to drive value for himself. According to Laub (1999) servant leadership is an understanding and practice of leadership. Moreover, he stated that the good of others whom are being controlled, has more importance than self-interest of the leader.

Parolini, (2004) narrated that, servant leader is the one who has certain character attributes that includes positive orientation for people. Furthermore, it is the ability of servant leader that he gives priority in ranked order. That is first to people then to the systems and contexts and finally to the goals. Thus, their actions are aimed at financial and productivity related output as well as organizational effectiveness. Such attributes differentiate servant leadership

from other forms of leadership (Russell, 2002).

Sims (2005) defined servant leadership as the process of honoring personal self-respect and valuing all whom are directed. Accordingly, he stated that the purpose is to arouse as much as possible their own distinctive innovative power.

It has been observed in research studies that; at present every individual is in the quest of job where the leadership can provide them purposeful and healthy life (Clark, 1997; Arnetz, 1999; Griffin et al., 2001). Furthermore, they stated that, it can be achieved through providing employees with opportunity to work independently. They included that likewise, it can be achieved through opportunities for personal growth, and to express their feelings and emotions freely. Also, it is argued that the goal can be achieved by providing an ethical environment, clear vision, direction, and where the leadership solves the problems of employees.

Macik-Frey et al. (2009) described that employee well-being and rapid innovations are becoming the major concerns. So, according to them importance of highly ethical and caring leadership has much more

increased. Also employee well-being is quite an interesting outcome that goes beyond motivation rather it focuses on the positive health of employees (Diener and Chan, 2011).

According to Harter et al., (2003) majority of organizations have highly stressing working conditions. Here they stated that employees are too much pressurized. Therefore, they posited that it reduces constructive emotional involvement that is a barrier for well-being of employees.

Further it has been elaborated in studies that; Subjective well-being (SWB) is essential for all of us, because if a person is experiencing dissatisfaction and depressed, full of negative events it will be impossible to mark it as a positive and ideal life (Dolan et al., 2008; Klonowicz, 2001). Hence, it is argued that SWB is an indicator, as people's choices are dependent on both their feelings of well-being and their conscious forecasts about what will improve their SWB

People face many emotional encounters because this is the part of their work life and also their family life. Such experiences be source of both positive and negative outcomes for employees. Accordingly, body functioning improves if positive emotions are being aroused like delights, faith, love, and assurance. However outcomes are negative if emotions are negative and they are harm for the well-being of employees in long run (Marzuki, 2013). Moreover, positive emotional involvement is facilitated by certain management support providing actions like providing encouragement, sense of belongingness, opportunity of growth encouraging employees to contribute to full extent (Harter et al., 2003).

According to Page and Wong (2000) the primary purpose of leader in servant leadership is serving people by developing them and improving their well-being. Furthermore, they stated that the reason is that benefits are attained by achieving goals and tasks for the good of all.

Russell (2001) conceptualized that the concept of servant leadership is the one among those that can potentially change organization and societies. Hence, he postulated that; it stimulates both personal and organizational metaphors. Furthermore,

he explained it as servant leadership offers the potential to positively revolutionize interpersonal work relations and organizational life. So, according to him, this concept holds for extensive implementation. Spears (2005) argued that; rather than focusing on profit as a solo motive for institutions servant leader should positively impact employees and community. But literature review on servant leadership has revealed that major focus of servant leadership studies is on providing the description about it. As well as in determining its' relationship with organizational outcomes (Dierendonck, 2011). However, an insight on how servant leadership impacts on employees and their well-being is missing. This perspectives on servant leadership needs to be clarified as it is essential to know how the attributes of a servant leader that effects the emotional and cognitive aspect of employees. Therefore, the need for developing a conceptual framework to understand the relationship is persistent. By using in-depth literature survey conceptual model will be developed that will fulfill the purpose of research which is to develop conceptual relationship of Servant leadership and Subjective well-being.

BACKGROUND

Servant Leadership

The well-being of employees is beneficial for organizations as well as communities. As the worker spends much of his/her time at workplace. So, large portion of life satisfaction is derived by work life satisfaction (Campbell et al., 1976 as cited in Harter et al., 2003; Spector, 1997). Furthermore, it is elaborated that nature of work including supervision, doing routine work and work complexity are the factors that contribute to the health of employees (Baah & Amoako, 2011; AL-Hussami, 2008; Firth-Cozens, 2004; Griffen et al., 2001; Castillo & Cano, 2004).

