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**THE EFFECT OF WORK ENVIRONMENT, WORK MOTIVATION, AND  
WORK-LIFE BALANCE ON EMPLOYEE JOB SATISFACTION AT PT PG  
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**Abstract**

This study aims to analyze the influence of the work environment, work motivation, and work-life balance on employee job satisfaction at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang. The research employed a quantitative approach using a survey method. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS software. The results show that simultaneously, the three independent variables significantly influence employee job satisfaction. Partially, work motivation and work-life balance have a positive and significant effect on job satisfaction, while the work environment does not have a significant effect. The coefficient of determination indicates that 43.7% of the variation in job satisfaction can be explained by the research model. These findings highlight the importance of managing employee motivation and maintaining a balance between work and personal life in order to improve job satisfaction.

**Keywords:** Work Environment, Work Motivation, Work-Life Balance, Job Satisfaction



## INTRODUCTION

The rapid development of industry and increasingly intense business competition require companies to possess high-quality, productive, and highly committed human resources. In this context, employees are no longer viewed merely as factors of production but as strategic assets that determine organizational success (Dessler, 2017). One of the main indicators used to measure the quality of human resources is the level of employee job satisfaction.

Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of their job or job experiences (Locke, 1976). Employees with high job satisfaction tend to demonstrate higher performance, stronger organizational commitment, and lower absenteeism and turnover rates (Robbins & Judge, 2017). Conversely, low job satisfaction may lead to reduced productivity, increased workplace conflict, and weakened organizational loyalty.

Job satisfaction reflects employees' positive attitudes toward their work, which are formed through their evaluation of various job aspects such as working conditions, reward systems, interpersonal relationships, and opportunities for personal development (Judge & Klinger, 2008). Employees who feel satisfied with their jobs are more likely to exhibit stronger motivation, greater responsibility, and better adaptability to organizational changes.

Previous studies in the field of human resource management indicate that job satisfaction is influenced by various internal and external factors. Internal factors include motivation, psychological needs, and individual perceptions of work, while external factors involve the work environment, organizational policies, compensation systems, and work-life balance (Mathis & Jackson, 2016). Among these factors, the work environment, work motivation, and work-life balance are frequently associated with employee job satisfaction.

The work environment refers to both physical and non-physical conditions in the workplace that influence employee comfort and productivity. A safe, clean, and well-organized workplace supported by harmonious social relationships can create a conducive working atmosphere that enables employees to perform optimally (Sedarmayanti, 2017). Conversely, an unfavorable work environment may cause physical and psychological fatigue, which ultimately decreases job satisfaction.

In addition to the work environment, work motivation is an essential factor influencing employee attitudes and behavior. Motivation is defined as the internal and external drive that encourages individuals to act in order to achieve



certain goals (Mangkunegara, 2017). Employees with high motivation tend to demonstrate enthusiasm, initiative, and a strong desire to achieve performance excellence. According to Herzberg's motivation theory, motivation factors such as recognition, achievement, and career advancement play a crucial role in increasing employee satisfaction (Herzberg et al., 2011).

In the modern workplace, the concept of work–life balance has received increasing attention in human resource management. Work–life balance refers to an individual's ability to balance work responsibilities with personal, family, and social life (Greenhaus & Allen, 2011). An imbalance between work and personal life may lead to stress, emotional exhaustion, and decreased well-being, which can ultimately reduce job satisfaction.

PT PG Rajawali II Unit PG HGU Jatitujuh & Subang, a company operating in the sugar manufacturing industry, has job characteristics that require high levels of precision, discipline, and productivity. Intensive production activities, strict performance targets, and shift-based working systems may create work pressure for employees. Therefore, the company must effectively manage the work environment, employee motivation, and work–life balance in order to maintain employee job satisfaction.

Based on preliminary observations, several issues related to working conditions, workload, and work schedule arrangements still affect employee comfort and well-being. Additionally, differences in individual characteristics may lead to different responses to workplace conditions and job demands. This indicates that job satisfaction is influenced not by a single factor but by a combination of interconnected aspects.

Previous studies have reported mixed findings regarding the influence of the work environment, motivation, and work–life balance on job satisfaction. Some studies found that the work environment has a significant effect, while others revealed that its effect is relatively weak. These inconsistent results indicate a research gap that requires further investigation, particularly in the context of manufacturing companies in Indonesia.

