

Seongdeok Oh

Program in Public and Nonprofit Management
 School of Economic, Political and Policy Sciences
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EDUCATION

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- Ph.D. in Public Affairs** August 2021 - May 2025 (Expected)
 The University of Texas at Dallas
 Dissertation: “Navigating the Innovation Landscape: Leadership, Culture, and Engagement in Fostering Innovative Work Behavior for Organizational Success”
 Committee: Meghna Sabharwal (Chair), Eugenia Gorina, Sean McCandless, and Allison Russell
- M.S. in Social Data Analytics and Research** August 2023 - May 2025 (Expected)
 The University of Texas at Dallas
- Ph.D. Student in Policy Studies (Ph.D. coursework completed) March 2016 - August 2018
 Korea University, Republic of Korea
- M.A. in Public Policy** August 2014
 Korea University, Republic of Korea
 Thesis: “A Study on the Types of Policy Implementation Errors: Centering on Content Analysis of Audit Reports by the Board of Audit and Inspection of Korea (BAI)”
 Committee: Kwang-ho Sim (Chair), Hyunkoo Cho, and Cheouljoo Lee
- B.A. in Public Administration** February 2012
B.A. in Journalism & Mass Communication (Dual degree)
 Korea University, Republic of Korea

ACADEMIC APPOINTMENTS

| | |
|---|----------------|
| Instructor, The University of Texas at Dallas | 2022 - Present |
| Graduate Teaching Assistant, The University of Texas at Dallas | 2021 - 2022 |
| Research Assistant, Department of Public Administration, Korea University | 2016 - 2018 |
| Teaching Assistant, Department of Public Administration, Korea University | 2013 |
| Research Assistant, Department of Public Administration, Korea University | 2012 |

RESEARCH AND TEACHING INTERESTS

Public Management, Organizational Theory and Behavior,
 Human Resource Management, Negotiation and Conflict Resolution,
 Public Sector Innovation, Innovative Work Behavior, Performance Management,
 Collaborative Public Management, Co-production, Citizen Participation,
 Science and Technology Policy Process, Implementation, and Evaluation,
 Research Design and Quantitative Methods

PUBLICATIONS (ORCID: 0000-0002-6391-3769)

Peer-Reviewed Journal Articles

- Meghna Sabharwal, Aurora M. Becerra, and **Seongdeok Oh**. 2022. "From the Chinese Exclusion Act to the COVID-19 Pandemic: A Historical Analysis of 'Otherness' Experienced by Asian Americans in the United States." *Public Integrity* 24 (6): 535-49.
<https://doi.org/10.1080/10999922.2022.2120292> (Won the **Best Paper Award (2nd)** of 2022 at the Conference of Minority Public Administration (COMPA))
- Seongdeok Oh**, and Kwang-ho Sim. 2019. "An Empirical Study of Organizational Factors Influencing Performance Information Use Based on the Perception of Employees in Government-Funded Science and Technology Research Institutes." *Korean Journal of Public Administration* 57(2): 169-200. (Written in Korean).
<http://doi.org/10.24145/KJPA.57.2.6> (Won the **Best Paper Award** of 2020 at Korea University Graduate School)
- Kwang-ho Sim, Shin-hee Cho, and **Seongdeok Oh**. 2019. "An Analysis on the Impacts of Institutional Factors upon the South Korean Government's Capacity to Control the Illegal, Unreported and Unregulated (IUU) Fishing by Distant Water Fishing Vessels." *Legislation and Policy Studies* 11(1): 145-175. (Written in Korean).
<http://doi.org/10.22809/nars.2019.11.1.006>
- Kwang-ho Sim, Seung-Jun Baek, and **Seongdeok Oh**. 2018. "The Effects of Institutional Factors on the Fairness of Election Opinion Polls in the 20th Election of National Assembly Members of the Republic of Korea." *The Journal of Political Science & Communication* 21(2): 1-36. (Written in Korean). <http://dx.doi.org/10.15617/psc.2018.6.21.2.1>
- Seongdeok Oh**, Hyunkoo Cho, Cheouljoo Lee, and Kwang-ho Sim. 2015. "A Study on the Types of Policy Implementation Errors: Centering on Content Analysis on Audit Results Reports of The Board of Audit and Inspection of Korea (BAI)." *The Journal of Political Science & Communication* 18(1): 127-163. (Written in Korean).
<http://doi.org/10.15617/psc.2015.02.18.1.127>

