

Original Article

Organizational Efficiency and Effectiveness of the Committee Transcription Staff of the House of Representatives Toward a Systems Development Plan

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Abstract. This study assessed the efficiency and effectiveness of the Committee Transcription Staff of the Philippine House of Representatives in improving legislative operations through a systems plan that enhances legislative workflow and documentation. Using a descriptive-comparative mixed-methods design involving 121 respondents, the study examined the experiences of committee transcription staff, supervisors, group chiefs, and committee secretaries. While extensive research has explored transcription innovations, with a focus on technologically advanced parliaments, few studies have examined the challenges faced by developing countries such as the Philippines, where manual transcription methods remain prevalent. The Organizational Efficiency Survey Model (OESM) and Leonard Kleinrock's Queuing Theory were applied to assess internal inefficiencies and workflow bottlenecks influencing overall transcription performance. Results revealed systemic challenges across all efficiency domains, with high mean scores in Environment (M=4.29), Tasks (M=4.24), People (M=3.84), and Organizational Efficiency (M=3.67), indicating widespread agreement on the presence of operational difficulties. Similarly, difficulties in transcript preparation and completion were strongly associated with resource availability and technical support (M=4.10) and time constraints and deadlines (M=3.86). No significant differences in challenges or difficulties were found when respondents were compared by position ($p > .05$), indicating shared lived experiences across ranks. Findings further showed that delays in processing stenographic note transcripts hinder legislative decision-making, compromise the timely preparation of committee reports, and weaken administrative workflow. Committee secretaries perceived low levels of organizational efficiency and effectiveness, particularly in the impact of administrative workflows (M=4.08) and the accuracy of legislative records (M=4.06). Qualitative responses emphasized the need for system development that integrates technology, improves processes, and develops human resources. Overall, the study highlights that efficient legislative documentation supports good governance, transparency, and accountability.

Keywords: E-governance; Legislative documentation; Organizational efficiency and effectiveness; Systems development plan; Transcription.

Accurate and timely documentation is essential in legislative processes, especially for transcripts of stenographic notes (TSNs) that secure committee hearings, debates, or legislative decisions. Countries such as the United Kingdom and Australia have experimented with novel approaches to documentation, leveraging technology to enhance efficiency. They have integrated the Hansard System into their parliamentary

proceedings, combining human transcription with digital methods to enable rapid and accurate reporting of parliamentary debates (Kim & Yacef, 2021; Plesner & Justesen, 2021; Etulle et al., 2023). These innovations have enhanced legislative transparency, accountability, and decision-making by giving lawmakers real-time access to credible information (Vannoni et al., 2020).

In Asia, the Japanese Parliament, or the Diet, has adopted automatic speech recognition (ASR) software; since April 2011, an internal application has been helping to transcribe committee and plenary meetings, achieving an overall accuracy of 90 percent (Kawahara, 2017). The Parliament of India is also refining its transcription practices, specifically in the Lok Sabha (Lower House), by implementing an AI-based transcription system, which aligns with its secretariat's ambitious strategy to produce real-time transcription in 22 Indian regional languages (Mathur, 2023). Although both countries continue to advance their transcription practices, the Parliaments of Japan and India still employ a hybrid transcription approach, emphasizing the important role of human intervention in the preparation, review, and correction of minor errors and disfluencies that AI-based transcription technologies fail to correct (Kawahara, 2024).

Transcription practices in Southeast Asia vary considerably from place to place. The Parliament of Singapore employs digital recording systems and automated transcription tools to expedite the documentation process while maintaining accuracy (Sun, 2023). Compared with Malaysia, Malaysia largely continues to rely on traditional shorthand techniques. However, it has made recent advances in workflow structures, such as the Court Recording and Transcription (CRT) System (Lim, 2020), to address transcription scheduling better (Etulle et al., 2023; Brown et al., 2021). Meanwhile, countries such as Myanmar and the Philippines rely mostly on manual transcription, which perpetuates delays in the legislative process (Egreteau, 2020; Sun, 2023). These conditions underscore the need for reform in transcription practices to enable a more efficient and effective legislative workflow.

The Philippine House of Representatives is a major contributor to the law-making process, with its recording of committee meetings, plenary debates, and inquiries serving as vital repositories of evidence from which laws emerge. Delays in the preparation of transcripts of stenographic notes constitute a significant hurdle to proper committee reporting, timely decision-making, and a regularized legislative schedule (Etulle et al., 2023). Without timely transcripts, legislators may be unable to adequately review prior discussions, thereby compromising the quality of legislative deliberation and outputs. These delays ultimately affect governance mechanisms that ensure the delivery of public services and accountability. TSNs are crucial to the legislative record, for purposes of initiating legislation, and for substantiating the work of committees. They serve not merely as a record of words, but as a preservation of legislative truth in its most exacting form.