Employers/managers/leader spend considerable resources on their human resources to acquire benefits in return. Therefore, they must also provide additional intangible benefits as current workforce desires personal development and meaningfulness from their work. So, the

worker must find their work pleasing, rewarding, and useful for the society if the employer/manager want successful future for their organization (Clark, 1996; Young & Jordan, 2008; Avolio & Soisak, 1999).

Besides that, researchers have shed light on the positive management where the importance is given to strength of human resource and positive emotions (Wong and Gupta, 2004; Rath, 2007; Wong, 2006). So, leaders/managers require to know how to deal with emotional and cognitive factors (Lord et al., 2002; Coffman et al., 2002; Frost, 2003; Maitlis & Ozcelik, 2004; Wong, 2007).

Hence, there is a need for more follower centric approach to leadership (Northouse, 2010). And this can be achieved through servant leadership as Greenleaf (1977) provided with the concept of servant leadership that Servant leader works as servant first. The servant leader according to him makes sure that employees' prioritized needs are being served first. According to him this is the major difference and after that aspiration to lead takes place. Wong and Davy (2007) has further elaborated that servant leadership uses power ethically, promotes a genuine leader-follower relationship, and develops supportive work environment. Which is accompanied by humbleness and that in return fosters positivity at work place. Servant leadership is further differentiated on the basis of attributes from other forms of leadership (Russell, 2002).

However, enormous number of attributes has been identified by the researchers. Most common attributes found in many researches are Emotional Healing, Altruism, Growth of the People, Empowerment, and Conceptualization (Dierendonck, 2011; Greenleaf, 1977; Greenleaf, 2002; Spears, 1998; Russell, 2002). As already discussed that these are the characteristics which differentiate servant leadership from other forms of leadership (Russell, 2000).

Moreover, many research studies have found significant positive relationship of servant leadership and other organizational outputs. Including organizational effectiveness, organizational commitment, team effectiveness, job performance,

communal properties, and additional effort of employees (Barbuto & Wheeler, 2006; Gul et al., 2010; Barbuto & Gifford, 2010; Liden et al., 2008). So, these attributes may cause changes in subjective well-being of employees (i.e. emotional and cognitive facet) as well.

Subjective Well-Being

In the modern business world, employee well-being is not only cherished by the current employees. But also organizations are being honored through awards on the basis of desirable places to work at (APA, 2006). Furthermore, it has been equally agreed by the all of the inside organizational actors that by making employees happy and healthy employees by productivity, involvement and effort is increased (Fisher, 2003).

Thus, subjective Well-being (SWB) as Hoorn (2007) described is associated to a person's assessment of his or her own life that is based on cognitive and affective dimensions. The affective part according to him is a sensational evaluation guided by emotions and feelings. While in his point of view, the cognitive part is an information-based appraisal of one's life. He further includes that for this appraisal people judge the extent to which their life so far measures up to their expectations and resembles their envisioned ideal life.

Veenhoven (2002) narrated that subjective well-being is linked to ones' life and ones' self, involving positive feelings. Here he also states that the focus is not on objective or subjective measures like income productivity and quality of life. Which are based on self-reported and non-self-reported methods. But he argued that here we measure feelings or non-feelings. Furthermore, Ryff (1989) provided with the six characteristics of well-being that contribute to the positive functioning of employees' psychology. They include self-acceptance, personal growth, autonomy, environmental mastery, purpose in life and positive relations with others.

Therefore, to enhance the well-being of employees numerous professional development programs, employee recognition practices, free assistance programs for employees and health benefits are carried out by the leaders and managers.

And they bestow significant organizational resources for that (Rynes et al., 2002). However, in majority organizations employee well-being and positive emotional experiences impeded due to highly stressing working condition. Another factor is pressure of work which steal of positivity from emotions of employees (Markuzi, 2013). Harter et al. (2003) posited that to facilitate positive emotions management and leadership must make specific arrangements. They described that these arrangements must include support for outcome expectations, and availability of physical resources. As well as they further argued that management must provide encouragement for individuals' contribution, and fulfilment of goals. Accordingly, they stated that individuals' development can be done through continuous learning and must progress a sense of belongingness among employees.