Peer-Reviewed Conference Proceedings

- Seongdeok Oh** and Meghna Sabharwal. 2024. "Fostering Innovative Work Behavior to Improve Organizational Performance." *Academy of Management Proceedings*, 2024,
<https://doi.org/10.5465/AMPROC.2024.15748abstract>

Other Publications

- Meghna Sabharwal, Aurora M. Becerra, and **Seongdeok Oh**. 2023. "From marginalization to resilience: Understanding the 'Otherness' journey of Asian Americans in the United States." *The Academic*. [Link Here](#)

MANUSCRIPTS IN SUBMISSION

- Seongdeok Oh** and Meghna Sabharwal. "Fostering Innovation at Work: The Synergy of Transformational Leadership, Job Autonomy, and Innovative Organizational Culture for Driving Innovative Work Behavior." (Under Review, *Public Personnel Management*)
- Seongdeok Oh** and Meghna Sabharwal. "Fostering Innovative Work Behavior to Improve Organizational Performance: The Role of Public Service Motivation and Innovative Organizational Culture." (Under Review, *International Journal of Public Administration*)

WORKING MANUSCRIPTS

Seongdeok Oh and Meghna Sabharwal. Linking the Dynamics of Inclusive Leadership: Exploring the Role of Psychological Safety and Work Engagement in Innovative Work Behavior.” *In the data analysis stage.*

Imane Hijal-Moghrabi, Meghna Sabharwal, and **Seongdeok Oh**. Managing Workplace Bullying in Public Organizations: The Role of Psychological Safety, Public Service Motivation, and PIRK Information in Enhancing Job Satisfaction. *In the data analysis stage.*

Seongdeok Oh and Jaehee Jong. Innovative Work Behavior in Public Service: Unpacking the Association with Transformational Leadership, Organizational Commitment, and Public Service Motivation. *In the data analysis stage.*

Seongdeok Oh and Jaehee Jong. Does Extra-Role Behavior Elevate Job Stress? Exploring the Roles of Innovative Work Behavior, Knowledge Sharing, and Public Service Motivation. *In the data collection stage.*

Seongdeok Oh and Meghna Sabharwal. Individual Innovation in Public Organizations: How Transformational Leadership, Public Service Motivation, and Organizational Justice Shape Innovative Work Behavior. *In the data collection stage.*

CONFERENCE PRESENTATIONS

Panel Presentations

Seongdeok Oh. “Linking the Dynamics of Inclusive Leadership: Unveiling the Interplay Between Psychological Safety, Work Engagement, and Innovative Work Behavior.”

- Southeastern Conference for Public Administration (SECoPA) 2024 Annual Conference, September 18-21, in Memphis, Tennessee (Planned).

Seongdeok Oh and Meghna Sabharwal. “Fostering Innovative Work Behavior to Improve Organizational Performance: The Role of Public Service Motivation and Innovative Organizational Culture.”

- Academy of Management (AOM) Annual Meeting 2024, August 12, in Chicago, Illinois.
- Southeastern Conference for Public Administration (SECoPA) 2023 Annual Conference, September 29, in Atlanta.

Seongdeok Oh and Meghna Sabharwal. “Transformational Leadership, Autonomy, and Organizational Culture: A Model for Workplace Innovation and Innovative Work Behavior.”

- Public Management Research Conference (PMRC) 2024, June 27, in Seattle, Washington.

Seongdeok Oh and Meghna Sabharwal. “Fostering Innovation at Work: The Synergy of Transformational Leadership, Job Autonomy, and Innovative Organizational Culture for Driving Innovative Work Behavior.” (Won the **Best Paper Poster Award** of 2024 in PNM Conference at the University of Texas at Dallas)

- The Korean Association for Public Administration (KAPA) 2024 Summer International Conference, June 19, virtually in Yeosu, Republic of Korea.
- American Society for Public Administration (ASPA) 2024 Annual Conference, April 15, in Minneapolis, Minnesota.
- The 8th Public and Nonprofit Management Conference, The University of Texas at Dallas, April 05, 2024, at Toyota Stadium in Frisco, Texas.

Seongdeok Oh and Meghna Sabharwal. “The Impact of Innovative Behavior on Organizational Performance: Moderating Effect of PSM and Organizational Culture.”

