

CORRELATION OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT WITH EMPLOYEE PERFORMANCE

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Abstract

This study aims to analyze the impact of organizational culture and work environment on employee performance, with job satisfaction as a mediating variable, at Information and Communication Technology Company. The background of the study stems from observed issues such as declining employee performance, high absenteeism, and inequality in facilities and organizational policies. Using a quantitative method with a causal-explanatory design, data were collected from 94 randomly selected employees through a structured questionnaire and analyzed using the Partial Least Squares Structural Equation Modeling (SEM-PLS) approach. The results show that both organizational culture and work environment significantly influence job satisfaction, which in turn mediates their effect on employee performance. Additionally, organizational culture and work environment each have a direct positive impact on performance. These findings emphasize the critical psychological role of job satisfaction in linking organizational conditions with productivity outcomes. The implication of this study is that companies, particularly in the ICT sector, can enhance employee performance by developing a strong organizational culture and improving both physical and social aspects of the work environment in a strategic and sustainable manner.

Keywords: Employee Performance, Information and Communication Technology Company, Organizational Culture, Work Environment.



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INTRODUCTION

In the era of globalization, the business world faces increasingly dynamic competition. To survive and thrive, companies are required to have a human resource (HR) management strategy that is not only efficient but also adaptive to change. High-performance human resources are the main asset in increasing productivity and achieving organizational goals (Kereska, 2023). Optimal employee performance directly reflects the effectiveness of the implementation of the company's strategy, both in terms of service and target achievement (Sulastris & Onsardi, 2020).

However, performance cannot be separated from internal company factors such as organizational culture, work environment, and job satisfaction. A strong organizational culture serves as a value system that motivates and directs employee behavior to be in line with the company's vision and mission

(Siswadhi & Yelnim, 2023). Similarly, a conducive work environment physically and psychosocially creates comfort and increases loyalty and productivity (Hamed et al., 2023). When these two aspects are optimized, they form the psychological basis for job satisfaction - positive feelings towards working conditions involving rewards, self-development, and fairness (Kryshtanovych, 2021).

This study departs from real problems occurring in a medium-sized ICT company engaged in internet and cable TV services. Key Performance Indicators (KPI) measurement results show low target achievement in various divisions (Moradi et al., 2022). This condition is thought to be influenced by the weak organizational culture shown through low creativity and persistence, unclear responsibilities, and lack of commitment to work roles. The problem is further complicated by the high absenteeism rate, especially in the sales team. Absenteeism not only caused operational disruption, but also worsened sales achievement. This was exacerbated by high target pressure, internal work politics, and conflicts between employees over the division of sales areas (RFS). This finding is in line with Toke & Kalpande (2023) who showed a significant relationship between KPI indicators and performance, as well as the importance of working conditions in supporting productivity.

Unsupportive physical environment conditions - such as minimal lighting, poor ventilation, limited facilities - exacerbate the problem. This situation creates psychological stress that leads to burnout, especially in competitive and toxic work environments. A negative work environment has a significant effect on *burnout* and decreased employee performance (von Thiele Schwarz et al, 2021). In addition, perceptions of organizational justice, such as inequalities in the provision of benefits and facilities, decrease the sense of being valued and contribute to job dissatisfaction. This is important to note as previous studies have shown that job satisfaction is a potential mediator that bridges the relationship between organizational factors and employee outcomes (Ahmad & Raja, 2021).

Although several previous studies have confirmed the significant role of organizational culture and work environment on employee outcomes, most of them have analyzed these variables separately or without considering the psychological mechanism that may mediate the relationship (Pentury & Usmany, 2023; E.H.J. & Sinaga, 2025). Furthermore, research that focuses on the mediating role of job satisfaction in the context of the ICT industry characterized by rapid change, high targets, and work intensity remains limited (Xu & Jiang, 2022). This creates a research gap, particularly in understanding how internal organizational factors influence performance through employee perceptions, attitudes, and job satisfaction as a psychological mechanism (Setyono et al., 2024). While existing research has generally focused on the direct influence of organizational culture or work environment on performance, few have systematically examined their combined effects through job satisfaction as an intervening psychological factor, especially within the competitive and pressure-intensive ICT industry context (Lenberg & Feldt, 2018; Raintung et al., 2024).