Therefore, this study aims to examine empirically the influence of the work environment, work motivation, and work–life balance on employee job satisfaction at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang, both partially and simultaneously.

The findings of this study are expected to contribute theoretically to the development of human resource management literature, particularly concerning the relationship between workplace conditions, motivation, work–life balance,



and job satisfaction. Practically, the results may serve as a reference for company management in formulating human resource policies and strategies aimed at improving employee well-being and performance.

## LITERATURE REVIEW

Employee job satisfaction has become an important topic in organizational and human resource management studies because it directly influences employee performance, commitment, and productivity. Job satisfaction refers to an individual's emotional response toward their job and the extent to which the job meets their expectations and needs. According to Stephen P. Robbins and Timothy A. Judge, job satisfaction represents a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins & Judge, 2018). Employees who experience higher levels of job satisfaction tend to demonstrate greater organizational commitment, higher productivity, and lower turnover intentions.

One of the factors frequently associated with job satisfaction is the work environment. The work environment includes all physical and non-physical conditions surrounding employees while they perform their work activities. According to Sedarmayanti, the work environment encompasses both the physical workplace conditions and the social interactions that influence employees during their work processes (Sedarmayanti, 2011). A supportive work environment can improve employee comfort and efficiency, while an unfavorable environment may reduce productivity and motivation. Similarly, Alex S. Nitisemito explains that the work environment consists of all elements around employees that may affect their performance, including lighting, temperature, work equipment, and workplace relationships (Nitisemito, 2006). When employees work in a comfortable and supportive environment, they are more likely to develop positive attitudes toward their work.

In addition to the work environment, work motivation is another important factor influencing employee job satisfaction. Work motivation refers to the internal and external forces that drive individuals to act, perform tasks, and achieve organizational goals. Motivation encourages employees to perform their duties enthusiastically and persistently. According to Abraham Maslow, human motivation is influenced by a hierarchy of needs consisting of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Maslow, 2017). Employees who are able to fulfill these needs through their work tend to experience greater satisfaction and motivation.



Another widely recognized theory is proposed by Frederick Herzberg through the Two-Factor Theory, which distinguishes between motivator factors and hygiene factors (Herzberg, 1993). Motivator factors, such as achievement, recognition, responsibility, and opportunities for growth, directly contribute to job satisfaction. Meanwhile, hygiene factors—including salary, working conditions, supervision, and company policies—do not necessarily create satisfaction but can prevent dissatisfaction. When organizations are able to address both factors effectively, employees are more likely to develop strong motivation and positive work attitudes.

In modern organizational contexts, work–life balance has also become a crucial factor influencing employee well-being and job satisfaction. Work–life balance refers to the ability of individuals to manage and balance their work responsibilities with personal and family life. According to Jeffrey H. Greenhaus, Karen M. Collins, and Jason D. Shaw, work–life balance reflects the degree to which individuals are equally engaged and satisfied with their roles in both work and family domains (Greenhaus, Collins, & Shaw, 2003). When employees achieve balance between these domains, they tend to experience lower stress levels and higher job satisfaction.

Similarly, T. Alexandra Beauregard and Leslie C. Henry explain that work–life balance involves managing priorities between career demands and personal life activities, such as family responsibilities, leisure, and personal development (Beauregard & Henry, 2009). Organizations that support employees in achieving work–life balance often experience improved employee morale, stronger commitment, and better performance outcomes.

Previous empirical studies also highlight the relationships between work environment, motivation, work–life balance, and job satisfaction. Research in organizational behavior consistently shows that supportive workplace conditions, strong motivational factors, and balanced personal lives contribute to higher levels of employee satisfaction and performance. For instance, studies in human resource management indicate that employees who receive recognition, fair treatment, and opportunities for career growth tend to demonstrate higher job satisfaction and stronger organizational commitment (Robbins & Judge, 2018).

Based on these theoretical perspectives, it can be understood that employee job satisfaction is influenced by multiple factors, including the work environment, work motivation, and work–life balance. These factors interact with each other to shape employees' perceptions and attitudes toward their



work. Therefore, organizations need to create supportive working conditions, foster employee motivation, and encourage a healthy balance between work and personal life in order to enhance employee job satisfaction and organizational effectiveness.

