



Performance of work and Intelligence of Emotion: An Empirical Assessment of their Relationship

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Abstract: This empirical work evaluated the intelligence of the emotion-work performance nexus. The paper specifically examined whether differences exist between the intelligence of emotion dimensions in work performance and the link among the variables. The sample size for the study was 140 respondents, selected from institutions in the Township of Sunyani. The convenience sample method was used. The study adopted a quantitative design and a cross-sectional survey. The researchers developed a questionnaire and administered it at the job places of the respondents. In the estimated model, the explained variable is work performance, and the explanatory variable is the intelligence of emotion. The intelligence of emotion has subscales such as own emotions awareness, others' emotion awareness, own emotions management, and others' emotions management. Both inferential and descriptive statistics were used to analyze the data. The inferential statistics used were One-Way Analysis of Variance, correlation analysis, and regression analysis. The results were presented in Tables and figures. The Statistical Package for the Social Sciences version 26 software was used. The results indicate a significant difference in work performance and overall intelligence of emotion, including a compelling non-negative connection linking overall intelligence of emotion and the performance of a job. The management of organizations should take into consideration the findings of the current study and put in place training programmes to improve the intelligence of emotions of their employees since the intelligence of emotion plays a significant positive role in work performance. Future studies using causal models are worthy of research, to ascertain if the findings of the current study can be corroborated.

Keywords: self-emotions awareness, management of own emotions, others' emotions management, productivity, job outcomes

1. INTRODUCTION

Empirical works in the area of work performance and intelligence of emotion keeps on attracting attention in both theoretical and empirical literature because job productivity is a key element so dear to the heart of managers of an organisation as well as researchers. Hence, researchers continue to search for the key determinants of the work performance of employees. Researchers are of the view that employees with higher intelligence of emotion can give out their best in the various tasks they are engaged in to accomplish when employed (Khalid et al., 2018; Mohamad & Jais, 2016; Pekaar et al., 2017; Zainal et al., 2017; Alonazi 2020; Bansal, Rana, & Jain, 2020; Chong, Falahat, & Lee, 2020; Miao, Humphrey, & Qian, 2020; Puri, & Mehta, 2020). Pope and Singer (1990), Salovey and Mayer (1990), Goleman (2001), Petrides, et al. (2007) and Ugoani et al. (2015) have explained intelligence of emotion and have indicated that an individual's behaviour is a function of

intelligence of emotion. The purpose of this study was to contribute to the present literature by assessing the connection between the performance of a job and intelligence of emotion. The paper specifically (a) evaluates whether differences exist between intelligence of emotion dimensions in work performance, and (b) explores the nature of the link between the performance of a job and intelligence of emotion. The paper's research questions are (i) what are the statistically significant difference existing in work performance between intelligence of emotion dimensions and the overall intelligence of emotion? (ii) What is the sort of association between work performance and intelligence of emotion? The challenges of the research were as follows: Some respondents felt reluctant in answering the questions, giving reasons such as they were busy. Some also did not completely answer the questions and such questionnaires were not added to the analysis. Since the survey instrument was self-report, few respondents were canny with

their responses. The study is descriptive and not causal; therefore, causal predictions are not applicable. More explanatory variables were not included in the model estimated. The findings are also challenged by the weaknesses of the data analysis tools used such as the ANOVA, Pearson correlation analysis and regression test. Future empirical studies using causal models, and introducing enough control variables are worthy of research, to ascertain if the findings of the current study can be corroborated. The rest of the research work focuses on the methodology of the research, empirical results, analysis, and closure.

2. RELATED LITERATURE REVIEW

Prior research works on the association between intelligence of emotion and work performance variables are not many in the empirical literature on the study area, though there are lots of works assessing intelligence of emotion and work performance in other study areas. The findings on the role of intelligence of emotion and work performance are reported in the works of various authors (McClelland, 1998; Deeter-Schmelz & Sojka, 2003; Farooq, 2003; Austin, 2004; Lopes et al., 2004; Petrides et al., 2004; Hayward, Amos and Baxter, 2008; Locke, 2005; Gryn, 2010; Joseph & Newman, 2010; Ahuja, 2011; O'Boyle et al., 2011; Maraichelvi, & Rajan, 2013; Gunu & Oladepo, 2014; Khalid et al., 2018; Mohamad & Jais, 2016; Pekaar et al., 2017; Zainal et al., 2017; Alonazi 2020; Bansal, Rana, & Jain, 2020; Chong, Falahat, & Lee, 2020; Miao et al., 2020; Puri, & Mehta, 2020).