Transcriptions of committee deliberations are essential for clarifying the authors' intent and the bill's original purpose, particularly when an enacted bill becomes material to a legal controversy. Any delay in the availability of these transcripts may prejudice the legislative process, as they document key testimony from legislators, stakeholders, and members of the public. An absence of effective documentation may hinder informed decision-making and delay the passage of vital legislation (Shevy, 2023). Efficient management of transcript preparation is therefore central to the effective functioning of legislatures and good governance grounded in information.

The principal objective of this research is to develop an improved systems development plan to enhance the efficiency and effectiveness of the House of Representatives' committee transcription staff and to establish a policy framework that improves transcription workflows. By examining procedural gaps, resource opportunities, and technological requirements, the study recommends strategies that integrate innovative tools with improved task coordination. Another key contribution of this research is the strengthening of collaboration between public administration and legislative documentation as a tool for good governance. By incorporating e-governance principles, the study proposes practical solutions, such as speech-to-text recognition and automated transcription, to improve workflow efficiency while maintaining necessary human involvement to ensure the accuracy of legislative records (Granja, 2023; Nascimento et al., 2024).

Very few studies have examined how delays in transcription affect legislative timelines, administrative efficiency, and policymaking outputs within the Philippine context. This study seeks to address this gap by investigating systemic challenges in transcription, assessing the implications of transcription delays for legislative functioning, and proposing practical reforms to accelerate and improve transcription processes. In developing countries such as the Philippines, where legitimacy and democratic quality depend on informed and participatory legislative

processes (Curato, 2015), the accuracy and timeliness of transcripts of stenographic notes serve not only as institutional memory vital to policymaking (Abercrombie & Batista-Navarro, 2019), but also as indicators of accessibility, credibility, transparency, and accountability in public office (Almeida et al., 2020). With the Philippines as its primary focus, this dissertation addresses challenges in achieving legislative efficiency and effectiveness in the Philippine House of Representatives while contributing to the strengthening of public governance mechanisms through adherence to good governance practices, promotion of civil service welfare, integration of e-governance for operational advancement, and the fostering of public trust and confidence in democratic institutions.

Methodology

Research Design

The study employed a descriptive-comparative evaluative research design to assess the challenges encountered in terms of preparation, review, and finalization of transcripts of stenographic notes, which are analyzed by the researcher, taking into account the difficulties experienced by all the respondents, as well as their proposed recommendations to address the gaps in transcription processes. The descriptive component enabled the researcher to quantify organizational efficiency, workflow challenges, and the operational processes and systems experienced by the committee transcription staff, their supervisors, and the group chief. The evaluative aspect of this dissertation enabled the researcher to assess how these practices align with organizational objectives and with employee satisfaction with performance. Since this study also aimed to determine whether there are significant differences that exist between groups, specifically between committee transcription staff and their supervisors and group chief, the design of this study also integrated a comparative and inferential component using hypothesis testing via t-test, which enabled the researcher to statistically compare the assessments of the two groups based on differences in position and in order also to determine whether the varying perceptions were meaningful. The use of the t-test was deemed appropriate given that the data approximated normal distribution and that the group sizes were adequate to satisfy the assumptions required for parametric testing. The integration of descriptive, evaluative, and comparative-inferential methods enabled the researcher to assess the organizational performance of the transcription service, as these methods not only described and evaluated the current transcription process but also statistically identified significant factors influencing efficiency and effectiveness within the organization. The research employed quantitative tools, including percentages and frequencies, weighted means, standard deviations, and the t-test. This study is cross-sectional, as data were collected at a single point in time, thereby eliminating temporal ambiguity and enabling a focused assessment of existing transcription practices, efficiency, and effectiveness across respondent groups.

Participants and Sampling Technique

As the target population is relatively small and very manageable, this study adopted a total enumeration approach, in which all 126 individuals are included as target respondents. Complete coverage of the population strengthens internal validity and ensures that the study captures the full spectrum of views and experiences regarding the challenges in current transcription practices. The primary group comprises 43 committee transcription staff, all permanent plantilla position holders with the rank of Legislative Staff Officer VI (Senior Legislative Minutes Officer III). In addition, the study surveyed two transcription supervisors holding the rank of Supervising Legislative Staff Officer II, the group chief at the level of Supervising Legislative Staff Officer III, and the 80 committee secretaries and/or acting committee secretaries from various standing and special committees. However, of the 80 committee secretaries, only 75 voluntarily participated in data collection. While the census approach enhances rigor, the non-participation of five committee secretaries may introduce non-response bias, as their perspectives may not be fully represented. Nevertheless, the high response rate minimizes this limitation. In total, this study comprises 121 respondents, who are considered crucial to achieving efficiency in legislative operations and policymaking in the Philippine legislature.