## RESEARCH METHOD

This study employed a quantitative approach using a survey method to analyze the influence of the work environment, work motivation, and work–life balance on employee job satisfaction at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang. The quantitative approach was selected because the research aims to measure relationships among variables objectively using numerical data analyzed statistically.

The research design used in this study is causal associative research, which aims to determine cause-and-effect relationships between independent variables and the dependent variable. The independent variables consist of the work environment (X1), work motivation (X2), and work–life balance (X3), while the dependent variable is employee job satisfaction (Y).

The study was conducted at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang. This location was chosen because the company has complex job characteristics involving various divisions with diverse work systems.

The population of this study consisted of all employees at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang. Considering the large number of employees distributed across several divisions, the sampling technique used was proportionate random sampling to ensure that each division was represented proportionally.

The data used in this study consisted of primary and secondary data. Primary data were obtained directly from respondents through questionnaires developed based on the indicators of each research variable. The questionnaire used a five-point Likert scale, ranging from strongly disagree to strongly agree. Secondary data were obtained from company documents, internal reports, and relevant literature.

Data analysis was performed using SPSS software. The analysis process included descriptive analysis, classical assumption tests, multiple linear regression analysis, hypothesis testing using t-test and F-test, and the coefficient of determination ( $R^2$ ) to measure the explanatory power of the research model (Ghozali, 2018). indicators and does not require the assumption of data



normality. This makes it particularly suitable for heterogeneous survey data, such as that obtained from a student population.

## RESULTS AND DISCUSSION

### 1. Respondent Characteristics

**Table 1.**  
**Respondent Characteristics**

Characteristics	Category	Total (People)	Percentage (%)
Gender	Male	97	91.5
	Female	9	8.5
Age	≤ 30 years	24	22.6
	31–40 years	38	35.8
	41–50 years	30	28.3
	> 50 years	14	13.2
Education	Junior High School	7	6.6
	Senior High School	83	78.3
	Bachelor Degree	15	14.2
Length of Service	1–5 years	18	17.0
	6–10 years	15	14.2
	11–15 years	16	15.1

Source: Primary Data Processed (2026)

Based on Table 1, it can be seen that the number of respondents in this study was 106 employees with diverse backgrounds in terms of gender, age, educational level, and length of service. This diversity indicates that the data obtained reflect the actual condition of human resources at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang.

Most respondents were in the productive age group and had relatively long working experience. This condition suggests that the majority of employees possess adequate work experience and a good understanding of the company’s operational system. Differences in educational backgrounds also indicate variations in competencies, which may influence employees’ perceptions of job satisfaction, work motivation, and work–life balance.



With representative respondent characteristics, the findings of this study are expected to objectively describe employee conditions and provide valuable insights for managerial decision-making. Previous studies also emphasize that demographic characteristics such as age, education, and tenure may influence employee attitudes toward job satisfaction and work conditions (Robbins & Judge, 2017).

### 2. Validity Test Results

**Table 2.**  
**Validity Test Results**

Variable	Item Code	r-table	r-count	Description
Work Environment	WE1 – WE16	0.191	0.522 – 0.732	Valid
Work Motivation	WM1 WM12	0.191	0.618 – 0.885	Valid
Work-Life Balance	WLB1-WLB12	0.191	0.594 – 0.881	Valid
Job Satisfaction	KK1 – KK16	0.191	0.537 – 0.786	Valid

Source: SPSS Data Processed (2026)

Based on Table 2, all statement items for each research variable have r-count values greater than the r-table value. This indicates that each questionnaire item is able to measure the intended construct accurately.

The results of the validity test indicate that the research instrument meets the requirements as a reliable data collection tool. Therefore, the responses obtained from respondents can be considered valid and capable of representing the actual conditions related to the work environment, work motivation, work-life balance, and employee job satisfaction.

Good instrument validity strengthens the credibility of research results because measurement errors can be minimized from the early stages of data collection (Ghozali, 2018).

### 3. Reliability Test Results

**Table 3.**  
**Reliability Test Results**

Variable	Cronbach's Alpha	Standard	Description
Work Environment	≥ 0.70	0.70	Reliable
Work Motivation	≥ 0.70	0.70	Reliable
Work-Life Balance	≥ 0.70	0.70	Reliable
Job Satisfaction	≥ 0.70	0.70	Reliable

Source: SPSS Data Processed (2026)



Based on Table 3, all research variables have Cronbach’s Alpha values greater than 0.70. This indicates that the research instrument has a high level of internal consistency.

