



## Employee Work Attitudes Based on Gender in PT. DSV Solution Indonesia

Sarinah Sihombing<sup>1</sup>, Tambor Harkinto Pangaribuan<sup>2</sup>, Annisa Putri<sup>3</sup>, Salmaa Yara Azzara<sup>4</sup>

<sup>1</sup>Faculty of Management and Business, Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

<sup>2</sup>Faculty of Management and Business, Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

<sup>3</sup>Faculty of Management and Business, Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

<sup>4</sup>Faculty of Management and Business, Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

Corresponding author: [sarinah.stmt@gmail.com](mailto:sarinah.stmt@gmail.com)<sup>1</sup>

**Abstract:** This research aims to determine whether there are gender differences in work attitudes (job satisfaction, organizational commitment, turnover, and work stress). This research uses a comparative quantitative approach by comparing two independent samples, using 103 employee samples at PT DSV Solution Indonesia site Halim. The results of this research found that there were no significant differences between male and female employees at the PT DSV site Halim.

**Keywords:** Gender, Job Satisfaction, Organizational Commitment, Turnover Intention, Job Stress, Logistics

### INTRODUCTION

The logistics sector is associated with physical work and is dominated by men. (Sukri et al., 2023). PT DSV Solutions Indonesia is a 3PL company operating in the logistics services sector, namely warehousing PT DSV site Halim in the operational warehouse section is dominated by men and women only in the administration and procurement sections; this is because warehouse operations require more physical strength, in accordance with the statement (Mashudi et al., 2021) that men are physically superior stronger than women. Therefore, women's participation in the logistics (warehouse) sector is less than men's. Something like this also happened at PT DSV Solution site Halim; men dominated both the Head Office and Warehouse. According to data on the number of DSV site Halim employees, there are 66 men at the Head Office and 44 women. And in the warehouse section, there are 22 male employees and only four female employees.

According (Anandhi, 2013) shows that employee job satisfaction is crucial in logistics. Therefore, (Dujak, 2021) companies intensively consider employee satisfaction and pay attention to employee attitudes towards work. Monitoring and knowing the reasons for potential and actual job changes (employee turnover) and organizational commitment have become unavoidable factors in logistics employee retention. In research (Andrejić et al., 2020) stress is also felt by employees in the 3PL logistics sector at work.

According to (Mason, 1995), (Clark, 1997), (Chanana, 2021) there are no significant differences between men and women in job satisfaction, in contrast to (Bender et al., 2005), (Hodson, 1989), (Wickramasinghe, 2016) that women feel more job satisfaction than men. According to (Peterson et al., 2019) men are more committed than women; in contrast (Chanana, 2021), (Ekmekçioğlu et al., 2016), (Wickramasinghe, 2016) that women are more committed. In research (Hofstede, 2016), there are no gender differences in turnover intention, in contrast to (Huffman & Olson, 2017), (Wickramasinghe, 2016) that women have higher turnover intentions than men. As for work stress, according to that women have higher turnover intentions than men. As for work stress, according to (Slišković & Maslić Seršić, 2011) women feel higher work stress than men, however (Wu, 2010) did not find differences in work stress between men and women.

According to data from the Central Statistics Agency, in 2022, the male workforce will reach 86.37%, while the female workforce will be 61.82%. Shows that men are more dominant in the world of work than women. (BADAN PUSAT STATISTIK BPS-Statistics Indonesia, n.d.)

Based on the problems above, this research was conducted to investigate whether there are differences between men and women in job satisfaction, organizational commitment, turnover intention, and work stress at PT. DSV Solution Indonesia Site Halim.

## Literature review

### Gender

Gender is defined as a culturally formed group of attributes and behaviours that exist in men (masculine) or women (feminine). In feminist studies, gender means characteristics or traits associated with a particular sex, whether in the form of habits, culture or psychological behaviour, not biological differences. (Khuza'i, 2012)

Gender is the standards of men and women set by society. These "behaviours" are not innate but are formed as the individual grows. (Kazimovna, 2022). Apart from that, there are stereotypes, namely beliefs generally held about the characteristics of a person based on gender. (Stewart et al., 2021). Research (Sorbring & Helsing, 2013) and (Vu et al., 2006) state that men are more potent than women. According to (Zahay & Griffin, 2010) and (McNeilly & Goldsmith, 1991) findings indicate that gender differences exist in work attitudes and behaviour.