Consequently, it has been argued by Fieldler (1988) that information-processing strategies are modified through positive emotions. Further he theorized that these positive emotions impact creative thinking as well as develop cognitive prospective. He further narrated that although people face stressful situation but sometime positive thinking leads to the well-being. Furthermore, Smith (2002) conceptualized that there is a negative influence of ignoring the role that cognition and mental development can have on the well-being of employees.

Servant Leadership and Subjective Well-Being

Due to importance of well-being of employees within organizations and communities, organization must pay special attention to it. As much of workers time is spent at workplace, so large portion of life satisfaction is derived by work life satisfaction (Campbell et al., 1976 as cited in Harter et al., 2003; Spector, 1997). Furthermore, nature of work including supervision, doing routine work and work complexity are the factors that contribute to the health of employees (Baah & Amoako, 2011; Al-Hussami, 2008; Firth-Cozens, 2004; Griffen et al., 2001; Castillo & Cano, 2004).

However, servant leadership is related to servant hood, where the leader prioritize the needs of followers ahead of his self-interest (Maxwell, 2011; Greenleaf, 1977). Sims (2005) postulated that process of honoring others self-esteem and cherishing the followers is known as servant leadership. According to him it also includes stimulation of their own distinctive innovative power to the possible extent. Servant leadership is distinguished from other types of leadership on the basis of its servant leaders' characteristics (Russell, 2002). Thus, we will discuss its characteristics and their possible relationship here.

The capability of a leader to identify emotional problems of followers and to assist in healing process can be helpful to resolve emotional problems. This characteristic of servant leader is named as Emotional Healing (Barbuto & Wheeler, 2006). Furthermore, it has been argued that great sensitivity is shown by a servant leader for others as he has high concern for others (Liden et al., 2008).

In emotional healing servant leader possess ability to help others overcome hardship and to help them recover from trauma (Barbuto & Wheeler, 2006). By fostering emotional healing servant leaders also fosters support and emotional stability within the organization. They create an environment that is safe and supportive for employees; so that, they can discuss and highlight not only personal but professional issues as well (Dacher, 1999; Weymes, 2003; Barbuto and Wheeler, 2006).

It has been further evident in researches that there is a prominent need for a leader who has the ability to help followers in recovering hope. In addition, leader can also help followers in overcoming their broken dreams as well as in healing their severed relationships (Dacher, 1999; Sturnick, 1998). Emotional healing has relationships with multiple outcomes; for example, emotional healing has robust impact on leader member exchange (LXM). Further it is stated that leaders whom like to connect with their followers through on emotional basis are successful in developing strong and positive relationships (Barbuto & Hyden, 2011; Barbuto and Wheeler, 2006).

Additionally it was evident that both male and female leaders use emotional healing in similar manner (Burbuto & Gifford, 2010). Moreover, emotional healing also have strong relationship with transformational leadership, additional struggle, job commitment, job performance as well as organizational effectiveness (Burbuto & Wheeler, 2006; Liden et al., 2008). So, we postulate our proposition as follows

Proposition 1: Emotional Healing Significantly Influences Subjective Well-Being of Employees

Altruism or altruistic calling is servant leaders' ultimate choice where he/she intentionally decides to serve others (Greenleaf, 1977). Here the leaders' aspiration to serve other is innate as the creation of positive difference in others life is leaders' ultimate goal (Barbuto and Wheeler, 2006).

Furthermore, servant leader has anticipation in developing communities, society, organization and individuals (Liden et al., 2008). As the leader puts self-interest behind in order to develop followers, so he works persistently in order to fulfill followers' needs (Bass, 2000; Graham, 1991; Barbuto and Wheeler, 2006). Accordingly servant leader clarifies to followers through his actions and words that cherishing and satisfying their needs is his priority (Liden et al., 2008). Bocarnea (2010) argued that personal pleasure is attained by giving importance to others and helping them.

