

The Employees Perception on Generation Stereotypes in Workplaces among Selected BPO Companies in Quezon City

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Abstract: The study sought to know the perception of employees about generational stereotyping from different generations in a BPO company. The study used qualitative research to investigate participants' perceptions through their real-life experiences. The data was obtained through guided questions and interviews consisting of employees from each generation: Baby Boomer, Generation X, Millennials, and Generation Z. Some of the participants said that they are uncomfortable and felt awkward interacting with other generations because they share different views on life. The study's results indicate that the word "stereotyping" refers to the behavior in which a person takes a negative perception and acts on it, whether the person does this on purpose or by accident. According to the results of this study, most of the participants had various understandings of generation stereotypes. The researchers concluded that; (1) stereotypes often occur in older generations. (2) the younger generation tends to avoid asking for help due to the belief that they already know everything. (3) give and take; where seniors shared their experiences while the younger generation shared their technical knowledge. Studies show different perceptions that deal with every generation. As a result, the company performs activities that help employees boost their confidence. Employees of different generations can have better interactions with their co-workers.

Keywords: Baby Boomer, Generation X, Millennial, Generation Z

I. INTRODUCTION

Stereotypes are a major source of worry in society, particularly in the workplace. It has a long history and has evolved because of economic, political, and social circumstances. Stereotypes are learned and reinforced through various channels, including but not limited to friends and family, neighbors, instructors, peer groups, and broader cultural influences (Rosenthal & Overstreet, 2016). Researchers discovered that various races, civilizations, and ethnic groups all have their own set of preconceived notions. Although the terms "race," "culture," and "ethnic groupings" each have particular meanings, we will use them interchangeably for the time being. (McLeod, 2017). (Tajfel & Turner, 1986; Becker, 2019) proposed that social identity theory is where the individual categorized himself belongs to

the group. In societies with class division, the social identity theory (SIT) is utilized to investigate intergroup relationships and social development. (Tajfel & Turner, 1979, 1986; Turner & Reynolds, 2001). According to social psychology, these circumstances involve yourself or identity. In this context, "self" and "identity" are abbreviations for a number of psychological processes (thoughts, feelings, motivations, etc.) that both reflect and have an impact on how a person perceives and acts out the position of a person inside the social system. Social identity refers to the portion of one's self-concept that results from being conscious of one's membership in a social group, as well as the value and emotional significance of such membership. Increased self-awareness, according to multiple research, people conform to standards to a greater extent and looked at the impact of self-awareness on the need to suppress ideas that are stereotypical of members of the outgroup. (Simon B., & Trötschel, R., 2008). Employees are creating their circle of friends called social identity. They may socially categorize people into in-groups and out-groups based on their perceptions of themselves and other generations. Usually, employees are grouped based on their age or the generation they belong to resulting in generational stereotypes in the workplace. (Rosem,2018). Every person's knowledge or sense of who they are in terms of which they belong. Given this, social identity can be considered powerful because as a person, we tend to categorize ourselves into various levels of identity or social groups. Many academics contend that an individual's self-concept is distinguished by their particular content and structures. With the idea of personal mobility. (Becker, 2019) people are trying to improve their individual capabilities because it is the only way to improve social standing. Identifying people to which it belongs "in-group" and different from the "out-group" (McLeod, 2019). One of the stereotypes that occur in the workplace is the age difference. Several studies reviewed that most of the age stereotypes are against older employees and that they are usually compared to the youngest workers. Interpersonal encounters between workers from different generations will increase in frequency as the workforce gets more varied. The concepts underlying

good and bad interpersonal relationships between people at different professional levels must therefore be understood in light of this. (Rudolph, Zacher, 2015). While some organizations successfully established a diverse workplace, others failed to create it, leading to a vast change, and affecting the workforce environment.