Research Instrument

The researcher developed two separate self-made questionnaires specifically structured for two distinct groups: (1) for the transcription staff, their supervisors, and the group chief; and (2) for the committee secretaries and OIC/acting committee secretaries. These research instruments were used to collect essential data to assess the organizational efficiency and effectiveness of the House of Representatives' committee transcription staff. The survey questionnaires utilized a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to measure respondents' perceptions and assessments. The survey questionnaires were validated by Ms. Vivian L. Nacion, Service Director of the Committee Management Support Service I (CMSS-1), under which the

committee transcription staff operates. Content validity was established through expert review, with validation focusing on the relevance, clarity, completeness, and logical organization of the questionnaire items. Her expertise and extensive experience on the nature, scope, and lived experiences of the committee transcription staff, having served as the service director of CMSS-1 for 27 years, as well as her direct access, communication, and coordination with the committee secretaries regarding transcript-related concerns, have established and affirmed her capacity to validate the research instruments competently. No additional construct validity procedures were employed beyond expert validation. In her assessment, both questionnaires were found to be complete, transparent, logically constructed, unbiased, and capable of generating the necessary data. To establish the reliability of the questionnaires, the researcher administered each questionnaire to 10 respondents. After the results were tabulated and organized, Cronbach's Alpha was used to assess internal consistency reliability. This method allows a single administration of the test to determine the reliability of the survey questionnaires. For the first group (LSO VI, SLSO II, and SLSO III) on "Challenges Encountered," the overall reliability coefficient was 0.982 (Excellent).

Additionally, the Cronbach's Alpha values in the sub-factors range from 0.821 (Good) to 0.940 (Excellent). Also, with respect to the questionnaire for the first group (LSO VI, SLSO II, and SLSO III) on "Difficulties Encountered," the overall reliability coefficient was 0.972 (Good). Additionally, the Cronbach's Alpha values in the sub-factors range from 0.840 (Good) to 0.940 (Excellent). For the second group (committee secretaries and OIC/acting committee secretaries) on the perceived "Organizational Efficiency" of the committee transcription staff, the overall reliability coefficient was 0.934 (Excellent). Additionally, the Cronbach's Alpha values in the sub-factors range from 0.770 (Acceptable) to 0.889 (Good).

Data Gathering Procedure

Before pilot testing and actual data collection were conducted, the researcher submitted all required documents for ethical clearance to the University Research Ethics Center (UREC). This process ensured that the dissertation adhered to the institution's established ethical protocols concerning participant welfare, data privacy, and informed consent. After securing ethical clearance from UREC, systematic data collection was conducted to ensure the validity and integrity of the data. The process began with preparatory procedures, including a formal request for permission to investigate the highest-ranking official of the Committee Affairs Department of the House of Representatives, Deputy Secretary General (DSG) Jennifer "Jef" A. Baquiran. Securing this approval was necessary for data collection to proceed in accordance with institutional protocols and to ensure cooperation from all relevant respondents. Upon approval, coordination with the respective service directors followed to facilitate the distribution of the online survey questionnaires to the identified respondents. A pilot test was conducted with a limited number of respondents, consisting of ten (10) members from the committee transcription staff and their supervisors, as well as ten (10) committee secretaries and OIC/acting committee secretaries, to test the reliability of the survey instrument in terms of clarity and consistency. Cronbach's Coefficient Alpha was then used to assess reliability. During this phase, the researcher identified discrepancies in the questionnaire and made the necessary revisions based on the feedback obtained. Once the instrument was validated by Ms. Vivian L. Nacion, Service Director of the Committee Management Support Service I, under which the committee transcription staff operates, the surveys were distributed to all 126 identified target respondents, including committee transcription staff, their supervisors, the group chief, and committee secretaries. Given the respondents' crowded schedules, the survey was administered online to ensure convenience and accessibility. To ensure data quality during online collection, responses were actively monitored, follow-up reminders were sent to encourage timely completion, and basic validation checks were implemented to verify response completeness and consistency. Respondents were given a specific timeline to complete the survey to minimize incomplete or delayed submissions. After data collection, the researcher conducted tabulation, analysis, and interpretation.

Data Analysis Procedure

Using a multi-method approach that employs both quantitative and qualitative methods, the quantitative component of this study comprises structured online surveys administered to all respondents. It is structured to measure their assessments on the transcription-related challenges they face on a day-to-day basis across different efficiency domains, such as environment, strategy, tasks, structure, people, culture, and organizational efficiency. Furthermore, the survey was used to assess the challenges faced by committee transcription staff, their supervisors, and the group chief across areas such as workload and task management, resource availability and technical support, time constraints and deadlines, coordination issues, and to solicit recommendations for improving transcription efficiency. The quantitative method was also employed in the assessment of the committee secretaries or acting/OIC committee secretaries on the organizational efficiency and effectiveness of

the committee transcription staff in various areas, such as in the accomplishment of committee reports and legislative outputs, timeliness of decision-making, accuracy and completeness of legislative records, coordination issues, and their overall impact on administrative workflow and public service delivery. The statistical analysis will identify trends and correlations between the assessment of challenges and difficulties and respondents' demographic profiles.

