

DIMENSIONS OF ORGANIZATIONAL CULTURE (INVOLVEMENT, CONSISTENCY, ADJUSTMENT, AND MISSION) WITH NURSE WORK PRODUCTIVITY

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Original Research Article

DIMENSIONS OF ORGANIZATIONAL CULTURE (INVOLVEMENT, CONSISTENCY, ADJUSTMENT, AND MISSION) WITH NURSE WORK PRODUCTIVITY

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Abstract

Background: Nursing is one of the service providers in hospitals that is excellent, efficient, and productive. for organizational culture at RSU Labuang Makassar obtained a moderate level of involvement of 56.7%, a high level of consistency of 53.3%. The results of these studies indicate that a strong organizational culture does not show any influence in increasing organizational effectiveness.

Objectives: This study aimed to determine organizational culture with the work productivity of the nurses.

Methods: This research uses quantitative research with a descriptive correlation research design. Is a questionnaire, with several variables, namely involvement, adjustment, consistency, mission, and work productivity. Data analysis using correlation analysis. The research subjects were 81 nurses.

Results: There is a relationship between involvement and work productivity with p -value = .001 ($r = .469$). There is a relationship between consistency and work productivity with p -value = .001 ($r = .782$). And also, there is the relationship between adjustment and work productivity with p -value = .001 ($r = .820$), and the relationship between mission and work productivity with p -value = .001 ($r = .635$).

Conclusion: The relationship between organizational culture and the work productivity of nurses has a positive impact on the hospital, where organizational culture can lead nurses to be productive.

Keywords: Organizational culture, work productivity, nurse.

INTRODUCTION

Organizational culture is the character of an organization, which directs employees' daily work relationships and guides them about behaving and communicating within the organization, as well as guiding the company's hierarchy to be built and stimulating staff behavior to be productive (Tseng, 2010).

Denison and Mishra (1995) state that organizational culture consists of four dimensions, namely involvement, consistency, adaptation, and mission. Research from Afiah, Maidin, and Bahar (2013) on the culture and effectiveness of hospitals at Labuang Baji Makassar Hospital, for organizational culture at RSU Labuang Makasar, obtained a moderate

level of involvement of 56.7%, a high level of consistency of 53.3%, the dimension of adaptation is considered sufficient 76.7%, high mission dimension of 83.3%. The results of these studies indicate that a strong organizational culture does not show any influence in increasing organizational effectiveness.

Robbins (1996) stated that in an organization with a weak culture (the organizational system that is done monotonously without change is better), individuals in them are not prepared for a change. This research helps to improve the understanding of nursing executives to be able to develop a hospital organizational culture in promoting organizational commitment. Understanding of organizational culture causes high nurse commitment, in other words, organizational culture is very effective in developing positive work for nurses (Hsio & Chang, 2012).

Nursing as one of the service providers in the hospital is obliged to provide excellent, efficient and productive care services to the community. As one of the largest health workers in the hospital, the number reaches 40% -60% (Huber, 2014). Therefore, the productivity of nurses is very important to note, especially in providing nursing services in hospitals.

Hersey and Goldsmith (1980) explain that there are seven factors in human resource work productivity: 1) ability, 2) clarity, 3) help, 4) incentive, 5) evaluation, 6) validity (validity), and 7) environment (environment).

Research by Ros Nurachmah, and Budiharto (2012) found the work productivity of nurses in the inpatient room of RSUPN. Dr. Ciptomangunkusumo bad category. In line with Minarsih's research (2011), the work productivity of nurses in non-surgical inpatient (internal medicine) hospitals. Dr Jamil Padang is low (54.7%).

Therefore, the Ilagaligo Hospital should further strengthen and mature the organizational culture that has been owned by each hospital into the Organizational Culture of

the Ilagaligo Hospital Alliance. It is very appropriate if the Hospital forms various teams or workgroups (including the Organizational Culture working group) to make a more mature strategy in dealing with various issues and cultural challenges in today's. The purpose of this study was to determine the extent of the relationship between organizational culture (involvement, consistency, adjustment, and mission) with the work productivity of the nurses at Lagaligo Wotu Regional Hospital, East Luwu Regency.