Hayward et al. (2008) evaluated the work performance-intelligence of emotion nexus and the findings show a compelling negative connection linking intelligence of emotion and performance of job variable. Gryn (2010) assessed the association between work performance and intelligence of emotion among leaders in an organisation in a medical facility and revealed no significant connection between intelligence of emotion and work performance among the respondents in the study.

Gunu and Oladepo (2014) researched the intelligence of emotion-work performance nexus among employees in a private organisation and reported a significant nexus in their model estimated. Their findings indicated that intelligence of emotion accounted for less than 30 % of the changes in work performance. Their research was enriched by including other control variables (organisational commitment) in their model. Khalid et al. (2018) studied the association linking performance of work and intelligence of emotion among employees in the pharmaceutical firms and reported a compelling non-negative influence of intelligence of emotion on works performance in their study. Their model included various dimensions in their study. Mohamad and Jais, (2016) examined the effect of intelligence of emotion on work performance among teachers and reported that intelligence of emotion significantly influences the work performance of the respondents in the research. Their study is

of notice for considering the dimensions of intelligence of emotion.

Pekaar et al. (2017) assessed the role of intelligence of emotion and work performance among employees. Their empirical results revealed a significant impact of intelligence of emotion on work performance. The research is of interest for exploring the effect of the different dimensions on work performance. They concluded that various dimensions of emotions exert different effects on work performance. Zainal et al. (2017) estimated the connection linking work performance and intelligence of emotion among employees in the service sector and revealed significant relation linking overall intelligence of emotion and work performance, in addition, to the various dimensions of intelligence of emotion and work performance. The interest in their paper lies in considering both overall and dimensions of intelligence of emotion. Alonazi (2020) appraised the correlation between work performance and intelligence of emotion among employees and reported of significant connection between the two variables. They concluded that intelligence of emotion explains less than 30 % of the changes in work performance. The estimated model included various dimensions of intelligence of emotion. However, control variables were not introduced in the study. Bansal et al. (2020) explored the link between work performance and intelligence of emotion among employees. Their research findings indicated that significant positive differences exist between intelligence of emotion and work performance in their work. They included various dimensions of intelligence of emotion in their study, and that enriches their research.

Chong et al. (2020) evaluated the work performance-intelligence of emotion nexus in their Malaysia study and indicated a significant positive influence of intelligence of emotion on work performance among the respondents in the study. Their study considered various intelligence of emotion dimensions, in the model estimated and that enriched their analysis. Puri and Mehta (2020) investigated the association between intelligence of emotion and work performance among employees in an organisation and indicated that intelligence of emotion significantly affects work performance in their work. The research is intriguing for considering the dimensions of intelligence of emotion. They indicated that various dimensions significantly influence work performance differently. They also indicated that management of others' emotions and management of own emotions significantly affect work performance at 1 %. However, awareness of others' emotions and awareness of emotions significantly do not affect work performance.

Mathushan and Nanthagopan (2020) estimated the effect on work performance of intelligence of emotion in their Sri Lanka study and reported a significant positive connection between the various dimensions of intelligence of emotion and work

performance. They did not consider the overall effect of intelligence of emotion on work performance. Miao et al. (2020) in a meta-analysis on the role of intelligence of emotion in work performance using respondents in the service industry revealed a significant effect of intelligence of emotion on employees' work performance. This result was not different when they included control variables such as gender, culture, educational level and personality type. The introduction of some control variables makes their results robust.

Empirical research on the role of intelligence of emotion in work performance reviewed has produced inconsistent results in the empirical literature (Austin, 2004; Petrides et al., 2004; Locke, 2005). Some empirical studies by McClelland (1998), Cavallo and Brienza (2002), Duleciwz and Higgs (2003), Law Wong and Song (2004), Day and Carroll (2004), Lopes et al., (2004), Millet (2007), Rieck (2008), Harris (2009) and Jacques (2009) have produced positive association between intelligence of emotion and work performance, whereas other studies have also produced negative connection between intelligence of emotion and work performance. Some studies have also produced no effect of intelligence of emotion on work performance. In addition, enough prior works do not exist on the present topic in the research area. These call for further empirical work to explain the part of intelligence of emotion in work performance, such as the current research.