On the other hand, the qualitative component involved gathering experiential insights from all respondents through open-ended survey questions that asked them to propose reforms to improve existing transcription strategies. Verbatim narrative analysis was employed to identify common response patterns and recurring recommendations, which were used to complement and validate findings from the quantitative data. A multimethod approach, using both quantitative and qualitative data, ensured that this study presents a comprehensive assessment of the challenges in current transcription processes, culminating in evidence-based policy recommendations to improve them.

Ethical Considerations

Informed consent was obtained prior to participation through an online consent form attached to the survey. Participants were informed of the research goals, methods, risks, and benefits. Consent was obtained electronically by checking the agreement box before proceeding with the survey. No vulnerable populations (e.g., children, people with disabilities, indigenous groups) were recruited. To minimize coercion, participation was voluntary, and individuals may withdraw at any time without consequences. Consent was obtained in plain language to ensure that participants fully understood the study, and no consent waiver or alteration was required. This research poses no consequential medical, legal, financial, or societal risk. The only modest risk is potential discomfort in answering questions about workload or organizational challenges, and participants may skip any question they find unpleasant. The survey required approximately 20 to 30 minutes to complete. No physical or medical intervention was involved, and no adverse effects were anticipated. No payment or medical measure was provided, as there was no risk of harm. Participants may directly benefit from the opportunity to share their views on improving transcribing procedures in the House of Representatives. The study may also indirectly benefit the institution by easing workload concerns, reducing delays, and enhancing transcript accuracy, thereby supporting more efficient legislative processes and public service delivery. Participants incurred no cost, except for minimal internet use in completing the survey, and received no monetary or non-monetary compensation. All collected data were stored in password-protected digital files accessible only to the researcher and were retained solely for research purposes, in accordance with institutional data privacy and ethical guidelines.

Results and Discussion

Demographic Profile of the Respondents

The respondents' demographic profile was categorized into two: position and employment status. Out of the 121 respondents surveyed, 46 are from the committee transcription staff, supervisors, and the group chief, while 75 are from the committee secretaries and acting/OIC committee secretaries. Of the 46 respondents from the first group, 43 of them, or 93.48%, hold the position Legislative Staff Officer VI (committee transcription staff); 2 of them, or 4.35%, hold the position Supervising Legislative Staff Officer II (supervisors); and 1 of them, or 2.17%, holds the position Supervising Legislative Staff Officer III (group chief). On the other hand, of the 75 respondents in the second group, 53 (70.67%) hold the position of Committee Secretary, and the remaining 29.33% are acting or OIC Committee Secretaries.

Table 1. Demographic Profile of the Respondents According to Position

Position	LSO VI, SLSO II & III (n=46)		Committee Secretary/OIC and Acting ComSec (n=75)	
	f	%	f	%
A. Position				
Legislative Staff Officer VI (Committee Transcription Staff)	43	93.48	--	--
Supervising Legislative Staff Officer II (Supervisor)	2	4.35	--	--
Supervising Legislative Staff Officer III (Group Chief)	1	2.17	--	--
Committee Secretary	--	--	53	70.67
OIC/ Acting Committee Secretary	--	--	22	29.33
Total	46	100.00	75	100.00

Assessment of the Committee Transcription Staff, Supervisors, and Group Chief

Challenges Encountered in the Efficiency Domains

The assessment of the committee transcription staff, supervisors, and group chief revealed that they generally face significant challenges across most key efficiency domains, as enumerated in the Organizational Efficiency Survey Model (See Table 2).

Table 2. *Assessment of the Committee Transcription Staff, Supervisors, and Group Chief of the Challenges Encountered in the Current Transcription Practices in Place in the Following Efficiency Domains*

Areas	Mean	SD	Interpretation
Environment	4.29	0.41	Agree
Tasks	4.24	0.50	Agree
People	3.84	0.62	Agree
Strategy	3.76	0.56	Agree
Organizational Efficiency	3.67	0.62	Agree
Structure	3.58	0.63	Agree
Culture	3.46	0.76	Neutral