### Logistic

Logistics relates to planning, procurement, transportation, and delivery. Logistics, at a minimum level, relates to the movement of labour, equipment and materials and the efficiency and effectiveness of logistics flows (Prieto, 2021). According to (Ricardianto et al., 2023) logistics effectiveness can be synthesized to meet needs such as sustainable goods in the right place, at the right time, and in the right conditions. According to (Simchi-Levi, 2005) Logistics is a process of planning, implementing, efficiently controlling, flowing and storing goods, services and related information effectively from the point of origin to the point of consumption to meet customer needs..

### Work Attitude

Work attitude is defined as the tendency of thoughts and feelings of satisfaction or dissatisfaction with work regarding everything that will be done, and the results are proportional to the effort put in. (Sutrisno et al., 2023).

Research findings state that a good work attitude determines a person's seriousness in providing organizational commitment and increasing emotional intelligence. (Sutrisno et al., 2023). Previous research found significant differences in work stress and attitudes depending on age, experience, and working hours. (Park & Park, 2017)

## **Job satisfaction**

Job satisfaction is a general attitude toward one's job, indicating the difference between workers' rewards and the amount they believe they should receive. (Wahyudi et al., 2022). According to (Rahman et al., 2016) , job satisfaction is a person's attitude and feelings towards their work, including cognitive, emotional, and attitudinal components. Research (Zia ur Rehman et al., 2011) states several types of job rewards, such as job autonomy and job involvement; this research also states that job rewards are the most vital factor in job satisfaction.

In (Joshi & Joshi, 2009) , there are five dimensions identified to represent a job characteristic, namely The work itself, pay, Promotion Opportunities, Supervision, and Coworkers. Moreover, research (Anandhi, 2013) shows that salary is a crucial determinant of job satisfaction; apart from that, the workplace environment is considered necessary for workers in the logistics sector. A good work environment with better working conditions can provide job satisfaction. According to (Husni Hasan et al., 2023) , employees who do not find job satisfaction in their work environment can affect their psychology and ultimately hurt the performance produced by the employee.

In line with mounting evidence that women have lower wages poorer working conditions, and poorer working conditions regarding discrimination, job satisfaction and promotion opportunities, female workers often have equal or higher levels of job satisfaction than men.(Perugini & Vladislavljević, 2019).

According to (Clark, 1996), job satisfaction is shown in salary and the job itself. According to (Akbari et al., 2020) , the overall level of job satisfaction among women is lower than that of male colleagues. According to (Thamrin AR et al., 2015) , employees feel satisfied because they can achieve the goals and targets expected by the company.

In research (Kaiser, 2007) higher job satisfaction in women does not reflect that their work is much better than men, but perhaps female employees have lower expectations than male employees. According (Suki & Suki, 2012) men and women have the same level of job satisfaction.

From several definitions of job satisfaction, researchers conclude that job satisfaction is an employee who gets something that exceeds his expectations or gets something he wants from his job.

## **Organizational Commitment**

Organizational commitment is a feeling of trust in organizational values, involvement and loyalty. There are three components of organizational commitment, namely, affective commitment, continuance commitment, and normative commitment. These three components describe the individual's relationship with the organization, which influences the emotional bond to continue or not become a member of the organization.(Soelton, Suatoni, et al., 2020). Likewise, (Primadi Candra Susanto et al., 2023) organizational commitment as a multidimensional paradigm that includes three types of commitment: emotional persistence and normative commitment. Affective commitment refers to employees' emotional attachment to an organization, which encourages them to stay there. Continuance commitment is a calculated reaction resulting from transactions between employees and the organization. Normative commitment focuses on strong social ties, obligations, and an employee's optimistic attitude towards their organization.(Koo et al., 2020)

Organizational Commitment is the relative strength of an individual's identification and involvement in a particular organization. Organizational Commitment describes the state of employee commitment to the organization and identification with the organization's values and goals.(issam Ghazzawi, 2019).

Organizational commitment is the degree to which individuals adopt the values and goals of the organization and identify with them in fulfilling their work responsibilities.

Organizational commitment is "the willingness of social actors to give their energy and loyalty to the social system, attachment to the social system, personality relationships which are considered self-expression".(Hendri, 2019). In research (Sarinah et al., 2018) organizational commitment is also influenced by work autonomy, self-efficacy and work engagement.

Research (Suki & Suki, 2012), (Khalili, 2012) shows that there is no significant difference in organizational commitment between men and women. However, according to (Dodd-McCue & Wright, 1996), women are less committed to the organization than men, who have higher affective commitment than women.. However, research(Wickramasinghe, 2016) shows that women are more committed than men.