3. MATERIAL AND METHODS

3.1 Design of the Research

The study used quantitative design to appraise the connection linking intelligence of emotion and work performance. The merits of the design are that it allows for evaluation based on objective assessment. This makes the research finding have better generalisability. The analysis is descriptive since the connection linking intelligence of emotion and work performance is described and not explained using causal studies. In addition, the research is cross-sectional and not longitudinal. The study was based on population analysis; therefore, primary data were obtained from the studied respondents for the analyses.

3.2 Population, Sample, and Sample Selection Approach

The workers of the institutions in Sunyani Municipality were the respondents in the research. The sample was 140. There was no known data on the number of employees employed in the study area, hence, the convenience sample method was utilised to enable respondents to be contacted for data.

3.3 Data Collection and Analysis tools

Primary and secondary data were utilised in the research. Journal articles and books were the sources of secondary data. They were retrieved from electronic sources. Primary data used were obtained from respondents employing a questionnaire designed by the researchers in Likert format. The questionnaire

were in two (2) parts. Part 1 dealt with the socioeconomic profiles and part 2 dealt with the subject questions. The items were stated in a positive statement. Therefore, the coding was 5=strongly agreed; 4=agreed; 3=neutral; 2=disagreed; and 1=strongly disagreed. Data analysis was based on percentages; frequencies mean standard deviation as well as inferential statistics such as Analysis of variance, Pearson correction, and regression analysis. Results were presented using Figures and Tables. The version 26 of the Statistical Package for the Social Sciences (SPSS) was used in the analysis.

3.4. Conceptual and Theoretical Frameworks

Theorists such as Bar-On (1997), Salovey and Mayer (1990) and Mayer and Salovey (1997), Goleman (2001), Petrides, et al. (2007), and Ugoani et al. (2015), have explained intelligence of emotion. Intelligence of emotion in the works of Salovey and Mayer (1990) is the potential that permits a person to recognise, and study the person's emotions and feelings and to be able to control the intentions and actions. The current study is based on these theories. Work performance is explained to mean how well an individual executes the task assigned to that individual when the individual is engaged in an organisation (Campbell, et al., 1993; Griffin, 1983; Jex, 2002; Motowidlo, 2003; Muchinsky, 2003; Rothmann & Coetzer, 2003; Rivai, 2006; Ojo, 2009; Caillier, 2010). It is considered an individual worker-level construct. An employee's behaviour determines his/her work performance (Campbell, 1990 Campbell, 1993). The various factors are considered as influencing the work performance of workers in an organisation (Barrick & Mount, 1991; Blumberg & Pringle, 1982; Brown & Peterson, 1993; Croucher, 2013).

Researchers including Goleman (1995, 1998), Scullen, Mount, and Goff (2000), Watkin (2000), Mayer et al. (2000), Seibert, Kraimer and Liden (2001), Servinc (2001), Cavallo and Brienza (2002), Slaski and Cartwright (2002), Stagg and Gunter (2002), Wong and Law (2002), Carmeli (2003), Vermeulen, (2004), Goleman (2005), Porath and Bateman (2006), Ganji (2011) and Hasanzadeh (2009) have indicated that intelligence of emotion is an important explanatory variable of work performance in organisations, since a worker higher on an emotion scale could control his/her emotions and is more stable mentally, and that aid such a worker to improve work performance. They can nurture positive associations with colleagues at the workplace and that enhances performance.

The conceptual model is as depicted in figure 1. Intelligence of emotion is the explanatory variable and work performance is the explained variable in the model.

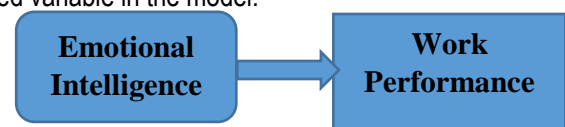


Figure 1: Association linking Intelligence of emotion and Work performance.

3.5 Assumptions

The H_1 indicates the alternative assumption or the research assumption. The study tests this assumption. Assumptions H_{1a} , and H_{1b} are tested using the ANOVA test, whereas assumptions H_{1c} and H_{1d} were tested using the Pearson and regression tests.