The results collectively show that multiple organizational and environmental factors strongly influence the efficiency and accuracy of transcription staff. The finding from the environment domain indicates that the environment substantially affects how transcription staff perform their work, with an overall mean of 4.29, indicating that most respondents agree that noise, crowds, and poor hearing conditions disrupt their focus and slow their tasks. Abbasi et al. (2024) emphasized that prolonged exposure to noisy and stressful environments can lead to lower work quality and stress-related health problems. In the same way, the result for strategy reveals that there are still significant gaps in the strategic planning and system used for transcription operations, since the overall mean of 3.76 means that respondents agreed that weak strategic structure, manual systems, and lack of straightforward workflow affect their efficiency, further supported by Melaletsa et al. (2023) who stated that unclear structures and outdated systems lead to low performance and dissatisfaction. Likewise, results from the task domain show that task-related problems are one of the main reasons for reduced efficiency among transcription staff, as the overall mean of 4.24 reflects that too many hearings, tight deadlines, and unclear materials make them prone to stress and burnout, consistent with Izdebski et al. (2023), who noted that work overload leads to emotional fatigue. Similarly, in the domain of structure, it shows that workplace structure affects how staff manage their work and deadlines, and Kim et al. (2022) explain that aligning business processes with organizational structure reduces confusion and errors. Moreover, in the people domain, it shows that people-related factors, such as insufficient staffing, training, and teamwork, create significant problems for efficiency, aligning with Babapour et al. (2022), who found that staff shortages increase stress and reduce work quality. Finally, in the domains of culture and organizational efficiency, it shows that weak work culture and organizational inefficiencies, including outdated tools and poor feedback, slow workflow. Vuong and Nguyen (2022) emphasized that, without effective systems and monitoring, work becomes slow and efforts are wasted.

Difficulties in the Preparation, Review, and Accomplishment of the Transcript of Stenographic Notes

The assessment of the committee transcription staff, their supervisors, and the group chief revealed a high level of awareness of the difficulties in the preparation, review, and completion of stenographic note transcripts, as anchored in key parameters of Queuing Theory (See Table 3).

Table 3. *Assessment of the Committee Transcription Staff, Supervisors, and Group Chief on the Difficulties Encountered in the Preparation, Review, and Accomplishment of Transcript of Stenographic Notes*

Areas	Mean	SD	Interpretation
Resource Availability and Technical Support	4.10	0.58	Agree
Time Constraints and Deadlines	3.86	0.58	Agree
Recommendations for Improving Transcription Efficiency	3.84	0.66	Agree
Workload and Task Management	3.55	0.70	Agree
Coordination Issues	3.39	0.75	Neutral

The findings further highlight several major organizational issues that affect transcription efficiency, as shown in the succeeding tables, beginning with the result from workload and task management, which shows that workload and task management strongly influence how the transcription staff handle their duties every day, with an overall mean of 3.55 indicating that too much workload, overlapping hearings, and unfair task distribution make their job harder. Chen et al. (2022a) emphasized that when workers face excessive workload and pressure, their

performance and focus decline due to stress and fatigue. Similarly, the results from resource availability and technical support indicate that a lack of resources and technical support has a profound impact on transcription performance, with an overall mean of 4.10, indicating that outdated computers, poor internet connectivity, and slow procurement processes are significant obstacles. Ghani et al. (2022) reported that when employees lack sufficient tools or technical support, job stress increases, and they are unable to complete their work as quickly. In addition, the result from time constraints and deadlines shows that time pressure and short deadlines are one of the main struggles faced by the transcription staff, as the overall mean of 3.86 means that tight schedules and sudden deadline changes affect their focus and work quality, which aligns with Chen, Lee, Yue, and Wang (2022b) who found that excessive time pressure causes job stress and loss of focus.

Furthermore, the results on coordination issues indicate that coordination problems between supervisors and staff contribute to inefficiency, with an overall mean of 3.39 reflecting issues such as delayed feedback and poor communication. Ghani et al. (2022) noted that weak support and communication increase stress and reduce teamwork. Lastly, the result from recommendations for improving transcription efficiency shows that respondents believe that many areas still need improvement in the current transcript processing system, with an overall mean of 3.88 meaning that reforms and modernization are needed, supported by Mohd Said, Halim and Manaf (2023) who stated that training and development strongly improve organizational performance by helping staff work faster and with fewer errors.

Assessment of the Committee Secretaries and OIC/Acting Committee Secretaries Organizational Efficiency and Effectiveness of the Committee Transcription Staff

The assessment of the committee secretaries on the organizational efficiency and effectiveness of committee transcription staff was based on the following areas: accomplishment of committee reports and legislative outputs, timeliness of decision-making, accuracy and completeness of legislative records, coordination issues, and overall impact on administrative workflow and public service delivery, as anchored in the areas described in the Queuing Theory.

Table 4. *Assessment of Committee Secretaries on the Organizational Efficiency and Effectiveness of Committee Transcription Staff*

Areas	Mean	SD	Interpretation
Overall Impact on Administrative Workflow and Public Service Delivery	4.08	0.65	Agree
Accuracy and Completeness of Legislative Records	4.06	0.67	Agree
Timeliness of Decision-Making	4.02	0.73	Agree
Accomplishment of Committee Reports and Legislative Outputs	4.00	0.77	Agree
Coordination Gaps	3.80	0.64	Agree

(4.50-5.00 Strongly Agree/Very Low; 3.50-4.49 Agree/Low; 2.50-3.49 Neutral/Moderate; 1.50-2.49 Disagree/High; 1.00-1.49 Strongly Disagree/Very High)

On the results of accomplishment of committee reports and legislative outputs, with an overall mean of 4.00, Bolton et al. (2021) discuss the importance of observing relational coordination inside of an organization, how interdependency from one another plays a crucial role in attaining shared plans and goals, and how one team's delay affects the operations of the other units, and a good relational coordination could improve team performance, most especially in cases when the human resource capital is insufficient and tasks are voluminous (Spitzer et al., 2023), while ignoring interdependency increases the likelihood to produce inadvertent consequences that will hamper the systematic workflow among the interacting subsystems of the organization (Thelen et al., 2023), which supports the assessment of the committee secretaries on how the timely release of the transcript of stenographic notes is essential to their role and how current transcription operations affect them.