The possession of altruism within servant leader is very important as it has impact on organizations and organizational members (Avolio and Locke, 2002). Moreover, servant leader pursues opportunity to help others without having any personal greed, so sacrifice of self-interest is made (Barbuto and Wheeler, 2002). Hence, focus of leader in servant leadership is on openness and persuasion instead of controlling the followers.

Moreover, many research studies has proven that Altruistic calling is related to certain outcomes. For instance, researches have found strong relationship of altruistic calling and leader member exchange. According to them with altruistic calling leaders are better able to build strong work

relationships with colleagues and employees (Barbuto and Hayden, 2011; Barbuto and Wheeler, 2006). However, Bocarnea (2010) found that there was no difference in the use of altruism among males and females. This means that; gender difference doesn't cause any variation in using altruism which contributed to empowerment of employees. Furthermore, a study result supported the idea that altruistic calling is being equally utilized by both male and female servant leaders in agentic and communal roles. Moreover, this characteristic had significant positive relationship with organizational effectiveness, followers' satisfaction with leader and additional struggle (Barbuto and Gifford, 2010). Also strong positive correlation of altruism, job, and organizational performance has been observed (Melchar & Bosco, 2010; Liden et al., 2008). Thus, we hypothesize our proposition as

Proposition 2: Altruism Impacts Subjective Well-Being

In servant leadership it is believed by the leader that his followers can contribute more than their current tangible contribution. But, to get the desired result from followers there is need to provide them opportunity for growth (Babuto and Wheeler, 2002). Servant leader task is to identify the growth needs of followers and after that he provide development opportunities accordingly. Moreover, they can help followers to use their self-actualization, so that they can capitalize on their abilities fully (Barbuto and Wheeler, 2006; Nothouse, 2010).

Accordingly servant leader has the responsibility to find out the hidden talent of his/her followers so that they can get the best out of them. On the failure servant leader doesn't punish followers rather he forgive them and provides them opportunity to learn from their own failure (Page and Wong, 2000). For developing others and help them grow servant leader must deal with his/her own ego (Buchen, 1998).

Furthermore, Page and Wong (2000) elaborated that servant leaders pay attention towards the development and well-being of followers. According to him for personal and professional growth of followers, solid initiatives are taken by the leaders. He

further posited that; servant leader is a mentor whom have concern for follower career growth. Consequently the motive of servant leader is to motivate followers to unleash their internal energies and to take advantage of their own strength. Hence this act creates meaningfulness and excitement among followers (Wong and Davy, 2007; Liden et al., 2008).

Many research studies have found association between growth of people and various outcome. Such as Liden et al. (2008) found positive link among helping people grow and succeed, organizational commitment, in-role performance and citizenship behavior. In another research results showed that helping people in their growth is considered as an important factor for a servant leader. Furthermore, Laub (1999) have identified leaders' commitment to growth as an important aspect of servant leadership. And he noted that this factor turned out to be positively correlated with job satisfaction. So, proposition is hypothesized as given

Proposition 3: Growth of People Significantly Effects Subjective Well-Being

Sharing power with subordinates and followers is known as empowerment (Bass & Stogdill, 1990). Empowerment is the most essential characteristic of servant leadership (Buchen, 1998; Russell & Stone, 2002). In empowerment power is delegated to others in a real sense (Patterson, 2003). Here, the leader selects those individuals whom are committed to organizational goals so that he can develop and delegate power to them (Campbell, 1991).

Empowerment includes ensuring people that they are important, listening to them, stressing on team work, promoting equality and giving value to love (Russell & Stone, 2002). Power is transferred in parts rather than delegating it at once (Winston, 2003). The goal of empowerment is to create future leaders through power sharing in order to polish their skills (Russell, 2001). Thus, empowerment stands for providing encouragement and help to not only immediate followers but also others within organization. It will also help them in identification and determination of solution

to problems. Furthermore, it will help them to find when and how to complete their assigned tasks (Liden et al., 2008).

Therefore, through empowerment followers are prompted to adopt preemptive, and self-reliant attitude that offers them with a sense of personal power (Laub, 1999). Additionally, the focus on empowerment by a servant leader fosters' safer environment. Where the employees feel safer in sharing their knowledge and experience. Hence, personal development and continuous learning are central issues (McGee-Cooper & Looper, 2001).