- American Society for Public Administration (ASPA) Virtual Conference, March 21, 2023.

Meghana Sabharwal, Aurora M. Becerra, and **Seongdeok Oh**. “The Invisible Group: A Historical Analysis of Racism Experienced by Asian Americans in the US.”

- National Academy of Public Administration (NAPA), 21st Annual Social Equity Leadership Conference (SELC), June 10, 2022, virtually in Washington.

Meghna Sabharwal, Aurora M. Becerra, and **Seongdeok Oh**. “The Othering Experience: A historical analysis of racism experienced by Asian Americans in the USA.”

- Conference of Minority Public Administration (COMPA) 2022 Conference, March 3, virtually in New Orleans.

Panel Discussant, Moderator, and Invited Talks

“Money & Morality: Exploring the Motivational Contours of Public Sector Employment.” Served as a moderator at the 84th Annual Meeting of the Academy of Management (AOM), August 12, 2024, in Chicago.

“Cybersecurity in Local Government: Challenges and Financial Lessons.” Served as a discussant at the American Society for Public Administration Society for Public Administration (ASPA) 2024 Annual Conference, April 13, in Minneapolis, Minnesota.

“Government R&D Investment Strategy and Citizen Participation.” Invited Talk at the Government’s R&D Mid-to Long-Term Investment Strategies Discussion Meeting, November 28, 2018, in Seoul, Republic of Korea. Presented and discussed as a representative of the citizen participation group.

“The 2020 Government R&D Direction and Standards from the Citizen Perspective.” Invited Talk at the 2020 Government R&D Direction and Standards (Plan) Public Hearing, February 26, 2019, in Seoul, Republic of Korea. Presented and discussed as a representative of the citizen participation group.

TEACHING EXPERIENCES

Instructor of Record, The University of Texas at Dallas (August 2022-Present)

Negotiation and Conflict Resolution (PA 4345): Fall 2024, In-person, Undergraduate

Organizational Theory and Behavior (PA 3380): Summer 2024, In-person; Spring 2024, Online; Summer 2023, In-person; Spring 2023, Online, Undergraduate

Advanced Research and Writing for the Policy Sciences (PA 3306): Fall 2023, In-person, Undergraduate

Methods of Quantitative Analysis in the Social and Policy Sciences (EPPS 2302): Fall 2022, In-person, Undergraduate

Graduate Teaching Assistant, The University of Texas at Dallas (August 2021-May 2022)

Volunteer Management (PA 6389): Spring 2022, Graduate; Supervisor: Dr. Allison Russell

Organizational Theory (PA 6320): Fall 2021, Graduate; Supervisor: Dr. Meghna Sabharwal

Teaching Assistant, Korea University (2013)

Policy Evaluation (DPAK 364): Fall 2013, Undergraduate; Supervisor: Dr. Kwang-ho Sim

Government Performance Management (DPAK 473): Spring 2013, Undergraduate; Supervisor: Dr. Kwang-ho Sim

RESEARCH EXPERIENCES

Researcher (September 2019 - July 2021), Institute of Governmental Studies, Korea University, Republic of Korea; Advisor: Dr. Hyun Joon Kim.

Research Assistant (November 2018 - June 2019), Research Institute of Basic Sciences, Center for Science and Culture Research, Seoul National University, Republic of Korea; Advisor: Dr. Sangwook Park.

Research Assistant (2016 - 2018), Korea University, Department of Public Administration; Advisor: Dr. Hyun Joon Kim.

Research Assistant (September - October 2018), Korea Institute of Public Administration (KIPA), Division of Regulatory Innovation Research, Republic of Korea; Government research institute under the Office for Government Policy Coordination; Advisor: Dr. Min-ho Lee.

Researcher (May - December 2016), Public Policy Research Institute, Center for Public Audit Studies, Korea University, Republic of Korea; Advisor: Dr. Kwang-ho Sim.

Researcher (January 2015 - March 2016), Korea Institute of Science & Technology Evaluation and Planning (KISTEP), Regulatory Reform Center, Government Research Institute of the Ministry of Science and ICT, Republic of Korea; Advisor: Dr. Juho Kim.

Research Assistant (2012), Korea University, Department of Public Administration; Advisor: Dr. Kwang-ho Sim.