From several definitions of organizational commitment, researchers conclude that it is employees' loyalty, involvement and willingness because of their sense of trust in the organization in fulfilling its responsibilities.

### **Turnover Intention**

Turnover intention is the possibility that an employee will leave the organization.(Skelton et al., 2020). Turnover intention is an employee's ongoing consideration regarding withdrawing from the organization and considering other jobs (Koo et al., 2020). Employees choose to stay or leave depending on factors that influence the desire and ease of movement, for example, the environment or economy, the individual, and the organization. Gender and minority status.(Moynihan & Landuyt, 2008). Research (Kurniawaty et al., 2019) shows that the work environment, such as supporting facilities, can influence turnover. According to Herzberg's theory in research(Chiat & Panatik, 2019) motivational factors, such as the intensity of personal needs and desires, can influence employee turnover intentions. According to (Anees et al., 2021) workload can also influence employees' intentions to move; workload is a number of activities that require expertise and must be carried out within a certain period in physical or psychological form.

Research (Moynihan & Landuyt, 2008) found that women have lower turnover intentions than men. In contrast to research (Weisberg & Kirschenbaum, 1993) and (Wickramasinghe, 2016) women feel higher turnover intentions than men.

From several definitions of turnover intention, researchers conclude that turnover intention is an employee who desires to leave the organization because of several considerations or factors that influence it.

### **Work stress**

Stress occurs when a person perceives that the threat of an external event is beyond his ability and resources to deal with the threat. Stress researchers have primarily focused on three aspects of work-related stress – psychological, physiological, and behavioural.(Dartey-Baah et al., 2020).

Work stress is a condition that causes physical tension and psychological imbalance that affects employees' emotions, thoughts, processes and conditions.(Soelton, Amaelia, et al., 2020). Stress at work is an employee who feels threatened because he feels dysfunctional towards himself.(Zafar et al., 2015).

Job stress is an individual's psychological state when facing demands, obstacles and opportunities with essential but uncertain outcomes. Job stress can occur when a person is not given adequate training or has conflicting job demands.(Wu, 2010)

According to (Gardiner & Tiggemann, 1999), (Mensah, 2021) work stress is lower for men than for women. However, research (Wu, 2010) found no differences in work stress between men and women.

From several definitions of work stress, researchers concluded that work stress is when an employee feels that his work is beyond his abilities, giving rise to many thoughts in the employee.

### Research Hypothesis

**H<sub>0</sub>:** There is no significant difference between male and female employees in job satisfaction.

**H<sub>1</sub>:** There is a significant difference between male and female employees in job satisfaction.

**H<sub>0</sub>:** There is no significant difference between male and female employees in organizational commitment.

**H<sub>2</sub>:** There is a significant difference between male and female employees in organizational commitment.

**H<sub>0</sub>:** There is no significant difference between male and female employees in turnover intention.

**H<sub>3</sub>:** There is a significant difference between male and female employees in turnover intention.

**H<sub>0</sub>:** There is no significant difference between male and female employees in work stress.

**H<sub>4</sub>:** There is a significant difference between male and female employees in work stress.

## METHOD

### Types and Research Approaches

This research uses a descriptive method with a comparative causal nature with a quantitative approach. The definition of quantitative, according to (Leal Filho & Kovaleva, 2015) is that it is specific to surveys and experiments because it is built on existing theory. According to (Miller, 2019) descriptive research involves collecting data to test a hypothesis or to answer questions about the current status of the research subject

Causal-comparative studies usually compare two or more groups of subjects. Causal-comparative studies have often been used to study differences between men and women. Therefore, a causal-comparative approach looks for differences between groups and the possible causes or consequences.(Fraenkel et al., 2012)

### Population

The population in this study was 136 employees, consisting of 88 male employees and 48 female employees.

### Sample

In determining the sample size, the researcher determined an error percentage of 5% and used the Slovin formula:

Rumus Slovin :

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{136}{1 + 128(0,05)^2}$$

$$n = 103 \text{ People}$$

### Data Collection Technique

The data collection technique is by using surveys and questionnaires. With questionnaires, it can collect large amounts of data from many participants in a relatively short time.(Faith Uzuegbu, 2022).