The urgency of this study lies in the fact that suboptimal employee performance at Information and Communication Technology Company is not only a managerial issue but also reflects deeper problems in the organizational system and work atmosphere (Hutama & Sagala, 2019; Dudija et al., 2024; Shahzad et al., 2024). In a highly competitive industry, identifying the underlying causes of disengagement, dissatisfaction, and underperformance is critical. This research is expected to provide actionable insights to improve HR strategy through strengthening culture and work conditions (Virgana, 2020; Vinh et al., 2022).

However, given the wide scope of factors that can affect employee performance, this research needs to be limited in order to stay focused and relevant to the main problems that have been identified. Therefore, this research is limited to the influence of organizational culture and work environment on employee performance with job satisfaction as a mediating variable, which is specifically studied in the context of employees of Information and Communication Technology Company.

To address the identified problems, this study adopts a quantitative approach that empirically tests how organizational culture and work environment affect employee performance, both directly and indirectly through job satisfaction. This mediating model is designed to provide a more comprehensive solution framework by uncovering the internal dynamics that shape employee productivity. This approach is supported by empirical evidence from previous studies. For instance, (Adhi Candra, 2021) found that performance issues such as low target achievement, high absenteeism, and internal conflict persisted in public sector organizations unless job satisfaction was adequately addressed. Similarly, (Ardelia et al., 2024) demonstrated in an ICT company that organizational culture significantly influences employee performance, both directly and through job satisfaction as a mediating factor.

In line with these limitations, this study has objectives, among others: (1) Analyzing the effect of organizational culture on job satisfaction at Information and Communication Technology Company. (2) Analyzing the effect of work environment on job satisfaction at Information and Communication Technology Company. (3) Analyzing the effect of organizational culture on employee performance at Information and Communication Technology Company. (4) Analyzing the effect of work environment on employee performance at Information and Communication Technology Company. (5) Analyzing the effect of job satisfaction on employee performance at Information and Communication Technology Company. (6) Analyzing the effect of organizational culture on employee performance mediated by job satisfaction at Information and Communication Technology Company. (7) Analyzing the effect of work environment on employee performance mediated by job satisfaction at Information and Communication Technology Company. In summary, this study aims to empirically explain how internal organizational factors namely culture and work environment can enhance employee performance, either directly or by improving job satisfaction.

Thus, the main purpose of this research is to produce practical and evidence-based recommendations for organizational improvement, especially in creating a supportive culture and work environment that enhances job satisfaction and performance. In line with the previously formulated objectives, this study aims to understand how organizational culture and work environment affect employee performance, both directly and through job satisfaction as a mediating variable. For this reason, a conceptual model is built that describes the relationship between research variables as a rationale that strengthens scientific arguments and empirical testing.

This model is presented in the form of a framework that represents the flow of influence of the independent variables (organizational culture and work environment) on the dependent variable (employee performance), as well as the role of the mediating variable (job satisfaction) between these relationships. The picture of the framework can be seen in the following illustration:

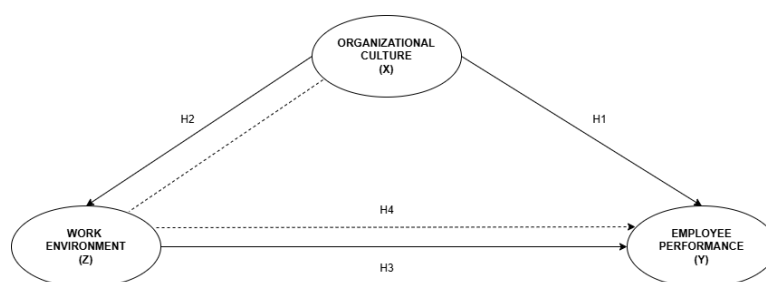


Figure. 1. Thinking Framework

Based on this framework, it is explained that organizational culture is closely related to employee job satisfaction. A positive culture-one that provides role clarity, shared values, and appreciation of individual contributions-contributes to increased feelings of job satisfaction. This is as found by Ami Jayanti & Nazwirman (2020) and Tran (2020), that organizational culture has a positive influence on job satisfaction. The work environment also shapes the level of employee satisfaction. When employees feel physically and emotionally comfortable in their work environment, motivation and a sense of belonging to the organization will increase. This support has been shown by the findings of Sarbini et al. (2023) and Sari & Astuningsih (2021) which prove that the work environment has a positive effect on job satisfaction.