FUNDED PUBLIC RESEARCH PROJECTS

1. Project Title: *Designing Collaborative Governance for Digital Transformation*

- Funding Agency: Korea Information Society Development Institute (KISDI), Republic of Korea.
- Principal Investigator: Hyun Joon Kim; Collaborators: Ukjun Sung, Junmo An, Seokjin Eom, Yeongjun Choi, Sijeoung Kim, and Sunhee Kim
- Role: Researcher (Tasks included literature review and case studies); Amount: KRW ₩100,000,000 (Approximately \$80,000); Period: March – November 2021; Status: Funded; Report: Written in Korean, [Link Here](#)

2. Project Title: *The Improvement of the Effectiveness of the Educational Administration Audit*

- Funding Agency: Ministry of Education, Republic of Korea.
- Principal Investigator: Kwang-ho Sim; Collaborators: Cheouljoo Lee & Seonghoon Choi
- Role: Researcher (Tasks included a literature review, case studies, survey data collection, and quantitative analysis); Amount: KRW ₩70,000,000 (Approximately \$55,000); Period: July 2020 – July 2021; Status: Funded; Report: Written in Korean

3. Project Title: *The 'Decoupling' Experienced by Employees of Public Research Institute in the Use of Performance Information*

- Funding Agency: Korea University Graduate School, Republic of Korea.
- Principal Investigator: **Seongdeok Oh**; As a Researcher (PI), tasks included a literature review, interviews, a grounded theory approach, analysis, and a draft and final report; Amount: KRW ₩3,000,000 (Approximately \$2,500); Period: July 2019 – July 2020; Status: Funded; Report: Written in Korean

4. Project Title: *Organizational Diagnosis of the Ministry of Trade, Industry and Energy: Changing the Policy Environment and Seeking the Ideal Direction*

- Funding Agency: Ministry of Trade, Industry and Energy, Republic of Korea.
 - Principal Investigator: Sangwook Park; Collaborators: Jiung Yoon, Illhwan Jung, Bomi Kim, & Myeongrok Do.
 - Role: Researcher (Tasks included analyzing the organization, foreign country case studies, supporting interviews, and drafting the final report); Amount: KRW ₩80,000,000 (Approximately **\$60,000**); Period: January – June 2019; Status: Funded; Report: Written in Korean
5. Project Title: *Survey on University R&D Management and its Policy Implications*
- Funding Agency: Korea Institute of S&T Evaluation and Planning, Republic of Korea.
 - Principal Investigator: Sangwook Park; Collaborators: Jongbok Park, Gyeongjun Oh, Sangun Yoo, Wontae Ko, & Geonhui Kim.
 - Role: Researcher (Tasks included a literature review, data collection, survey quantitative analysis, and drafting the final report); Amount: KRW ₩50,000,000 (Approximately **\$40,000**); Period: August - December 2018; Status: Funded; Report: Written in Korean, [Link Here](#)
6. Project Title: *The Practical Method of Regulatory Consultation for Improving Policy Effectiveness*
- Funding Agency: Korea Institute of Public Administration (KIPA), Republic of Korea.
 - Principal Investigator: Minho Lee; Collaborators: Shin Kim, Jaeho Eun, Jinsik Choi, Myongjin Kim, & Yujin Choi.
 - Role: Research Assistant (Tasks included literature review and foreign countries case studies); Period: November - December 2018; Status: Funded; Report: Written in Korean, [Link Here](#)
7. Project Title: *A Study on the Types of Use and Factors Influencing the Use of Performance Information in Public Research Institutions: Focusing on Government-funded Research Institutes in the Science and Technology Sector*
- Funding Agency: Korea Institute of S&T Evaluation and Planning, Republic of Korea.
 - Principal Investigator: **Seongdeok Oh**; As a Researcher (PI), tasks included literature review, survey design, data collection, survey quantitative analysis, and drafting the final report; Amount: KRW ₩2,000,000 (Approximately **\$1,500**); Period: July - December 2017; Status: Funded; Report: Written in Korean
8. Project Title: *Development of Audit in Education and Arts*
- Funding Agency: National Council of Governors of Education, Republic of Korea.
 - Principal Investigator: Kwang-ho Sim; Collaborators: Cheouljoo Lee
 - Role: Researcher (Tasks included case studies, supporting data collection, quantitative and content analysis); Amount: KRW ₩40,000,000 (Approximately **\$30,000**); Period: May - December 2016; Status: Funded; Report: Written in Korean, [Link Here](#)
9. Project Title: *Evaluation of the Government-Funded Research Institutes Under Ministry of Science and ICT*
- Funding Agency: Ministry of Science and ICT, Republic of Korea.
 - Principal Investigator: Juho Kim; Collaborators: Jihyun Seo, Seungtae Kim, Taeyun Kim, Namhyo Kim, & Suhyeon Chung.
 - Role: Researcher (Tasks included supporting performance measurement, evaluation, editing and drafting final reports); Amount: KRW ₩500,000,000 (Approximately **\$430,000**); Period: January 2015 - December 2016; Status: Funded; Report: Written in Korean