Many researches have been conducted in order to find relationship of empowerment and organizational outcomes. According to laub (1999), empowering subordinates is an essential factor of servant leadership. As stated by him; it helps leaders to share their leadership with subordinates, which is important aspect of servant leadership.

Similarly Liden et al. (2008) found empowerment as a strong predictor of followers' strong commitment with organization. As well as their studies also showed its' strong relationship with in-role performance, and community citizenship behavior. Bocarnea (2005) found positive strong relationship of empowerment and servant leaders' services. Also a strong positive correlation between empowerment and job satisfaction was observed in a study about effectiveness of teams (Irving & Longbothom, 2006). Therefore, we suggest our proposition as follows

Proposition 4: Empowerment Influences Subjective Well-Being

Spears (2010) defined that capability of a servant leader to think far beyond routine certainties is known as conceptualization. Liden et al. (2008) argued that in conceptualization servant leader is equipped with conceptual skills. Here, they posited that the servant leader possess knowledge of the organization and its current working. According to them with such possession of knowledge enables them to provide help and support to followers.

Furthermore, servant leader offers far-sighted concepts for the organizations (Spears, 1998). This imposes demand of being an intellect on a servant leader as he

possess ability to foresee the unforeseeable (Greenleaf, 1977). Therefore, a servant leader is different from a traditional leader due to their focus. Because servant leader needs to expand his thinking beyond current working along with short-term goals. Whereas traditional leaders focus on short term goals. Moreover, it is the responsibility of the leader to maintain elusive balance between focus on routinized operational goals and conceptual thinking (Spears, 2005, 2010 in press).

Accordingly followers are encouraged to use conceptual models and to stretch their creative process beyond current situations. And this is done due to leaders' conceptualization (Spears, 1995; Barbuto & Wheeler, 2002). However, it has been argued that the involvement of boards in day-to-day operations should be discouraged (Spears, 2005).

To find out the relationship of conceptualization with organizational outcomes several research studies has been conducted. According to Towler (2003) visioning is an indicator of performance. And this finding emphasized that leaders' conceptualization strongly impacts organization. Accordingly Liden et al. (2008) noted that there is a stronger impact of conceptualization on followers' commitment with organization. As well as he found robust relationship with in-role performance and citizenship behavior. Laub (1999) also found conceptualization as an important component of servant leadership. Hereafter, proposition is conceptualized as

Proposition 5: Conceptualization Impacts Subjective Well-Being

Conceptual Model:

In this study following theoretical definitions have been used.

Servant Leadership

Servant leadership is a conceptual framework of leadership where the aim of servant leader is to improve well-being of employees. Here, the focus is on bringing potential changes within organization and society.

Subjective Well-Being

Implies that it is personal assessment by employees about his/her life and it is grounded on two dimensions Affective and

Cognitive. Affective aspect is purely based on emotions and feeling. However, cognitive involves personal judgment about whether their life is close to expectations or not.

Emotional Healing

It refers to identification and providing remedy for emotional problems.

Altruism

Leaders' ultimate decision to serve others in known as altruism or altruistic calling. Here, the leader has internal motivation to serve his/her followers.

Growth of People

Suggests that it is the identification of areas for improvement in followers working and providing them opportunities to overcome deficiencies and get developed.

Empowerment

Delegating power and sharing authority with immediate subordinate is known as empowerment.

Conceptualization

Ability of a servant leader to think beyond current scenario and existing operations and stretch their conceptual models is known as conceptualization.

Literature of past 50 years (1969-2014) have been reviewed and following conceptual framework is presented.

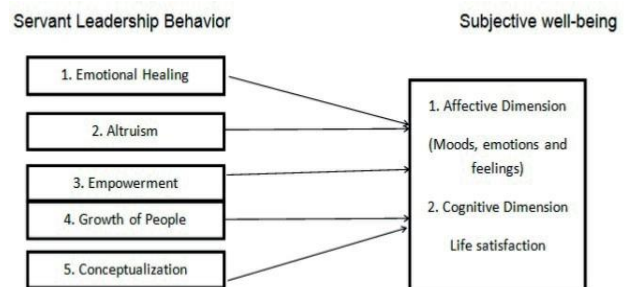


Figure1: Conceptual Model of Servant Leadership and Employee Subjective Well-Being

Servant Leadership plays an important role in the subjective well-being of employees. We propose that servant leadership determine the extent to which employee has positive and constructive emotions and feelings. As well as positively evaluates his/her life compared to their expectations. For each characteristic of servant leadership the aspects of linkages of subjective well-being are given as follows.