- i. H_{1a} : Significant differences in overall intelligence of emotion in work performance exist.
- ii. H_{1b} : A statistically significant difference in awareness of own emotions in work performance exists.
- iii. H_{1c} : A significant difference in the management of own emotions exists in work performance.
- iv. H_{1d} : A statistically significant difference in awareness of others' emotions in work performance exists.
- v. H_{1e} : A statistically insignificant difference in the management of others' emotions in work performance exists.
- vi. H_{1f} : A significant non-negative association linking overall intelligence of emotion and the performance of a job exists.
- vii. H_{1g} : A significant non-negative association linking awareness of own emotions and work performance exist.
- viii. H_{1h} : A significant non-negative association linking the management of own emotions and work performance exists.
- ix. H_{1i} : A statistically significant positive association linking awareness of others' emotions and work performance exists.
- x. H_{1j} : Statistically insignificant negative association exists between the management of others' emotions and work performance.

4. RESULTS

4.1 Socioeconomic Information

The results in Table 1 exhibit the socioeconomic features of the respondents in the study. The majority (58 %) of respondents were female. In the age group, the majority (39 %) fall with the 30-39 years age group. On the educational status, the majority (62 %) hold a first degree and diploma certificates.

Table 1: Respondents features

Variables	Frequency and Percentage (%)
Gender	
Female	81(57.9)
Male	59(42.1)
Total	140(100.0)
Age	
20-29	37(26.4)
30-39	55(39.3)
40-49	38(27.1)
50-59	10(7.1)
Total	140(100.0)
Educational status	
PhD	12(8.6)
Masters	41(29.3)
First Degree/HND/Diploma	87(62.1)
Total	140(100.0)

Source: Field study.

4.2 Reliability Test Results

4.2.1 Results of Reliability

Table 2 exhibits the results of reliability. In the works of Cronbach (1951), alpha coefficient value of about 0.71 means adequate internal consistency. Cronbach (1951) states that, such a value showing such items used in the research are reliable and adequate for the study.

Table 2: Reliability Test for Intelligence of emotion dimensions.

Categories of Statements	Cronbach's alpha	Number of Items	Conclusion
Intelligence of emotion and Work performance	0.710	5	High

Source: Authors' Fieldwork.

4.3 ANOVA Test Results

The ANOVA results on the differences in intelligence of emotion and work performance investigated are shown in Table 3 to Table 8. The outcome of the association test linking overall intelligence of emotion and overall work performance as shown in Table 3, indicate a compelling difference among the variables ($F=3.67$; $P=0.000^{***}$).

Table 5 to Table 6 outcomes indicate a compelling difference in the three intelligence of emotion dimensions, and overall work performance. The results in Table 7 indicate insignificant intelligence of emotion differences in work performance.

Table 8 outcome indicate the influence of overall intelligence of emotion in work performance in all the work performance variables at various significant levels (1 %, 5 %, and 10 %).

Table 3: Results on Overall Intelligence of emotion and Overall Work Performance

Work performance	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	34.79	33	1.05	3.69	0.000 ^{***}
Within Groups	30.31	106	0.29		
Total	65.10	139			

Source: Authors' Fieldwork: Note: ^{***} indicates a 1% level of significance

Table 4: Results on Awareness of Own Emotions and Work Performance

Work performance	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	20.09	16	1.26	3.43	0.000 ^{***}
Within Groups	45.02	123	0.37		
Total	65.11	139			

Source: Authors' Fieldwork: Note: ^{***} indicates a 1% level of significance

Table 5: ANOVA Results on Management of Own Emotions and Work Performance

Work performance	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	14.29	12	1.19	2.98	0.001 ^{***}
Within Groups	50.82	127	0.40		
Total	65.11	139			

Source: Authors' Fieldwork: Note: ^{***} indicates a 1% level of significance

Table 6: ANOVA Results on Awareness of Others' Emotions and Work Performance

Work performance	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	16.95	11	1.54	4.09	0.000 ^{***}
Within Groups	48.15	128	0.38		
Total	65.10	139			