GRANTS, HONORS, AWARDS, AND SCHOLARSHIPS

Grants

Junior Fellow-Research Grant, Korea University Graduate School; Principal Investigator: “The ‘Decoupling’ Experienced by Employees of Public Research Institute in the Use of Performance Information.” **\$2,500**. July 2019.

KISTEP Creative Fellowship, Korea Institute of Science & Technology Evaluation and Planning (KISTEP); Principal Investigator: “Types of Use and Factors Influencing the Use of Performance Information in Public Research Institutions: Focusing on Government-funded Research Institutes in the Science and Technology Sector.” **\$1,500**. July 2017.

Honors

Pi Alpha Alpha Honor Society, recognized for academic excellence in public administration, policy, and affairs, with a GPA above 3.7 (by NASPAA). April 2024.

Keith Lankford Taylor Fellowship, School of Economics, Political and Policy Sciences, The University of Texas at Dallas. **\$1,000**. April 2023.

Brian J.L. Berry Scholar, School of Economics, Political and Policy Sciences, The University of Texas at Dallas. **Tuition waived**. Duration: August 2022 - Present.

Awards

The Meier PMRC Travel Inclusion Award, Public Management Research Association (PMRA). **\$250**. April 19, 2024.

The Best Paper Poster Award, The 8th Annual Public and Nonprofit Conference, The University of Texas at Dallas. **\$100**. April 5, 2024.

SPOD Annual Scholarship Award, American Society for Public Administration (ASPA) Section on Professional and Organizational Development (SPOD). **\$500**. February 2024.

Wallace O. Keene Conference Scholarship Award, American Society for Public Administration (ASPA). **\$250**. January 2024.

The Best Paper Award (2nd), Conference of Minority Public Administration (COMPA). **\$500**. March 2022.

The Best Paper Award, Korea University Graduate School. **\$1,800**. February 25, 2020.

Scholarships

Doctoral Student Travel Scholarship, The University of Texas at Dallas. 2023 Fall - 2024 Spring (**\$2,000**), 2022 Fall - 2023 Spring (**\$750**), 2021 Fall - 2022 Spring (**\$500**).

Graduate Teaching Assistantship, School of Economics, Political and Policy Sciences, The University of Texas at Dallas. Stipend monthly: **\$2,200**. August 2021 - Present.

Graduate Studies Scholarship, School of Economics, Political and Policy Sciences, The University of Texas at Dallas. **Tuition waived**. August 2021 - August 2022.

Research Encouragement Scholarship, Korea University. **\$1,200**. 2020, 2014.

Academic Excellence Scholarship, Korea University. **\$1,500**. November 06, 2019.

Research Assistant Scholarships, Korea University. **Tuition waived**. 2018, 2017, 2016, 2012.

Academic Research Scholarship, Korea University. **\$1,000**. 2017.

General Scholarships for Research, Korea University. **\$1,000**. 2017, 2013.

Core Curriculum Assistant Scholarship, Korea University. **\$800**. 2016, 2014, 2013, 2012.

Teaching Assistant Scholarship, Korea University. **Tuition waived**. 2013.

Creative Challenger Scholarship, Korea University. **\$600**. 2011, 2010, 2009.

Academic Excellence Honors & Study Scholarship, Korea University. **Tuition waived**. 2011, 2010, 2009, 2004.

Social Service Scholarship, Korea University. **\$200**. 2004.