Building on this, the result from timeliness of decision-making shows that the work environment and available facilities strongly influence the performance of transcription staff, as the overall mean of 4.02 means that poor ventilation, noisy surroundings, and limited workspace make their job harder to perform efficiently, consistent with Shaari, Sarip & Ramadhinda (2022) who discovered that physical work environment strongly links to employee performance. Following this, the result from the accomplishment of committee reports and legislative outputs shows that emotional and mental stress have a significant effect on the transcription staff's performance, with the overall mean of 3.91 showing that pressure, workload, and lack of rest contribute to burnout, reflecting Yu's (2024) finding that organizational climate and employee happiness shape job satisfaction and performance. Similarly, the result from coordination gaps shows that job satisfaction has a direct connection with the overall performance of the transcription staff, as the overall mean of 3.84 means that satisfaction in the work environment, recognition, and fair treatment influence performance, aligning with Gazi, Islam, Shaturaev, and Dhar (2022) who

noted that workers with higher job satisfaction perform better.

Finally, the result from overall impact on administrative workflow and public service delivery shows that overall transcription efficiency is affected by workload, resources, communication, and training, with the overall mean of 3.92, meaning these issues altogether lower performance, demonstrating that inefficiency comes from a mix of human, technical, and structural problems requiring improvement in all areas to achieve full efficiency.

Comparative Analysis

Assessment of the Challenges Encountered in the Current Transcription Practices

Table 5 presents a significant difference in respondents' assessments of the challenges encountered in current transcription practices, stratified by position.

Table 5. *T-test Results for the Assessment on the Challenges Encountered in the Current Transcription Practices When Compared to the Position*

Variables	Position	Mean	t-value	p-value	Decision on H_0	Interpretation
Environment	LSO VI	4.29	0.348	.730	Accept	Not Significant
	SLSO II & III	4.19				
Strategy	LSO VI	3.75	0.617	.540	Accept	Not Significant
	SLSO II & III	3.96				
Tasks	LSO VI	4.23	0.343	.734	Accept	Not Significant
	SLSO II & III	4.33				
Structure	LSO VI	3.59	0.197	.845	Accept	Not Significant
	SLSO II & III	3.51				
People	LSO VI	3.84	0.285	.777	Accept	Not Significant
	SLSO II & III	3.94				
Culture	LSO VI	3.43	1.156	.254	Accept	Not Significant
	SLSO II & III	3.95				
Organizational Efficiency	LSO VI	3.67	0.220	.827	Accept	Not Significant
	SLSO II & III	3.75				
Challenges Encountered	LSO VI/ SLSO II & III	3.84	0.510	.613	Accept	Not Significant

H_0 = Null Hypothesis

t-value = computed t-value (t-test result)

p-value = Level of Significance (if $p < .05$, Significant; if $p > .05$, Not Significant)

The results revealed that there is no significant difference in the challenges being encountered in the current transcription practices when compared according to position ($p > .05$). The committee transcription staff and their supervisors/ group chief face similar difficulties across different efficiency domains (environment, strategy, tasks, structure, people, culture, and organizational efficiency). This indicates that the challenges are not position-specific but rather structural and systemic, suggesting that these organizational inefficiencies affect all members of the transcription service, irrespective of rank.

The result from Table 5 shows that the challenges being encountered in the current committee transcription service of the House of Representatives are highly experienced regardless of position or rank. This means that differences in hierarchical positions do not influence the challenges encountered in current transcription practices across areas such as environment, strategy, tasks, structure, people, culture, and organizational efficiency for the committee transcription staff and supervisors/ group chief. The possible reason for this is that the current structural and systemic inefficiencies manifesting in the transcription service are not just confined to the process of transcribing and reviewing the transcript of stenographic notes, but also come from the challenges across the different key efficiency domains, as indicated in the Organizational Efficiency Survey Model (OESM). Since both transcription staff and their supervisors/ group chiefs operate within the same workflow and face the same constraints on their day-to-day operations, inefficiencies tend to propagate across ranks, thereby producing unified perceptions among the respondents. Notwithstanding their positions within the group, they share the view that the problems they face on a day-to-day basis affect their functioning and performance of their duties. In other words, these organizational dilemmas in the transcription service are the causal factors behind these shared experiences rather than hierarchical differences.