Source: Authors' Fieldwork: Note: ^{***} indicates a 1% level of significance

Table 7: ANOVA Results on Management of Others' Emotions and Work Performance

Work performance	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	7.47	15	0.49	1.07	0.390
Within Groups	57.64	124	0.47		
Total	65.11	139			

Sources: Authors' Fieldwork: Note: ^{***} indicates a 1% level of significance

Table 8: Intelligence of emotion and Work Performance Variables Results

Work performance Variables	F-Value	Probability (P)-Value
Efficiency in work performance	2.12	0.002***
Effectiveness in work performance	3.49	0.000***
Enhancement in knowledge level in the institution	3.21	0.000***
Lowering of cost in work performance	2.53	0.000***
Lowering of cost in the management of the institution	1.86	0.009***
Meeting deadline in work performance	1.67	0.026**
Attainment of set goals in work performance	1.63	0.033**
Positive contribution to image building of the institution	1.56	0.047**

Sources: Authors' Fieldwork

Note: *** and ** indicates 1% level of significance, and 5% levels respectively

4.4 . Association Results on Work Performance and Intelligence of emotion

The association test outcome in the link between overall work performance and overall emotional intelligence is shown in Table 9. The results indicate a significant positive association between overall work performance and overall intelligence of emotion. The association between intelligence of emotion dimension scales and overall work performance are shown in Table 10. The results show three scales of dimension (Awareness of own emotions, management of own emotions; and awareness of others' emotions) are positively associated with overall work performance at a 1% level of significance.

Table 9: Association Results on Work Performance and Intelligence of emotion

Variable	Intelligence of emotion	Work performance
Intelligence of emotion	1.00	
Work performance	0.51***	1.00

Source: Authors' Fieldwork

***. Association is significant at the 0.01 level (for 2-tailed).

Table 10: Results on Work Performance and Intelligence of emotion

Variables	OEA	OEM	OsEA	OsEM	JP
OEA	1				
OEM	0.39***	1			
OsEA	0.32***	0.37***	1		
OsEM	0.14	0.21**	0.49***	1	
JP	0.46***	0.70***	0.41***	0.17	1

Own Emotions Awareness (OEA); Own Emotions Management (OEM); Others' Emotions Awareness (AOsA); Others' Emotions Management (OsEM); Work performance (JP)

Source: Authors' Fieldwork:

***. Association is significant at the 0.01 level (for the 2-tailed test).

** . Association is significant at the 0.05 level (for the 2-tailed test).

4.5 . Results of Regression on Intelligence of emotion and Overall, Work performance

The results on the effect of intelligence of emotion on overall work performance are shown in Table

11 and Table 12. The results shown in Table 11 indicates a significant non-negative effect of the emotional dimensions on overall work performance except for the effect of management of others' emotions on work performance which is negative and insignificant. The results imply that if awareness of own emotion rises by 1 %, overall work performance rises by about 24 %. Again, when the management of own emotions rises by 1 %,

overall work performance rises by about 15 %. In addition, if others' emotional awareness rises by 1 % overall work performance rises by about 21 %.

Results in Table 12 indicate the association between overall intelligence of emotion and overall work performance. The outcome indicates a significant non-negative effect of overall intelligence of emotion on overall work performance at the 1 % significance level. The results indicate that if overall intelligence of emotion rises by 1 %, overall work performance rises by about 62 % level of significance.

Table 11: Effect of Intelligence of emotion Variables on Work performance

Variables	coefficients	Standard Error	T-Ratios	Probability -Values
Constant	1.81	0.36	5.09	0.000***
Own Emotions Awareness	0.24	0.06	4.04	0.000***
Own Emotions Management	0.15	0.08	1.84	0.068*
Others' Emotions Awareness	0.21	0.07	3.15	0.002***
Others' Emotions Management	-0.04	0.07	-0.55	0.582

Dependent Variable: Work performance

Source: Authors' Fieldwork

Note: *, ** and * indicates 1% level of significance**

Table 12 Effect of Intelligence of emotion on Work performance

Variables	Coefficients	Standard Error	T-Ratios	Probability-Values
Constant	1.59	0.35	4.61	0.000***
Intelligence of emotion	0.62	0.09	6.95	0.000***

Dependent Variable: Overall Work performance

Source: Authors' Fieldwork: Note: * indicates a 1% level of significance**

4.6 . Summary of Assumptions Tested

Table 13 exhibits the conclusions on the assumptions tested. The null assumptions were rejected except for two. Hence, 8 alternative assumptions (H₁) were supported.