Existing Barriers in the BPO Workplace

In the workplace, employees tend to be with the group that they believe has the same characteristics, gender, ethnicity, and age. It's how employees' minds have developed—to make sense of and simplify the world around them. Employees may have a stronger sense of purpose and be more driven to contribute to the success of the organization, which has various advantages for both the individual and the larger group. Those employees that were able to be in-group assume that everyone is treated properly and performing well. However, the research shows that in reality minorities are experiencing differences, they feel like they are an outsider on their own team and overlooked particularly in ethnicity and age. Those employees that are unable to relate to the majority are at risk of stereotyping which affects their performance since they are being defined as an individual lacking or flawed. Minorities also have lesser opportunities to grow and excel in their job. Neither a common social identity nor the acceptance of minority group members inside the majority group must be viewed as "nice to have." Management should ensure that no one is left behind and everyone is valued by the team, that they are also competent enough to give scores. (Yardley, 2022). Managers must put corporate communication rules into practice, and staff members should be involved. Every employee inside the company is immediately impacted by issues like communication delivery techniques and dispute resolution strategies. To ensure that everyone is motivated by and content with the way communication is presented and received throughout the workplace, employee involvement and consensus will, to a certain extent, be very helpful. (Henderson, 2017).

According to the study, stereotypes are shared generic ideas about the acts and characteristics displayed by members of various social groups. Even if the gaps between groups are insignificant, stereotypes accentuate them. Stereotyping exaggerates variance differences when groups differ due to an increase in variance; it oversimplifies mean differences when groups differ due to a shift in means. (Bordalo, Gennaioli, Shleifer, & Coffman, 2015). (Kray & Shirako, 2011) also claims that several factors can trigger stereotype threat and one of these is the organization's culture. These stereotypes can easily form in our minds. When groups differ due to a change in means, stereotyping oversimplifies mean differences; when groups differ due to an increase in variance, stereotyping exaggerates variance differences. Researchers also believe that stereotypes of different races exist and that they have benefits and drawbacks in our society. It is essential to assess not only age biases but also the misconceptions that older, younger, and middle-aged workers

believe others have about their age group. Similar to this, generational stereotypes can strengthen the social structure of the current generation and perpetuate generalizations, leading to employee resistance, hostility, self-fulfilling prophecies, and resentment, especially between the oldest and the youngest in multigenerational workplaces. (Halverson, 2011). New employees analyze the organization and if they will enjoy working with their coworkers and superiors in addition to the tasks and duties associated with the job. (Myers & Sadaghiani, 2010) In addition to looking at the duties and tasks associated with the employment, freshmen assess the company and decide whether they will enjoy working with their coworkers and superiors. (Burgess, 2012) claimed that generational stereotyping starts with the perception and use of stereotyped terms. A collective group of people belonging to the same generation was identified and classified using phrases like "Generation X members lack loyalty" and "Baby Boomers refuse to change," as well as evaluated based on preconceived beliefs about their professional performance qualities.

Effects of Generational Stereotypes in the BPO Workplace.

As generational stereotypes exist in the workplace, several consequences can happen within the workforce. (Burgess, 2017) claimed that generational differences, as a presumed occurrence, were highlighted inside the workplace due to concerns that were observed among the multigenerational members that existed within the workplace. (Grensing-Prophal, 2013) It was thought that stereotyping put more emphasis on differences than on similarities, which encouraged the idea that one person or group was distinctive from another. This might develop sentiments of mistrust, hinder communication, and cause a lack of touch. Developing a generational understanding and improving communication skills is a way to adapt to generational differences in the workplace. Today, multigenerational workers offer significant benefits to employers with a different range of experience and problem-solving skills. When dealing with a different multigenerational workforce, it is important to be sensitive to the work style and communicate through a variety of channels. According to (Pinder, 2014), the responsibility of experienced individuals in any business is to generate organizational profitability rather than productivity. To achieve success, it is crucial to hire personnel with the necessary skills and awareness of work requirements, goals, and issues. According to a study by the World Bank Group (2012), seasoned employees are key to an organization's success since they have received a range of training that ultimately impacts individual performance. Employee satisfaction reveals a person's sincerity, constancy, and growth in professional skills, which has an impact on an organization's performance. There have been a variety of research about generational stereotypes. Most studies have focused on the impacts and psychological effects. And very few studies were found in the BPO sector. Generational differences have been the subject of extensive scholarly study. However, the majority of this research assumes that the