Furthermore, organizational culture is also directly proven to have an influence on employee performance. A strong and consistent culture can increase employee loyalty, morale, and involvement in completing their tasks. Research by Siswandhi & Yelnim (2023) confirmed that organizational culture can significantly improve performance. A supportive work environment not only creates comfort, but also encourages work efficiency and effectiveness. Yuliantari & Prasasti (2020) highlighted that healthy working conditions are an important factor in achieving optimal work results.

The role of job satisfaction is central in bridging the influence of culture and environment on performance. Satisfied employees tend to show proactivity, responsibility, and high productivity, as described by Susanto et al (2023). Research also shows that the effect of organizational culture and work environment on performance can be indirect through job satisfaction. Zeindra & Lukito (2020) and Nelson & Melati Panjaitan (2023) show that job satisfaction has a mediative function in strengthening the relationship between culture and performance. Meanwhile, Sarbini et al. (2023) also found that the work environment affects performance through the satisfaction felt by employees.

Based on the description of the relationship between these variables, the research hypothesis is formulated as follows:

H1: Organizational culture has a significant effect on job satisfaction.

H2: Work environment has a significant effect on job satisfaction.

H3: Organizational culture has a significant effect on employee performance.

H4: Work environment has a significant effect on employee performance.

H5: Job satisfaction has a significant effect on employee performance.

H6: Organizational culture has a significant effect on employee performance through job satisfaction as a mediating variable.

H7: Work environment has a significant effect on employee performance through job satisfaction as a mediating variable.

This theoretical construction is grounded not only in empirical evidence but also in the actual dynamics experienced by employees at Information and Communication Technology Company. By synthesizing the literature and field realities, the proposed hypotheses aim to test not just statistical relationships, but also the psychological mechanisms that explain how workplace culture and environment affect employee productivity in fast-moving ICT settings (Jin & Peng, 2019; Redelinghuys et al., 2018). These objectives are designed to generate a comprehensive understanding of the direct and indirect mechanisms through which internal organizational factors influence performance outcomes. The practical urgency lies in providing empirical recommendations for HR policy development in the ICT sector, where employee engagement, satisfaction, and productivity are critical yet often challenged by fast-paced changes and workload pressures (Vahdat, 2022; Omachi & Ajewumi, 2024).

This aligns with observed conditions in ICT firms, where despite the presence of organizational culture systems and work environments, employee performance remains suboptimal. For instance, (Asrianto, 2024) found persistent performance fluctuations at PT Telkomsel Makassar due to a culture that did not fully support innovation, and a work environment that was not yet optimal. In line with this, (Nur Azizah & Otok, 2024) demonstrated that management support and organizational culture alone are insufficient; employee engagement and satisfaction are critical to achieving performance gains. Therefore, the main focus of this study is to examine how organizational culture and work environment influence employee performance, by placing job satisfaction as a psychological element that has a high possibility of being an intermediary that determines the strength and direction of the influence (Bagis et al., 2021; Tanti & Situmorang, 2023). The choice of this approach is based on the need to thoroughly understand the internal organizational factors that are interrelated and have an impact on individual performance, so that the results of this study are expected to provide a more comprehensive and applicable understanding of the dynamics of employee performance, and can be used as a reference in making strategic decisions oriented towards improving work systems and managing human resources more effectively.

RESEARCH METHOD

This research uses a quantitative approach with an *explanatory* causality design, with the aim of examining the direct and indirect effects between variables, as well as measuring how strong the relationship occurs in an organizational context. The main focus of the research is on the influence of organizational culture and work environment on employee performance, with job satisfaction as a mediating variable. The research was conducted on employees of Information and Communication Technology Company during the period February to August 2024. This method was chosen because it is able to explain the causal relationship between variables objectively and measurably through numerical data analysis. The data collection process was carried out by distributing questionnaires online through *Google Form*, which were addressed to all active employees of Information and Communication Technology Company. In its implementation, this research utilizes primary data from the results of filling out questionnaires as well as secondary data in the form of theoretical references and relevant previous research, which are used to strengthen the conceptual framework and interpretation of results.