Table 13: Summary results of Assumptions Tested

Number	Assumption	Remarks
H _{1a}	Difference exists in overall intelligence of emotion and work performance.	Supported
H _{1b}	Difference exists in own emotions awareness and work performance.	Supported
H _{1c}	Difference exists in own emotions management and work performance	Supported
H _{1d}	Difference exists in others' emotions awareness and work performance	Supported
H _{1e}	There is a statistically insignificant difference in the management of others' emotions in work performance	Not Supported
H _{1f}	significant non-negative association exists between work performance and overall intelligence of emotion	Supported
H _{1g}	Significant non-negative association exists between awareness of own emotions and work performance	Supported
H _{1h}	Significant non-negative association exists between the management of own emotions and performance of the job	Supported
H _{1i}	Statistically, significant non-negative association exists between awareness of others' emotions and work performance	Supported
H _{1j}	Statistically, insignificant negative association exists between the management of others' emotions and work performance	Not Supported

5. DISCUSSIONS

The study contributes to knowledge in the literature on the employees' productivity by exploring the part of emotional capabilities in employees' work performance in an Organisation. The purpose has been attained by assessing the differences in intelligence of emotion in work performance including the linear association among the variables. The paper has highlighted the

importance of intelligence of emotion in worker work performance. The existence of statistically significant findings of a positive linear connection linking intelligence of emotion and work performance is in line with prior research by Khalid et al. (2018), Mohamad and Jais (2016), Pekaar et al. (2017), Zainal et al. (2017), Alonazi (2020), Bansal, Rana, and Jain (2020), Chong, Falahat and Lee (2020), Miao et al. (2020), and Puri and

Mehta (2020) that reported a significant positive association between the two variables.

These research works indicate that workers higher on the intelligence of emotion scale are more productive at their job places than a worker who is low on the intelligence of emotion scale. These findings are in support of the theoretical framework on the role of intelligence of emotion in work performance. The results of this research are, however, not consistent with some prior research efforts on the association between the two variables (Gryn, 2010). They reported an insignificant connection between intelligence of emotion and work performance. The literature report inconsistent findings since some research findings do not support the positive effect relationship between the two variables (Austin, 2004; Petrides et al., 2004; Locke, 2005). The outcome of the present work is not in agreement with these studies, since these studies report different findings. For example, the study by Hayward et al. (2008), evaluated the work performance-intelligence of emotion nexus. Their work indicates a negative connection between the two variables in the study, which is different from that of the current study. Their findings imply that workers higher on the intelligence of emotion scale have lower work performance results.

In addition, in the Gryn (2010) study, in which an assessment of the association linking work performance and intelligence of emotion among leaders in an organisation in a medical facility was done, the results disclosed no connection linking the two variables in the study. The findings of the studies of Gryn (2010), and Hayward et al. (2008) contradict that of the current study. The findings show that workers higher on the intelligence of emotion scale do not increase productivity than those lower on the intelligence of emotion scale. The study, nonetheless, is descriptive and not causal; the finding of a positive connection among the variables under study is suggestive of the edge emotional capabilities have in enhancing work performance. Emotion is an important explanatory variable of work performance.

6. CONCLUSIONS

The research purpose has been attained. The work performance-intelligence of emotion nexus has been evaluated. The part emotion plays in work performance has been highlighted. Overall intelligence of emotion and three elements of it significantly positively influence the performance of a job. The findings of positive connection among the variables under investigation in the work are in agreement with past works such as Alonazi (2020); Bansal et al. (2020); Chong, Falahat et al. (2020); Miao et al. (2020); and Puri, and Mehta (2020). The finding of the current research is, however, not in support of that of Hayward et al. (2008) and Gryn (2010), who reported negative associations and insignificant connections among the variables. The practical implications of the current studies are that there should be a deliberate effort to advance the emotions of

employees to assist employees' work performance. Training programmes should be put in place to develop the emotional capabilities of workers to enhance productivity and the growth of the organisations. Future empirical studies using causal models such as the structural equation model, and introducing enough control variables such as job satisfaction, gender, and age are worthy of research to ascertain if the discoveries of the work can be corroborated.

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