participants in the study uphold or hold to generational stereotypes. (Hayes J., et al, 2018). Findings show that there are limited studies on identifying generational stereotyping within BPO companies. Baby Boomers, Generation X, Millennials, and Generation Z are the four generations now coexisting in the corporate world. Discussing generational disparities in order to increase generational diversity in all fields, especially business, is one of the key goals of this study. Previous studies have also proposed techniques that can benefit each employee to reduce age stereotypes in the workplace. According to research on the management of intergenerational companies, friction can result from generational differences in communication and work behaviors. (Beaven, M., 2014).

When a firm is able to develop a varied workforce that performs as a cohesive team that values uniqueness, it reaps the benefits. Increases in productivity are observed. Increased employee loyalty and heightened commitment to job performance. In the end, eliminating the behaviors and consequences of cultural stereotypes in business is beneficial to the success of businesses. People who love going to work, feel valued, and feel protected are more likely to perform well. Increased job satisfaction, improved workplace relationships that lead to creative solutions, and decreased worry that leads to more sick days are all present. As a result, many companies are working hard to promote a positive work environment and corporate culture. (Leonard, 2018). Organizations that can effectively educate and train people to build personal stereotype awareness will improve cross-cultural and diversity management effectiveness. The goal of this study is to comprehend and value various generations in order to enhance managerial effectiveness and foster diversity and collaboration within the firm. Organizations should establish efficient methods for spotting changes in their work environment and workers' demands on a regular basis, as well as for identifying and assessing potential solutions. Additionally, they must have mechanisms in place for gathering and maintaining worker data as well as frequently evaluating the efficacy of management policies and practices. (Tippins, N., 2020). Companies must look past the clichés in order to genuinely succeed in the multigenerational workforce. They must get to know their staff members, understand their expectations for a high quality of life, and learn what drives them. From there, businesses may develop specialized offers rather than general guidelines. (Park, G., 2018). It is no longer acceptable to have stereotypical attitudes about others at work since they may be extremely costly, not to mention detrimental to productivity and revenue. This fact must be understood and remembered: stereotypes are a fundamental part of the human experience. But before aggressively pursuing facts for ourselves, we must first be truthful with ourselves regarding our preconceptions about other people and the reasons behind them. (Gill, G., 2012).

Objectives

The study determined how employees perceive generational stereotypes. Also, how they adapt to create a diverse and inclusive work environment.

Specifically, it answered the following questions:

1. What are the experiences of having a colleague who is not from the same generation in the workplace?
2. What are ways in which employees adapt to having mixed birth generations in the workplace?
3. What are the common workplace behavior and prescribed management treatment the company offers based on generational stereotypes?
4. What are the ways to avoid generational stereotyping?
5. What are the practices that the employees use to overcome the difference in age?

It is important to understand the experiences of employees and the workplace behavior of an organization in order to identify the problems and challenges that may assist them in minimizing generational stereotypes and increasing their involvement with the organization. Consequently, it can impact the employee's view of generational stereotypes and how they adapt and interact with different generations in the most effective manner to minimize organizational dysfunction.

II. METHOD/S

Research Design

The researchers used narrative research to examine and conceptualize textual representations of human experience. Aiming for an in-depth examination of the meanings people ascribe to their experiences, narrative researchers worked with small samples of participants to induce a discourse that is rich and expansive. The focus is on narrative experience. Typically, this involves interviewing individuals about the topic of interest and involves the examination of written documents.

Population and Sampling

The researchers started finding potential participants from April - May 2022, from former classmates, batchmates, Facebook groups, LinkedIn, and colleagues. Four (4) individuals from different birth generations currently employed in a corporate environment at a selection of Quezon City-based BPO (Business Process Outsourcing) organizations were interviewed. Respondents consists of adults between the ages twenty three (23) to fifty eight (58) years old and at least two years of experience in the field. They were selected because they are critical to achieving the intended outcome of the study. In accordance with the Branch Research Ethics Board (BREB's) recommendation, the researchers excluded pregnant women, people with disabilities, and those with less than two years of professional experience.