Table 1. Data Collection Instruments

Variables	Conceptual Definition	Measurement Scale
Independent variable (X) Organizational culture	Organizational culture includes five dimensions such as personality, self-awareness, and team orientation.	4-point Likert scale
Work environment	The work environment includes physical and social aspects such as lighting, ventilation, and coworker relationships.	4-point Likert scale
Mediating variable (M) Job Satisfaction	Job satisfaction includes factors such as salary, promotion, and interpersonal relationships.	4-point Likert scale
Dependent variable (Y) Employee performance	Employee performance is measured through indicators of quality, quantity, timeliness, and cost efficiency.	4-point Likert scale

The research population included all employees of Information and Communication Technology Company, totaling 123 employees. To determine the number of samples, the Slovin formula was used with an error rate of 5%, which resulted in a sample size of 94 respondents. The sampling technique was carried out by *simple random sampling*, so that each employee had the same opportunity to be selected as a respondent. The use of this method aims to maintain representativeness and avoid bias in data collection. The final sample of 94 respondents meets the minimum sample size requirement for SEM-PLS analysis, which recommends at least 10 observations per estimated path, thereby ensuring statistical power and reliability in the results.

The research instrument was designed based on indicators that had been validated in previous studies. The questionnaire uses a four-point Likert scale-from "Strongly Disagree" to "Strongly Agree" to capture respondents' perceptions of statements related to the variables under study. The independent variables in this study consist of organizational culture and work environment, while employee performance is the dependent variable, and job satisfaction is the mediating variable. Each variable is measured using indicators that have been systematically compiled based on theoretical references: organizational culture refers to five dimensions such as personality, self-awareness, and team orientation; work environment includes both physical and social aspects such as lighting, ventilation, peer relationships; job satisfaction includes factors such as salary, promotion, and interpersonal relationships; while employee performance is measured through quality, quantity, timeliness, and cost effectiveness. The instrument grid was developed by mapping each variable to its respective indicators based on validated sources. For instance, organizational culture indicators refer to Denison's organizational culture model; work environment indicators are adapted from Robbins' framework on physical and psychosocial factors; job satisfaction items are derived from Herzberg's two-factor theory; and performance indicators follow Bernardin and Russell's performance dimensions. The complete instrument grid is presented in the appendix.

Data processing was carried out using the *Structural Equation Modeling-Partial Least Square* (SEM-PLS) method through the SmartPLS version 4.1.0.3 application. SEM-PLS was chosen because it is able to handle complex models with many latent variables and indicators, and is suitable for medium sample sizes (Willaby et al., 2015). The statistical analysis procedure in this study was conducted in two stages, involving the measurement model (outer model) and the structural model (inner model), using Partial Least Squares Structural Equation Modeling (PLS-SEM) as the main technique (Hair et al., 2021; Putu Gede Subhaktiyasa, 2024). Collinearity diagnostics were also performed using Variance Inflation Factor (VIF) to ensure there were no multicollinearity issues among constructs. All VIF values were below the threshold of 5, indicating acceptable levels of collinearity. In its implementation, the analysis is carried out through two main models: measurement model (outer model) to assess the validity and reliability of indicators, and structural model (inner model) to test the relationship between constructs. The analysis step includes seven important stages ranging from the development of theoretical models, preparation of path diagrams, preparation of equations, determination of input matrices, model estimation, evaluation of estimation results, to the final interpretation of the resulting structural model (Becker et al., 2023). The measurement model was assessed through indicator loadings, average variance extracted

(AVE), composite reliability (CR), and Cronbach’s Alpha (CA). Discriminant validity was evaluated using the Fornell–Larcker criterion. The structural model was assessed using path coefficients, t-statistics, and p-values obtained via bootstrapping with 5,000 subsamples. In addition, R-squared (R²), effect size (f²), and predictive relevance (Q²) were examined to evaluate the model's explanatory and predictive power.

RESULTS AND DISCUSSION

Data Test Results

Measurement Model Analysis (Outer Model)