A reliable instrument means that the questionnaire will produce relatively consistent results when used under similar conditions. Therefore, the results of this study can be considered stable and not influenced by random factors.

High reliability also indicates that each statement item consistently measures the same construct, thereby strengthening the accuracy of the research data (Hair et al., 2019).

#### 4. Classical Assumption Test Results

##### a. Normality Test

Tabel 4.  
Normality Test Result

Variable	Asymp. Sig (KS)	Standard	Description
Residual	> 0.05	0.05	Normal

Source: SPSS Data Processed (2026)

Based on the results of the normality test in Table 4, the significance value of the residuals is above 0.05. This indicates that the data in this study are normally distributed.

A normal distribution is one of the main assumptions in linear regression analysis. When this assumption is fulfilled, regression results can be interpreted more accurately without statistical bias (Ghozali, 2018).

##### b. Multicollinearity Test

Tabel 5.  
Multicollinearity Test Result

Variable	Tolerance	VIF	Description
Work Environment	> 0.10	< 10	No Multicollinearity
Work Motivation	> 0.10	< 10	No Multicollinearity
Work-Life Balance	> 0.10	< 10	No Multicollinearity

Based on Table 5, all independent variables have tolerance values greater than 0.10 and VIF values less than 10. This indicates that there is no strong linear relationship among the independent variables.

The absence of multicollinearity means that each independent variable can independently explain variations in job satisfaction. Therefore, the regression model does not experience distortion caused by overlapping influences among variables.



c. Heteroscedasticity Test

Tabel 6. Heteroscedasticity Test Result

Variable	Sig.	Standard	Description
WE	> 0.05	0.05	No Heteroscedasticity
WM	> 0.05	0.05	No Heteroscedasticity
WLB	> 0.05	0.05	No Heteroscedasticity

The results of the heteroscedasticity test indicate that all variables have significance values above 0.05. This means that heteroscedasticity does not occur in the regression model.

This condition indicates that the variance of the residuals remains constant across all levels of prediction, demonstrating that the regression model has good stability (Hair et al., 2019).

5. Multiple Linear Regression Analysis

Tabel 7. Multiple Linear Regression Result

Variable	Coefficient (B)	Std. Error	Beta	t-value
Constant	0.933	xx	–	xx
Work Environment	0.077	xx	xx	xx
Work Motivation	0.160	xx	xx	xx
Work-Life Balance	0.506	xx	0.540	xx

Source: SPSS Output, 2026

Based on Table 7, the multiple linear regression equation shows the relationship between work environment, work motivation, and work–life balance on employee job satisfaction.

The regression coefficient of the work environment shows a positive but statistically insignificant effect. This indicates that although a supportive work environment may contribute to job satisfaction, its influence is not strong enough to become the main determining factor.

In contrast, work motivation and work–life balance have positive and significant coefficients. These findings indicate that higher levels of motivation and better work–life balance lead to higher levels of employee job satisfaction.

The work–life balance variable has the largest coefficient, indicating that it is the most dominant factor influencing job satisfaction. This finding is consistent with previous research stating that employees who maintain balance



between work and personal life tend to experience higher levels of well-being and job satisfaction (Greenhaus & Allen, 2011).

6. Coefficient of Determination

Tabel 8. F Test Results (ANOVA)

Model	R	R Square	Adjusted R Square	Std. Error
1	xx	0.437	0.421	xx

Based on Table 8, the R Square value of 0.437 indicates that 43.7% of the variation in employee job satisfaction can be explained by the variables of work environment, work motivation, and work–life balance.

Meanwhile, the remaining 56.3% is influenced by other factors outside the research model, such as compensation systems, leadership style, organizational culture, and career development opportunities (Mathis & Jackson, 2016).

Hypothesis Testing Results

a. F Test (Simultaneous)

Tabel 9. F Test Results (ANOVA)

Model	F-value	Sig.	Description
Regression	25.616	<0.001	Significant

The results of the F test show that the variables of work environment, work motivation, and work–life balance simultaneously have a significant effect on employee job satisfaction.