Both aspect for emotional healing are; firstly, identification of emotional problem and provision of right kind of remedy will lead

towards arousal of positive affect. Secondly, it will lead to positive evaluation of life events in comparison of expectations. Whereas when servant leader fails in healing process it will lead to negative Affect and negative evaluation of life events in comparison of expectations (life satisfaction). So, it is hypothesized that presence of servant leaders' emotional healing behavior/characteristic will lead towards arousal of positive affect and positive cognitive evaluation that is enhancement in SWB of employees. However, absence of emotional healing will lead towards negative affect and negative evaluation of life that is reducing the SWB of employees.

Furthermore, for altruism first aspect is that when leader provides services to others it will generate positive feelings and emotions among followers. Second is that, leaders' services to others will help followers evaluate their life positively. However, if servant leader is unable to provide support and services it will lead to negative emotions and followers will feel dissatisfaction with life in comparison of envisioned life. Hence, it is posited that servant leaders' altruism will generate constructive affect and cognition; means generation of SWB of employees. Whereas lack of altruism will generate negative affect and will lead to lack of life satisfaction among employees; leading to decrease in employee's SWB.

Also for growth of people firstly the facet is based on the concept that when leader identifies the potential for improvement among his followers and provides them opportunities of development it facilitates their emotional health. Secondly helping people grow will also enhance their cognitive dimension of well-being. Whereas restricting employees growth needs and opportunities will produce negative affect and will influence cognitive dimension negatively. Therefore, it is theorized that helping in growth of people facilitates subjective well-being on both facets.

When we consider the servant leaders' empowerment, the first feature is positioned on the concept that through sharing power and authority with subordinates and followers will produce positive affect. Secondly, through delegation of power and

authority will generate satisfaction with life along cognitive dimension. However, when power and authority is held by a single person it will generate negative affect and lack of life satisfaction. So, it is postulated that empowerment provided by servant leader will yield increase in SWB of employees.

In the last discussing conceptualization where the first aspect is related to the theory that; the leaders ability to envision future and to look beyond current workings will cause positive affect among followers. Second is that conceptualization will foster positive results of expectations and actual life among employees. As they will be able to foresee what is really possible in future, so their expectations will be reality based. Conversely lack of conceptualization will effect affective and cognitive dimension adversely. Hereafter, it is theorized that conceptualization will impact SWB of employees. That is, yielding positive affect and fostering life satisfaction.

CONCLUSION

It is commonly observed that at work place emotional encounters are faced by people. Moreover, disbalance in emotional health, failure to achieve desired results, broken dreams, trauma, and hardship leads to hindrance and ill-being of employees. The damage to well-being of employees is not only harmful for the work environment consistency, work as well as for the growth and prosperity of organization. So, the stability of emotional health and comparison of one's own achievements with expectations cannot be overlooked, as these facets of human nature has become essential for the success of any organization. Life satisfaction and prosperity of employees is influenced by many factors among which leadership is at the top. As trauma, hardship, and broken dreams generates Negative Affects and causes Dissatisfaction with Life among employees, they also deteriorate organizational strength. However, strength to human resources and positive emotions can be generated through follower-centric leadership approach which is the cornerstone of servant leadership.

This paper has conceptualized the potential effects of certain servant leadership traits on subjective well-being of employees. It is important to note that the servant leadership phenomenon has never been given proper attention, and concept is still in emerging phase. Along with that consensus on the characteristics of a servant leader has not been made; therefore, the relationship of servant leadership with subjective well-being need to be evolved carefully. Similarly, there are other facets of servant leadership as well as other organizational factors that might affect SWB. Subsequently, it is further suggested that other researchers must endure examining other factors as well. Additionally, empirical investigations need to be carried out in order to authenticate the concepts postulated in this study as well as to ascertain all the conceivable factors that can be helpful in provision of a comprehensive framework for understanding.

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