1. Validity Test

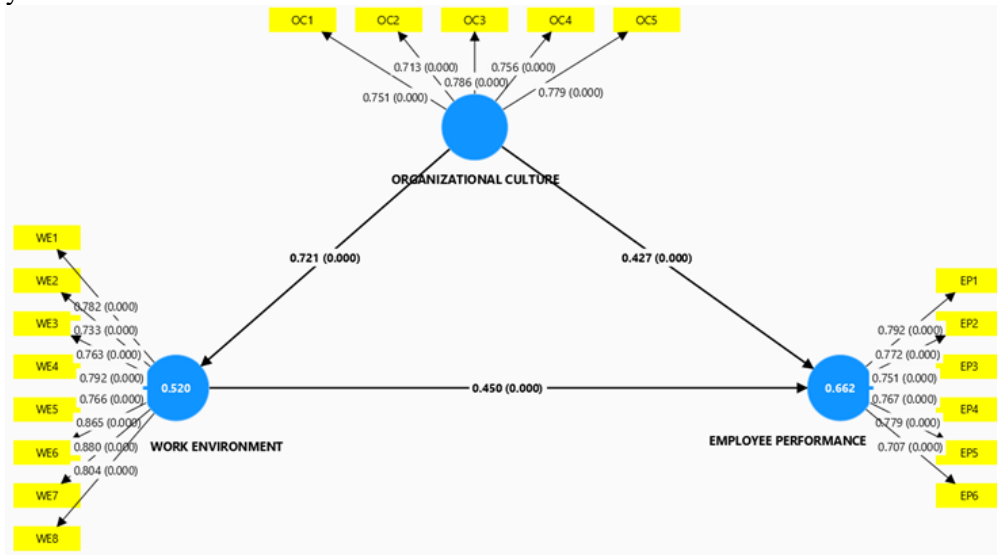


Figure. 2. Model of Convergent Validity Test Results

Table 2. Results of the Coherent Validity Test (Outer Loading)

	Employee performance	Organizational culture	Work environment
EP1	0.792		
EP2	0.772		
EP3	0.751		
EP4	0.767		
EP5	0.779		
EP6	0.707		
OC1		0.751	
OC2		0.713	
OC3		0.786	
OC4		0.756	
OC5		0.779	
WE1			0.782
WE2			0.733
WE3			0.763
WE4			0.792
WE5			0.766
WE6			0.865
WE7			0.880
WE8			0.804

According to Hair et al. (2021) a statement representing an indicator is considered valid if the loading factor or outer loading value is > 0.70. By considering these criteria, it can be concluded that all statements in Table 4.1. declared Valid. Table 1 shows that all outer loading values exceed the minimum threshold of 0.70, indicating strong convergent validity. For example, indicator WE7 (work environment)

has a high loading of 0.880, showing a strong representation of the construct. Similarly, EP1 (employee performance) loads at 0.792, and OC3 (organizational culture) at 0.786, confirming that the items used are appropriate indicators of their respective latent variables.

Table 3. Discriminant Validity Test Results (Fornell-Locker)

	Employee Performance	Organizational Culture	Work Environment
Employee Performance	0.762		
Organizational Culture	0.751	0.758	
Work Environment	0.758	0.721	0.800

The requirement for the discriminant validity test is to compare the *Cross Loadings* value with the loading values of other constructs. Higher values indicate better discriminant validity [22]. Based on this criterion, it can be concluded that discriminant validity has been met.

2. Reliability Test

Table 4. Reliability Test Results (*Cronbach's Alpha*)

	Cronbach's Alpha	Composite Reliability (Rho A)
Employee Performance	0.855	0.858
Organizational Culture	0.815	0.819
Work Environment	0.919	0.928

Indicators of constructs or variables are considered reliable if the *Cronbach's Alpha* value > 70 and the *Composite Reliability* value > 0.70 (Jr et al., 2014; S et al., 2021). By considering these criteria, it can be concluded that the indicators of the constructs or variables in this study are considered reliable. As presented in Table 3, all constructs meet the reliability criteria. Organizational Culture has a Cronbach's Alpha of 0.815 and Composite Reliability of 0.819. The Work Environment construct demonstrates high internal consistency, with a Cronbach's Alpha of 0.919 and Composite Reliability of 0.928. Employee Performance also meets the threshold with 0.855 (Alpha) and 0.858 (CR). These results indicate that all constructs are reliable and internally consistent, supporting the robustness of the measurement model.

Structural Model Analysis (Inner Model)

1. Coefficient of Determination (R²)

R² indicates the extent to which exogenous latent variables can explain variation in endogenous latent variables. There are three criteria for interpreting the R² value, namely 0.75 for substantial; 0.50 for moderate; and 0.25 for weak (Hair et al., 2021). The following are the results of the R² test:

Table 5. Coefficient of Determination Test Results (R²)

	R-Square	Adjusted R-Square
Employee Performance	0.662	0.655
Work Environment	0.520	0.515

Table 5. indicates that the R² value for Employee Performance is 0.662, placing it in the substantial category. This means that 66.2% of the variation in Employee Performance can be explained by this research model. Meanwhile, for Work Environment, the percentage of variation that can be explained is 52.0%, putting it in the substantial category, which means that the variation in Work Environment can also be explained by this research model.