This aligns with the study by Zohar & Hofmann (2012) on organizational climate and culture. The authors argued that perceptual convergence, or organizational climate, translates organizational-level challenges or problems. If challenges or issues are present in the organizational climate, they will be experienced broadly rather than being isolated to a single rank or position. Additionally, Zhenjing et al. (2022) demonstrate that these organizational

problems lead to a decline in performance, irrespective of position, when they are part of a shared work environment. These findings are consistent with the present study's lack of significant differences among committee transcription staff and their supervisors and group chief, as they are in consonance with the perceived level of challenges being experienced in their unit and how these difficulties affect their operations on a macro level, unless these are addressed at the systemic level.

Difficulties in the Preparation, Review, and Accomplishment of Transcripts of Stenographic Notes When Compared According to Position

Meanwhile, Table 6 reveals a significant difference in respondents' assessments of the difficulties in preparing, reviewing, and completing the transcription of stenographic notes, by position.

Table 6. T-Test Results on the Assessment of the Difficulties Encountered in the Preparation, Review, and Accomplishment of Transcripts of Stenographic Notes When Compared According to Position

Variables	Position	Mean	t-value	p-value	Decision on H_0	Interpretation
Workload and Task Management	LSO VI	3.53	0.651	.519	Accept	Not Significant
	SLSO II & III	3.80				
Resource Availability	LSO VI	4.11	0.608	.547	Accept	Not Significant
	SLSO II & III	3.90				
Time Constraints and Deadlines	LSO VI	3.85	0.526	.602	Accept	Not Significant
	SLSO II & III	4.03				
Coordination Issues	LSO VI	3.35	1.465	.150	Accept	Not Significant
	SLSO II & III	4.00				
Recommendation	LSO VI	3.85	0.360	.721	Accept	Not Significant
	SLSO II & III	3.71				
Difficulties Encountered	LSO VI/SLSO II & III	3.76	0.368	.715	Accept	Not Significant

H_0 = Null Hypothesis

t-value = computed t-value (t-test result)

p-value = Level of Significance (if $p < .05$, Significant; if $p > .05$, Not Significant)

Further, the results indicate that there is no significant difference in the difficulties of the committee transcription staff and their supervisors/group chief with respect to the preparation, review, and accomplishment of transcripts of stenographic notes when compared according to position ($p > .05$). Both of the groups encounter similar experiences related to workload management, resource availability, meeting deadlines, coordination, and leadership, which reflect process and workflow inefficiencies in the transcription service. These findings suggest that procedural bottlenecks and operational constraints affect all members of the transcription unit equally, regardless of their position, and that these constraints operate as a single body rather than in a role-specific manner.

Table 6 shows that the difficulties encountered in the preparation, review, and completion of stenographic note transcripts are the same across respondent positions. Meaning to say, they experience the same dilemma when it comes to different areas, as anchored in Queuing Theory, such as operational workflows, inadequacy in resource allocation, meeting the deadlines, coordination gaps, and leadership issues, signifying inefficiencies in terms of processes and workflow in the transcription service at the micro level. This implies that inefficiencies arise not from differences in positions but from systemic inefficiencies that affect all personnel. Since transcription tasks are sequential, delays or shortages at any point in the process create bottlenecks that affect both staff and their supervisors. Thus, inefficiency can be considered a collective outcome arising from flaws in operations rather than from role-specific factors.

This claim is supported by various research and studies. Research on organizational social context indicates that employees' perceptions of policies, procedures, and resource adequacy collectively shape shared experiences across ranks (Aarons et al., 2012). From an operations perspective, shortages of personnel and equipment, as well as high arrival rates, are root causes of delays and missed deadlines that affect all actors involved in the workflow (Shortle et al., 2018; Cho et al., 2017). Furthermore, coordination gaps and leadership deficiencies are considered sources of failures in public service delivery, producing organization-wide inefficiencies and negative outcomes (Gautam, 2020; Matlala, 2025). In other words, regardless of rank, inefficiency affects everyone in a shared workspace. These findings are consistent with the present study's lack of significant differences among committee transcription staff and their supervisors and group chief, as they agree with the perceived difficulties encountered in the preparation, review, and accomplishment of transcripts of stenographic notes and how these difficulties affect their operations on a micro level, unless they are given immediate attention and appropriate action.

Reforms Suggested by the Respondents

The vast majority of respondents recommended adopting a strategic, evidence-based human resource plan to address persistent staffing issues and inadequacies. Furthermore, a large number of respondents advocated upgrading the digital equipment essential to their job performance. Additionally, many respondents proposed integrating AI-powered speech-to-text transcription tools to assist with transcribing TSNs, while maintaining human oversight to ensure accuracy and contextual integrity. In addition, it is recommended that a centralized online database or repository for the reviewed and finalized versions of the transcripts be established. In addition to documentation of legislation, the majority of respondents deem it essential that a standardized procedure and a professional turnaround time for transcripts be institutionalized.