During the normality test, the research data turned out not to be normal but homogeneous, so the researcher decided to use the Mann-Whitney U test (Non-Parametric Test).(Milenović, 2011). The basis for decision-making in the Mann-Whitney test:

1. If the significance Asymp value (2-tailed) < 0.05, then Ho is rejected and Ha is accepted
2. If the significance Asymp value (2-tailed) is > 0.05, then Ho is accepted, and Ha is rejected

### 3.5 Measurement Scale

The Likert scale consists of a statement followed by five answer options that describe their feelings.(Pritha Bhandari and Kassiani Nikolopoulou., 2023)

**Tabel 1. Likert Scale**

Likert Scale Table	Mark
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

### 3.6 Demographics of The Respondent

The Questionnaire Survey was distributed to employees of PT DSV Solution Site Halim, resulting in responses from 74 men and 29 women. The age of most respondents was 26-35 years old. And the average education of respondents is S-1. Most respondents were married, with 82 people. And there are 81 more employees at the Head Office than there are only 22 Warehouse employees.

	Male		Female		Total
	n	%	n	%	
<b>Gender</b>	74	71,8	29	28,2	103
<b>Age</b>					
18-25	5	71,4	2	28,6	7
26-35	41	70,6	17	29,3	58
36-45	22	71	9	29,03	31
>45	6	85,7	1	14,3	7
<b>Education</b>					
SMA/SMK/Sederajat	11	100	0	0	11
Diploma	7	50	7	50	14
S-1	54	72	21	28	75
S-2	2	66,7	1	33,3	3
S-3	0	0	0	0	0
<b>Marital Status</b>					
Married	60	73,1	22	26,9	82
Unmarried	14	66,7	7	33,3	21
<b>Section</b>					
Warehouse	20	90,9	2	9,1	22
Head Office	54	66,7	27	33,3	81

**RESULTS AND DISCUSSION**

**Job Satisfaction**

		Descriptives		
	Gender	Statistic	Std. Error	
Job Satisfaction	Male	Mean	40.14	.466
		Median	40.00	
		Variance	16.064	
		Std. Deviation	4.008	
		Minimum	27	
		Maximum	48	
		Range	21	
	Female	Mean	41.03	.542
		Median	42.00	
		Variance	8.534	
		Std. Deviation	2.921	
		Minimum	37	
		Maximum	47	
		Range	10	

From the results of the descriptive analysis, mean score of male job satisfaction is 40.14, with a median value of 40.00 and a data distribution of 4,008, and a minimum score of male satisfaction of 27 and a maximum of 48, which then produces a range of 21. Then, women have a mean score of job satisfaction of 41.03, with a median score of 42.00 and a data distribution of 2,921, and a minimum score of job satisfaction for women is 37 and a maximum of 47, which then produces a range of 10.

**Test Statistics<sup>a</sup>**

	Job Satisfaction
Mann-Whitney U	960.000
Wilcoxon W	3735.000
Z	-.833
Asymp. Sig. (2-tailed)	.405

a. Grouping Variable: gender

**Figure 1. Shows sig. (2-tailed) on job satisfaction**

From Figure 1, after testing the hypothesis using the Mann Whitney U test in two groups, the Asymp Sig (2-tailed) value was (0.405) with a significance value of (0.05) because the Asymp Sig value was (2- tailed) is more than (0.05) then the null hypothesis (Ho) is accepted and (H1) is rejected. This result is different from (Wickramasinghe, 2016),(Clark, 1996),(Kaiser, 2007) which states that women feel more job satisfaction than men. However, the results of this study are the same as the research (Suki & Suki, 2012), (Akbari et al., 2020),(WEAVER, 1977),(Fields & Blum, 1997),(Hodson, 2002),(Mobley et al., 1994) which states that gender has no significant effect on satisfaction. One common explanation for the difference in job satisfaction levels between men and women is that women have different expectations for work than men.(Clark, 1997). According to (Bokemeier & Lacy, 1987) there is no difference in job satisfaction because job rewards and working conditions are not based on absolute levels. For example, workers with different incomes can have the same job satisfaction if they all perceive their financial conditions as improving. Likewise, according

to (Oshagbemi, 2000) there are inconsistencies in his findings regarding the relationship between gender and job satisfaction because of various factors; both men and women, in terms of promotion prospects, salaries, and so on, may be different, but are the same in meeting their needs.