2. Effect Size (F²)

F² can measure the change in R² when exogenous constructs are included or removed from the model that affect endogenous variables. There are three criteria for interpreting the F² value, namely 0.02 indicates a small effect; 0.15 indicates a medium effect; and 0.35 indicates a large effect (Jr et al., 2014). The following are the results of the F² test:

Table 6. Effect Size Test Results (F^2)

	F-Square
Organizational Culture -> Employee Performance	0.259
Organizational Culture -> Work Environment	1.083
Work Environment -> Employee Performance	0.288

In Table 4.5. shows that the F^2 value of Organizational Culture on Work Environment has a large impact at the structural level. Organizational Culture on Employee Performance has a medium impact at the structural level (Sanjaya et al., 2023). And Work Environment on Employee Performance has a medium impact at the structural level.

3. Path Coefficients and Hypothesis Testing

In the path coefficient test, values can range from -1 to +1. The relationship is said to be positive and strong if the path coefficient value is close to -1, while the relationship is considered negative and weak if the path coefficient value is close to 1 (Hair et al., 2021). Hypothesis testing was conducted to evaluate the relationship between the research variables by examining the P-values. If the P-values < 0.05 , the relationship is considered significant. Below are the results of the *Path Coefficients* test along with the hypothesis test:

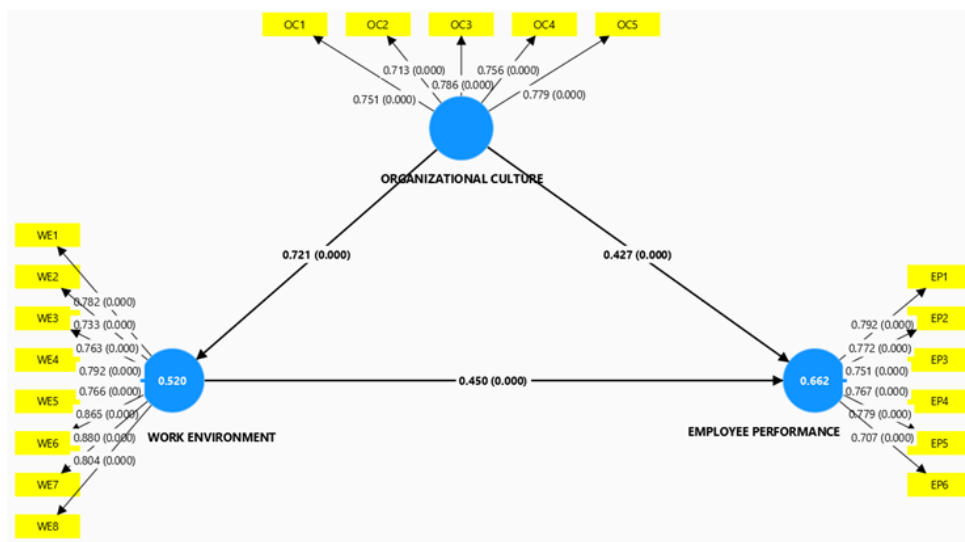


Figure 3. Path Coefficients Model

Table 7. Results of Path Coefficients Test

Hypothesis	Relationship	Path Coefficients	P-Values	Results
H1	Organizational Culture -> Employee Performance	0.427	0.000	Accepted (Significant)
H2	Organizational Culture -> Work Environment	0.721	0.000	Accepted (Significant)
H3	Work Environment -> Employee Performance	0.450	0.000	Accepted (Significant)
H4	Organizational Culture -> Work Environment -> Employee Performance	0.325	0.000	Accepted (Significant)

From the results of hypothesis testing, the following interpretation can be given: H1 = Organizational Culture has a significant positive effect on Employee Performance of 0.427 (P-Values = 0.000), so this hypothesis is accepted. H2 = Organizational Culture has a significant positive effect on the Work Environment of 0.721 (P-Values = 0.000), so this hypothesis is accepted. H3 = Work Environment has a significant positive effect on Employee Performance of 0.450 (P-Values = 0.000), so this hypothesis

is accepted. H4 = Organizational Culture has a significant positive effect on Employee Performance mediated by the Work Environment of 0.325 (P-Values = 0.000), so this hypothesis is accepted.