Additionally, respondents suggest regular specialized training programs that highlight the specific needs of transcription staff. The respondents' proposal also suggests that adopting a thorough TSN Guidelines and Formatting Manual would greatly benefit the institution by enabling greater consistency, clarity, and accuracy across all transcripts. Lastly, the respondents suggested establishing a culture that fosters constructive feedback, as this will not only strengthen collaboration but also eliminate the recurrence of errors, thereby improving the quality of the output.

Conclusion

As anchored in the Organizational Efficiency Survey Model (OESM) and Queuing Theory, this study's findings reaffirm that an institution's overall performance depends on the integration of macro- and micro-level efforts toward organizational success. It can be concluded that organizational performance is a product of the interrelationship between systemic or structural efficiency and process or workflow efficiency. This dissertation substantiates that the current challenges and difficulties in the House of Representatives' committee transcription service are not directly attributable to variations in hierarchical positions within the organization, but rather stem from deeply entrenched, system-wide deficiencies and workflow inefficiencies that hamper overall legislative performance and outcomes. Empirical evidence from the survey questionnaire indicated that committee transcription staff and their supervisors or group chief, irrespective of position, collectively face high levels of challenges across most efficiency domains, with the environment and tasks domains recording the highest mean scores. This indicates persistent issues with working conditions, adequacy of resources and equipment, technological support, and excessive workload, which undermine organizational efficiency and effectiveness. While the culture domain yielded a neutral stance among respondents, it nonetheless presents an opportunity to strengthen collaboration, enhance adaptability to change, and foster shared responsibility and accountability within the organization.

Moreover, the findings of this study support the premises of the Organizational Efficiency Survey Model, which emphasizes that environmental conditions, strategic reinforcements, workload volume, human resource capacity, operational structures, organizational climate, and administrative workflows directly influence the efficiency and effectiveness of transcription operations. These results highlight the need for immediate and meaningful reform in committee-level transcription operations in the House of Representatives to address both structural and behavioral dimensions of the organization. Based on the empirical evidence gathered, it can also be concluded that committee transcription staff and their supervisors or group chiefs share similarly high levels of perceived difficulty in the preparation, review, and finalization of transcripts of stenographic notes, regardless of positional differences. This further implies that the observed inefficiencies and difficulties are systemic and structural rather than rank-dependent.

Furthermore, consistent with Queuing Theory, the results indicate that insufficient resource allocation and technical support, coupled with high service demand, result in slow service delivery, inaccurate and incomplete outputs, and coordination gaps, collectively leading to procedural bottlenecks, delays, and employee stress and fatigue. These conditions affirm the theoretical assumption of Queuing Theory that when service rates fail to meet workload arrival rates, organizational queues become congested, resulting in declining productivity and diminished public service delivery. Taken together, this study makes a distinct contribution to Philippine public administration and legislative management literature by empirically grounding organizational efficiency and queuing concepts within the context of legislative transcription services in the House of Representatives. By systematically examining transcription workflows as a core administrative function that directly affects legislative efficiency, transparency, and decision-making, this dissertation provides localized evidence that underscores the

importance of documentation systems as an essential component of effective governance and institutional performance.

Recommendations

The findings of this research call for urgent institutional and structural reforms to optimize administrative workflows and enhance operations in the House of Representatives' committee transcription service. This study recommends that improving the existing transcription practices warrants a whole-of-organization approach that will simultaneously address issues and challenges pertaining to human resource staffing, equipment, internet connectivity, and infrastructure; adoption of technology and AI integration; delivery time of outputs; skill-specific training and capacity building; uniformity and standardization of outputs; as well as communication and coordination.

Specifically, the study recommends that:

- Augmenting human capital by creating specialized positions, such as junior transcription staff and transcript reviewers, is deemed essential to satisfy the heavy demands of transcription workloads.
- Upgrading office equipment, incorporating digital tools, and acquiring reliable Internet connectivity are critical to supporting current transcription requirements.
- Integrating AI-powered transcription tools and technologies can significantly enhance accuracy and turnaround time while maintaining human oversight in the finalization of transcripts of stenographic notes.
- Adopting standardized, uniform guidelines for the format and style of TSNs is essential to ensure quality control and promote consistency across all committee transcription staff outputs.
- Employing regular skill-specific training and capacity-building across disciplines, such as stenography, legal writing, and digital literacy, is vital to strengthening employees' competence and fostering personal and professional growth among members of the organization.
- Enhancing communication and coordination mechanisms is imperative to foster a more collaborative atmosphere and strengthen accountability measures in the transcription service.

Overall, the perceived and observed inefficiencies are systemic and interdependent, which necessitates immediate comprehensive and effective reforms to attain an efficient, responsive, and outstanding committee transcription service, which is aligned to the House of Representatives' core values to adhere to transparency and accountability, ensure excellent legislative support services through professionalism, and commit to advance and prioritize the national interest and welfare of the Filipino people.

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Conflict of Interests

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