Instrumentation

This study utilized a qualitative research approach. The researchers collected data through interviews. As a method for gathering qualitative data, interviews were frequently employed and favored. The interview may be planned or unplanned, but it must be conducted in person if the researcher wishes to obtain firsthand testimonies from the participants. The researchers also gathered the participants' profiles, such as their name, sex, and age. Questions that were asked are all listed, and all the answers were compiled to ensure all the needed information is gathered.

Data Gathering

The researchers first contacted the participants by emailing them the informed consent form. The Data Privacy Act of 2012 was discussed with the participants before conducting the interview properly. The second contact with the participant is the actual interview which only lasts for 30 minutes at maximum. Lastly, the final contact with the participants was done through email wherein the researchers sent the transcript of the interview for the participants to review and sign to make sure that everything that is translated/stated is right and just. The data collection of this study started on June 12 and ended on June 14, 2022. The data collection process was made either through Zoom, Google Meet, or Facebook Messenger wherein researchers prepared several questions for the interview related to the research study, where interviews happen in less than an hour. The notetaking was facilitated through audio tape recordings and will be destroyed after it is transcribed.

Data Analysis

Coding and transcription are used to assess the information in relation to the study's purpose as part of the data analysis. The transcripts were coded to gather the experience of the informants to identify gaps in the interview. After conducting the interview, the researchers gathered the data and tabulated all the information. The data obtained are arranged accordingly and the researchers compared the answers of every participant. The researchers manually classified the prominent themes of the interview transcripts and all the data been translated. Every answer of the participants was analyzed to come up with a conclusion. Researchers highlighted significant statements which were sentences and quotations that consisted of important information about the perception of every participant about generational stereotyping.

Ethical Consideration

This study has been approved by the Branch Research Ethics Board (BREB) of the Polytechnic University of the Philippines—Quezon City Branch. To protect the participants' privacy, the researchers encrypted all the files and stored the documents in a secured place. Maintaining participants' privacy and confidentiality to protect them from potential harms such as discomfort or embarrassment. The researchers ensured the confidentiality of the gathered data. Only the

members of the study can have access to all the information and the data is limited to authorized persons. No one can use the data to protect the participants' confidentiality. Since the interview is recorded, the researchers plan to retain all the records to analyze all the data and dispose of it within at least two months after conducting the study. The researchers have limited the confidentiality of the data to only the members of the study.

III. RESULTS AND DISCUSSION

The following are the analyzed data from the information gathered by the researchers. Of the five (4) participants of each generation; one (1) Baby Boomer, one (1) Generation X, one (1) Millennial, and one (1) Generation Z.

Based on the information that we gathered from the participants through the interview, other participants had difficulty interacting with their colleagues especially the boomers because of their age gap and their different generations which causes stereotyping in the company. The researchers find out that when someone adopts a negative stereotype and acts on it, whether intentionally or unintentionally, this is known as stereotyping. This type of threat can impact a person of any age. It can interfere with crucial life decisions and harm academic achievement. Our participant, who is the oldest or the boomer, has difficulty getting along with his co-workers because of his age and his way of thinking when it comes to habits. But they always respect each other's decisions. The researchers also find out that stereotypes have an advantage in the workplace, wherein the participants who are in Gen X have experienced the positive effect because as an elder she always shares experiences with her colleagues, and she always wants to know the things that her colleagues want for their better fellowship. Also, the participants are Gen Z and Millennials. The participants always think that "work is work" and they don't take it personally to have good communication and educate themselves about different cultures and groups.