**Organizational Commitment**

		Descriptives		
	Gender		Statistic	Std. Error
Organizational Commitment	Male	Mean	36.00	.352
		Median	37.00	
		Variance	9.178	
		Std. Deviation	3.030	
		Minimum	27	
		Maximum	41	
		Range	14	
	Female	Mean	36.48	.448
		Median	37.00	
		Variance	5.830	
		Std. Deviation	2.415	
		Minimum	30	
		Maximum	40	
		Range	10	

From the results of the descriptive analysis, mean score of male organizational commitment 36.00, with a median value of 37.00 and a data distribution of 3.030, and a minimum score of male organizational commitment of 27 and a maximum of 41, which then produces a range of 14. Then, women have a mean score of organizational commitment of 36.48, with a median score of 37.00 and a data distribution of 2.415, and a minimum score of

Test Statistics <sup>a</sup>	Organization Comitment
Mann-Whitney U	1012.000
Wilcoxon W	3787.000
Z	-.452
Asymp. Sig. (2-tailed)	.651

a. Grouping Variable: gender

**Figure 2.** Shows sig. (2-tailed) on Organizational Commitment

From Figure 2, after testing the hypothesis using the Mann Whitney U test in two groups, the Asymp Sig (2-tailed) value was (0.651) with a significance value of (0.05) because the Asymp Sig value was (2- tailed) is more than (0.05) then the null hypothesis (Ho) is accepted and (H2) is rejected.

This research is the same as (Suki & Suki, 2012), (Wahn, 1998) (Aven et al., 1993) that there are no significant differences between male and female employees in organizational commitment and stated gender and commitment. Organizations are not interconnected. In research (Khalili, 2012) there is no significant difference in organizational commitment because both men and women consider the organization to have significant meaning for them,

so they must be committed to the organization because of their needs and the benefits they can get.

**Turnover Intention**

		Descriptives		
	Gender		Statistic	Std. Error
Turnover_intention	Male	Mean	18.65	.286
		Median	19.00	
		Variance	6.039	
		Std. Deviation	2.457	
		Minimum	11	
		Maximum	22	
		Range	11	
	Female	Mean	19.10	.434
		Median	20.00	
		Variance	5.453	
Std. Deviation		2.335		
Range		9		

From the results of the descriptive analysis, mean score of male turnover intention 18.65, with a median value of 19.00 and a data distribution of 2.457, and a minimum score of male turnover of 11 and a maximum of 22, which then produces a range of 11. Then, women have a mean score of turnover of 19.10, with a median score of 20.00 and a data distribution of 2.335, and a minimum score of turnover for women is 14 and a maximum of 23, which then produces a range of 9.

**Test Statistics<sup>a</sup>**

	turnover
Mann-Whitney U	978.500
Wilcoxon W	3753.500
Z	-.699
Asymp. Sig. (2-tailed)	.484

a. Grouping Variable: gender

**Figure 3.** Shows sig. (2-tailed) on Turnover Intention

From Figure 3, after testing the hypothesis using the Mann Whitney U test in two groups, the Asymp Sig (2-tailed) value was (0.484) with a significance value of (0.05) because the Asymp Sig value was (2- tailed) is more than (0.05) then the null hypothesis (Ho) is accepted and (H3) is rejected. This research is different from (Moynihan & Landuyt, 2008), (Weisberg & Kirschenbaum, 1993), (Wickramasinghe, 2016). In companies dominated by one gender, there is also no significant difference between men and women in turnover intention. According to (Bertelli, 2007) there is no relationship between minority status and turnover intention. According to (Composition & Black, 1992), Both men and women have the same workload. According to (Islam & Alam, 2014) a bad work environment will cause the intention to move, and according to Herzberg's theory (Chiat & Panatik, 2019) motivation also influences turnover; this means that both men and women have the motivation to decide to stay or leave the company. Apart from that, there is no significant difference between male

and female employees because, according to (Barbara et al., 2005) intention to leave refers to the possibility that individuals feel that they will stay or leave the employing organization.

**Work Stress**

		<b>Descriptives</b>		
	Gender	Statistic	Std. Error	
Work Stress	Male	Mean	18.23	.322
		Median	19.00	
		Variance	7.659	
		Std. Deviation	2.767	
		Minimum	9	
		Maximum	23	
		Range	14	
	Female	Mean	18.14	.593
		Median	18.00	
		Variance	10.195	
		Std. Deviation	3.193	
		Minimum	9	
		Maximum	22	
		Range	13	

From the results of the descriptive analysis, mean score of male work stress 18.23, with a median value of 19.00 and a data distribution of 2.767, and a minimum score of male work stress of 9 and a maximum of 23, which then produces a range of 14. Then, women have a mean score of work stress of 18.14, with a median score of 18.00 and a data distribution of 3.193, and a minimum score of work stress for women is 9 and a maximum of 22, which then produces a range of 13.