These results provide empirical support for the proposed model and confirm the acceptance of all seven tested hypotheses. The analysis using the SEM-PLS method demonstrates that both organizational culture and work environment significantly influence employee performance, both directly and indirectly through job satisfaction (Maha Putra & Nasution, 2024; Rachman et al., 2020). The path coefficient from organizational culture to work environment (0.721) suggests that a healthy organizational culture fosters a more supportive and cohesive work environment. This interrelationship reinforces the structural coherence of the model, as a positive culture can shape norms, interpersonal dynamics, and communication patterns, thereby improving environmental quality. Furthermore, organizational culture has a direct and significant impact on employee performance (0.427), confirming H1 and H3. Similarly, the work environment has a substantial direct effect on performance (0.450), validating H2 and H4. These findings directly address the research questions outlined in the study.

The analysis also confirms that job satisfaction significantly affects employee performance (path coefficient = 0.522, p-value < 0.001), supporting H5. This suggests that satisfied employees tend to be more engaged, responsible, and productive. Additionally, job satisfaction mediates the influence of both organizational culture and work environment on performance. Organizational culture shows an indirect effect on performance through job satisfaction (0.312, p < 0.001), supporting H6. Likewise, the work environment influences performance indirectly through job satisfaction (0.278, p < 0.001), confirming H7.

These findings are consistent with those of (Trievanni Chantika et al., 2025), who emphasized that both organizational culture and work environment significantly influence employee performance, particularly when mediated by job satisfaction. Similarly, (Korda & Rachmawati, 2022) found that a strong organizational culture enhances performance through its impact on job satisfaction and employee commitment. Furthermore, (Suparjiman et al., 2024) demonstrated that a supportive and consistent working culture can improve employee outcomes, but only when job satisfaction is adequately fulfilled. The significant indirect effect of organizational culture on performance through the work environment observed in this study (0.325) further reinforces these findings, illustrating how culture shapes both observable behavior and the psychological conditions under which employees operate.

Theoretically, these findings support the notion that job satisfaction serves as a crucial psychological bridge linking internal organizational structures to employee outcomes. Practically, the results suggest that organizations in high-pressure sectors such as ICT cannot rely solely on monetary incentives or technical interventions. Instead, they must also invest in cultivating a culture of fairness, recognition, and participation, alongside improvements to both the physical and social environment.

However, this study has several limitations. The use of a cross-sectional design restricts the ability to draw causal inferences over time (Maier et al., 2023). Additionally, conducting research within a single organization limits generalizability of the findings to other contexts, as transportability of results depends on external validity conditions (Degtiar & Rose, 2023). Future research is encouraged to adopt longitudinal designs to examine the dynamic influence of organizational factors on performance. Researchers may also explore additional mediating or moderating variables such as psychological empowerment, organizational commitment, or leadership style to deepen understanding of employee performance determinants.

In conclusion, this study reaffirms the importance of internal organizational conditions in shaping employee satisfaction and performance. Strategic efforts to improve both cultural and environmental dimensions can yield substantial productivity gains and foster a more engaged, motivated workforce.

CONCLUSION

This study successfully answers the main problem by showing a positive and significant influence of organizational culture and work environment on job satisfaction, which in turn has an impact on employee performance. This finding reaffirms that non-financial aspects of an organization have great power in shaping workforce behavior and productivity. This indicates that investing in corporate culture and improving the quality of the work environment is not just a cost, but a key strategy to drive employee performance and achieve organizational goals.

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AUTHOR CONTRIBUTIONS

Conceptualization, Muslichah Erma Widiana; Methodology, Erna Ferrinadewi; Writing Original Draft Preparation, Muslichah Erma Widiana; Erna Ferrinadewi; Visualization, Muslichah Erma Widiana.

CONFLICTS OF INTEREST

The author(s) declare no conflict of interest.

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

The authors declare that no artificial intelligence (AI) tools were used in the generation, analysis, or writing of this manuscript. All aspects of the research, including data collection, interpretation, and manuscript preparation, were carried out entirely by the authors without the assistance of AI-based technologies.

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