Different perceptions come from the way people think or understand someone. People perceive things differently depending on the group they belong to. Ingroup (a group to which one belongs) and outgroup (a group to which one does not belong) are the two categories that comprise the idea (Tajfel & Turner, 1979, 1986). (a group to which the individual does not belong) According to the participants, there is generational stereotyping at play. Most of them said that they are uncomfortable and awkward interacting with other generations because they share different views on life. On the other hand, some of them said that it is only natural and common to communicate with other colleagues of different ages. If asked about their opinion about stereotyping, most of them answered from their perspective. In the interview, Mr. Romeo, from the Baby Boomers Generation stated that "There are some things that we don't agree with, we have different opinions about things, we have different working backgrounds, and we also have different hobbies so most of the time I really can't get along with them." It is also

beneficial to them because having a different generation helps them apply their learning and be able to share their thoughts with their colleagues. In terms of dealing with other colleagues, seniors are the ones who assist newbies with the things that they want to know. Participants said that “dealing with technology as you already know in the call center business, you tend to work with computers always like every day, so it was hard adjusting and of course, I’ll also be willing to assist them.” Some practices help to avoid generational stereotyping. Most of the participants said that you should respect your colleagues and never compare yourself to them. The company made an action plan to lessen its effect of it. Having some activities that will benefit both young and older colleagues.

According to the participants, there will always be a barrier to communication in any type of work but the good thing is there are things that you can get along with. One of the participants said that “Just respect what they are doing. Don’t focus more on the differences between you and them, of course, focus on how you can cope with it, how you can adapt with the surroundings.” Continual criticism, comments, or other unfavorable consequences brought on by stereotyping may cause workers to lose interest in their jobs and their drive. They just feel like they do not belong sometimes, until now, of course, they tend to talk about different things that they do not know about because of their different age but they always respect each other’s opinions and decisions to have better communication. Participants stated that it is essential to continue educating ourselves and conducting self-evaluations regarding our stereotypes and how they may be interfering with our interactions.

IV. CONCLUSION

Based on the findings of the study, the following are the conclusions that the researcher obtained:

Studies have demonstrated that stereotypes increase violence, make it more difficult to make reasonable decisions, and have a long-lasting detrimental effect on people. Even in many prestigious firms, there are still preconceptions that are present in the workplace today. For young people, stereotyping is a serious concern. According to the research, stereotyping results in the creation of assumptions and expectations about others, which leads to erroneous charges, unfair treatment, and disagreements. Stereotyping’s detrimental impacts on a person’s or a group’s morale may result in a toxic work environment. Employees who consistently hear criticism or experience other unfavorable outcomes as a result of stereotyping may become demotivated and lose interest in their profession. It is essential to inform people about the problem. To educate its personnel, every company should start a session on stereotype awareness. Keep in mind that we all experience the world differently. Everybody experiences problems, fears, difficulties, tragedies, and triumphs. Try to imagine yourself in their position before you judge.

In conclusion, managers would benefit from recognizing that employees typically undergo change throughout time due to evolving goals, expectations, experiences, and physical constraints. Multiple types of change are possible. According to research, people suffer a variety of forms of work-family conflict as they age, from early adulthood through middle age and into old age. But not every worker in the same age bracket will experience the same things simultaneously. Therefore, managers can assist in retaining their hardworking and experienced employees’ engagement, satisfaction, and constructive cooperation with others over the long term by maintaining an ongoing, open dialogue with them regarding changing demands.

V. RECOMMENDATION

As an HR practitioners, we must continue to educate ourselves and do self-evaluations on our stereotypes and how they may be affecting our interactions. When we criticize others based on prejudices, labels, and preconceptions, we harm both our professional and personal selves. We risk losing out on significant experiences, insights, and connections, as well as the opportunity to interact with people on a true level. Directly addressing these stereotypes and meta-stereotypes could be an excellent first step. The combination of this effort with exercises in perspective-taking, cooperation, and highlighting the benefits of working with an age-diverse group of individuals can assist individuals in detecting and calling attention to these processes when they occur in the workplace. Emphasizing comparable goals may be another effective strategy. By doing so, individuals of all ages can consider themselves as members of a team working toward a common objective. Focusing on similarities or a shared objective might reduce "us against them" thinking and build or develop a sense of "we."

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