**Test Statistics<sup>a</sup>**

	stres kerja
Mann-Whitney U	1059.000
Wilcoxon W	3834.000
Z	-.104
Asymp. Sig. (2-tailed)	.917

.a. Grouping Variable: gender

**Figure 4. Shows sig. (2-tailed) on Work Stress**

From Figure 4, after testing the hypothesis using the Mann Whitney U test in two groups, the Asymp Sig (2-tailed) value was (0.917) with a significance value of (0.05) because the Asymp Sig value was (2- tailed) is more than (0.05) then the null hypothesis (Ho) is accepted and (H3) is rejected.

Same as research (McCarty et al., 2007) that there is no significant difference between male and female employees in work stress; according to him, although female employees experience unique stressors at work, they do not report overall stress levels, which is taller than men. This is because both women and men in 3PL companies (DSV site Halim) equally receive almost the same workload, which can increase a person's anxiety and worry so that male and female employees quickly feel physically tired.

**CONCLUSION**

In this study, no differences were found between genders on all work attitude variables. This means that both male and female employees feel the same way about these variables.

**Implications**

In our research results, male and female employees did not significantly differ in job satisfaction, work commitment, turnover intention, and work stress. In this research, employees felt job satisfaction (such as the job itself, salary, promotions, rewards, and coworkers) and organizational commitment (affective, continuing, normative), which was relatively high. However, several factors make their turnover intention (environment, workload, minority status, motivation) and work stress (psychological, physiological, behavioural) also high.

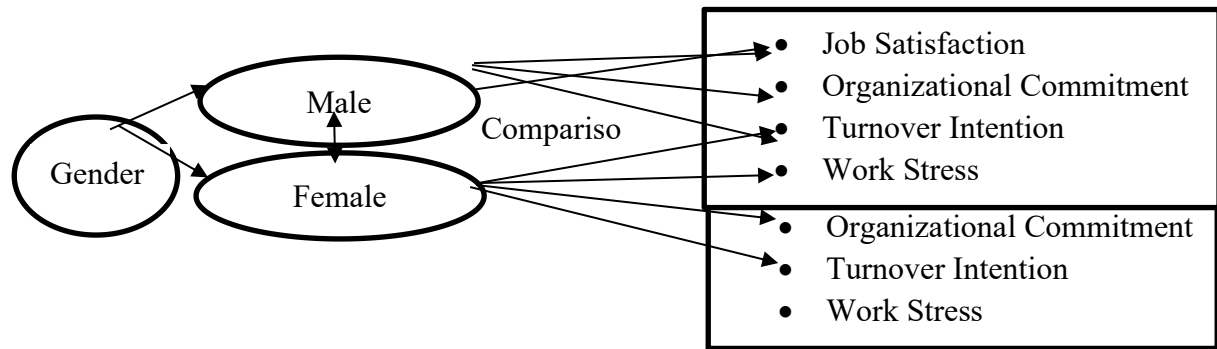
**Research limitations**

There are several limitations of researchers that future researchers can pay attention to and improve so that research results can be perfect. One of the limitations of research is that the information provided by respondents through questionnaires sometimes does not show the respondents' actual opinions; this happens because sometimes there are differences in thoughts, assumptions and understandings for each respondent.

**Table 1** Measurement of variables.

Variable	Operational definition	Source
Job Satisfaction	An employee's job satisfaction can be influenced by several factors, such as the job itself, salary, promotions, Job Rewards, and coworkers.	(Joshi & Joshi, 2009), (Zia ur Rehman et al., 2011)
Organizational Commitment	An employee's commitment to the organization/company can be measured by affective, continuance, and normative commitment	(N. Allen & J. Meyer, 1990), (Soelton, Suatoni, et al., 2020)
Turnover Intention	Employees choose to stay or leave depending on factors influencing desirability and ease of turnover. Factors associated with turnover generally fall into broad categories: environment, workload, minority status, and motivation.	(Moynihan & Landuyt, 2008), (Kurniawaty et al., 2019), (Anees et al., 2021),(Chiat & Panatik, 2019)
Work Stress	Stress primarily focuses on three aspects of work-related stress – psychological, physiological, and behavioural. Several previous studies found gender differences in work stress.	(Dartey-Baah et al., 2020)

Figures are presented as follows:



**Fig. 1. Research model**

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