SERVICE TO PROFESSION

Professional Development

Ad-hoc Reviewer, *Review of Public Personnel Administration (ROPPA)*, *Public Administration, Academy of Management Annual Meetings*. January 2024 - Present.

Completed CITI Program Course: Human Subject Research, HSP – Social and Behavioral, Collaborative Institutional Training Initiative. October 2023. Dallas, Texas, USA.

Community Engagement

Volunteer as a Tutor for a graduate student supporting EPPS 6313 Introduction to Quantitative Methods, The University of Texas at Dallas. April 2024.

Volunteer at the 8th Annual Public and Nonprofit Management Conference, The University of Texas at Dallas, Toyota Stadium Frisco, Texas. Volunteered for event setup, guiding support, and session assistance. April 5, 2024.

Member, Public Policy and Political Science Association (PPPSA), School of Economic, Political and Policy Sciences, The University of Texas at Dallas. August 2023 - Present.

Member, Korea Student Association, The University of Texas at Dallas. August 2021 - Present.

Representative and Member, Academic Research Society, Korea University. As a leader and member of research team on delivery system of public service, arranged and participated in monthly academic sessions (with Advisor: Dr. Hyun Joon Kim). March 2016 - July 2021.

Representative and Member, Citizen Participation Group, Ministry of Science and ICT. As a member of citizen participation group in Ministry of Science and ICT, participated in activities for “Establishment of Mid-to Long-Term Investment Strategies of the Government.” May 2018 - February 2019, Seoul, Republic of Korea.

Military Service

Honorable Discharged from Military Service in the Republic of Korea Army as an Administrative Supply Soldier, Sergeant. June 2005 - June 2007, Gangwon Province, Republic of Korea.

PROFESSIONAL AND ACADEMIC MEMBERSHIPS

Academy of Management (AOM): Public and Nonprofit Division, Organizational Behavior Division. 2023 - Present.

American Society for Public Administration (ASPA): Section on Korean Public Administration, Section on Professional and Organizational Development, South Asian Section for Public Administration. 2021 - Present.

Association for Public Policy Analysis and Management (APPAM): 2021 - present

Conference of Minority Public Administration (COMPA): 2022

Public Management Research Association (PMRA): 2024 - present

Social Equity Leadership Conference (SELC): 2022

Southeastern Conference for Public Administration (SECoPA): 2023 - present

The Korean Association for Policy Studies: 2016 - 2021

The Korean Association for Public Administration (KAPA): 2024 - present

The Korean Association of Political Science & Communication: 2015 - 2019

CERTIFICATIONS

Graduate Teaching Certificate, Center for Teaching and Learning, The University of Texas at Dallas. April 2023.

Level 2 Certificate in Specialist of Policy Analysis, Korea Public Policy Evaluation Association, Republic of Korea. December 2018.
Certified Privacy Protection General, Korea CPO Forum, Republic of Korea. December 2012.
Engineer Information Processing, Human Resources Development Service of Korea, Ministry of Science and ICT, Republic of Korea. November 2011.

TECHNICAL SKILLS AND TRAINING

Statistical Packages: STATA, SPSS, AMOS, R, Python.

Quantitative and Qualitative Research Methods Training:

- Causal Inference, Ordinary Least Squares (OLS), Multiple Regression Model, Time Series, and Panel Data Analysis: Spring & Fall 2022, Fall 2021 (UTD), Spring & Fall 2017, Spring 2016, Spring 2012 (Korea University).
- Survey Research, Structural Equation, Hierarchical Linear, Multilevel Modeling, Experiment, and Quasi-experimental Designs (Difference-in-Difference, Regression Discontinuity, and Instrumental Variables): Fall 2023, Fall 2022, Fall 2021 (UTD), Spring 2017 (Korea University).
- Machine Learning Social Text Data Analysis: Fall 2023 (UTD).
- Cost-Benefit Analysis: Spring 2023 (UTD).
- Social and Geospatial Science Programming Fundamentals: Summer 2022 (UTD).
- Policy Analysis and Evaluation: Spring 2022 (UTD), Spring 2018, Fall 2017 (Korea University).
- Qualitative Research Methods and Grounded Theory: Spring 2018 (Korea University).
- Public Choice and Game Theory: Fall 2012 (Korea University)

Other Computer Skills: MS Office Suite (Word, Excel, PowerPoint), Blackboard

REFERENCES

Meghna Sabharwal

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