This result indicates that job satisfaction is formed through the interaction of multiple factors in employees’ work experiences (Robbins & Judge, 2017).

b. t Test (Partial)

Tabel 10. t-Test (Partial) Result

Hypothesis	Variable	t-value	Sig.	Decision
H1	Work Environment	xx	0.317	Rejected
H2	Work Motivation	xx	0.050	Accepted
H3	Work-Life Balance	xx	<0.001	Accepted



Based on Table 10, the work environment variable does not significantly influence job satisfaction. Meanwhile, work motivation and work–life balance significantly influence job satisfaction.

These findings indicate that psychological factors and the balance between personal life and work play a more important role than physical workplace conditions in improving employee satisfaction.

### 7. Summary of Hypothesis Testing

**Tabel 11.**  
**Summary of Hypothesis Testing**

Variable	Effect	Significance	Conclusion
Work Environment → Job Satisfaction	Positive	Not Significant	H1 Rejected
Work Motivation → Job Satisfaction	Positive	Significant	H2 Accepted
Work-Life Balance → Job Satisfaction	Positive	Highly Significant	H3 Accepted
WE, WM, WLB → Job Satisfaction	Simultaneous	Significant	Accepted

Table 11 summarizes the overall results of hypothesis testing in this study. The results indicate that the second and third hypotheses are accepted, while the first hypothesis is rejected.

Overall, work–life balance is the most dominant factor influencing job satisfaction, followed by work motivation. Meanwhile, the work environment does not show a significant partial effect.

These findings emphasize the importance of psychological and social aspects in shaping employee satisfaction, particularly in modern organizations where employees increasingly value work–life balance and intrinsic motivation (Greenhaus & Allen, 2011; Judge & Klinger, 2008).

### CONCLUSION

Based on the results of the research and discussion presented previously regarding the influence of the work environment, work motivation, and work–life balance on employee job satisfaction at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang, several conclusions can be drawn.

First, the work environment has a positive effect on employee job satisfaction; however, the effect is not statistically significant. This finding



indicates that the working conditions within the company are relatively adequate and are perceived as fairly uniform among employees. Therefore, the work environment is not the primary factor determining employee job satisfaction, although it still plays an important role in supporting workplace comfort and stability. Previous studies suggest that when basic working conditions are already sufficient, other psychological factors tend to play a more dominant role in influencing job satisfaction (Robbins & Judge, 2017).

Second, work motivation has been proven to have a positive and significant effect on employee job satisfaction. Employees with higher levels of motivation tend to feel more valued, show greater enthusiasm in performing their duties, and develop stronger organizational commitment. Factors such as recognition for achievements, career development opportunities, and acknowledgment from supervisors are essential elements in fostering sustainable work motivation. This finding supports motivation theory, which states that intrinsic and extrinsic motivational factors significantly contribute to employee satisfaction and performance (Herzberg et al., 2011; Mangkunegara, 2017).

Third, work–life balance has a positive and significant influence with the most dominant effect on employee job satisfaction. This result indicates that balancing work demands and personal life has become a primary need for employees. Employees who are able to manage their work time and personal life effectively tend to have better physical and psychological conditions, enabling them to work more optimally and experience higher job satisfaction. This finding is consistent with previous research stating that work–life balance contributes significantly to employee well-being and overall job satisfaction (Greenhaus & Allen, 2011).

Fourth, the simultaneous test results show that the work environment, work motivation, and work–life balance collectively have a significant influence on employee job satisfaction. This indicates that job satisfaction is the result of the interaction among multiple interrelated factors. Therefore, improving job satisfaction cannot be achieved through a partial approach but must be implemented through integrated and sustainable human resource management strategies (Mathis & Jackson, 2016).

Fifth, the coefficient of determination indicates that the three independent variables explain a substantial proportion of the variation in employee job satisfaction. However, there are still other factors outside the research model that may influence job satisfaction, such as compensation systems, leadership



style, organizational culture, workload, and career development opportunities. These factors may serve as potential variables for future research to provide a more comprehensive understanding of employee job satisfaction.

Overall, this study confirms that work–life balance and work motivation are the most influential factors in improving employee job satisfaction at PT PG Rajawali II Unit PG HGU Jatitujuh & Subang. Meanwhile, the work environment functions as a supporting factor that maintains workplace comfort and stability. Therefore, companies are encouraged to develop human resource policies that prioritize work–life balance and employee motivation in order to enhance employee performance, loyalty, and long-term organizational sustainability.

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