METHODS

Study Design

This research method uses quantitative research with a descriptive correlation research design. This descriptive correlation study aims to identify the relationship between two variables, namely: Organizational culture and work productivity of nurses in the hospital and open interviews with several nurses to support the data.

Setting

This research was conducted in June - August 2020 in Regional General Hospital (RSUD) I Lagaligo East Luwu Wotu.

Research Subject

The population in this study amounted to 102 nurses spread in each room Mahalona 1, 2, and 3 Towuti 1 & 2 and VIP 2 & 3 RSUD I Lagaligo Wotu Luwu Timur. The sampling technique is probability random sampling. The size of the sample uses the Slovin formula so that the sample in this study is 81 respondents.

Instruments

Data collection is carried out to obtain the information needed in order to achieve the research objectives. Collecting data in this study using primary and secondary data. Primary data were obtained directly from research subjects using measurement tools or data collectors, directly on the subject as a source of information sought and a

questionnaire to the nurse administrators at Lagaligo I Hospital, East Luwu.

The validity, the results of the organizational culture instrument CVI are 0.97, and the work productivity of nurses; 0.99. Then the organizational culture instrument with 60 statement items and the 40-item nurse work productivity instrument was declared acceptable and deserved to be continued with the pilot study.

Reliability, the pilot study that has been carried out shows that the Cronbach's Alpha value globally for organizational culture instruments: 0.94. Correction per engagement group item (14 items) = 0.74, consistency group (12 items) = 0.85, adjustment group (14 items) = 0.94, and mission group (14 items) = 0.82. Unreliable cultural instrument item no: 1, 2, 13, 28, 41, and 56. Then the organizational culture instrument that can be used is only 54 items.

Cronbach's alpha value of nurse work productivity globally: 0.94. Correction item value per item of ability dimension (5 items) = 0.78, clarity (7 items) = 0.84, assistance (5 items) = 0.85, incentive (4 items) = 0.82, evaluation item (7 items) = 0.87, validity (4) = 0.72, and the environmental dimension (3 items) = 0.61. Instruments of unreliable work productivity of nurses were removed, namely items: 7, 26, 27, 32, and 37. Therefore, 35 items of nurses' work productivity instruments could be used.

The research instrument for the organizational culture of researchers used The Denison Organizational Culture Survey (DOCS). This instrument can be obtained freely for research purposes. The DOCS model includes four characteristics, namely: 1) involvement (involvement), 2) adaptability, 3) consistency, and 4) mission. Organizational culture instruments use a Likert scale with 5 scales, namely 1 to 5. Scale 1 states Strongly Disagree (STS), scale 2 states Disagree (TS), scale 3 states Neutral (N), scale 4 states Agree (S), and scale 5 states Strongly Agree (SS).

Nurse work productivity instruments were adopted and developed from the ACHIEVE models from Hersey and Goldsmith (1980).

ACHIEVE stands for seven different variables, namely: 1) ability, 2) clarity, 3) help, 4) incentive, 5) evaluation, 6) validity, and 7) environment. To measure the work productivity of nurses, the researcher developed it with a questionnaire for each indicator using a Likert scale, namely 1 to 5 for each answer. The measurement scale was determined: scale 1 states Strongly Disagree (STS), scale 2 states Disagree (TS), scale 3 states Neutral (N), a scale of 4 states Agree (S), and a scale of 5 states Strongly Agree (SS).

Data Analysis

Data analysis was performed by univariate and bivariate analysis. Univariate statistics is a procedure for analyzing data from a variable that aims to describe a research result (Polit & Hungler, 1999)

In this study, the purpose of using univariate analysis was to determine organizational culture, work productivity of nurses, and respondent characteristics (age, gender, status, and length of work). Bivariate analysis is data analysis used to determine the correlation between organizational culture and work productivity of nurses. If the P value > 0.05 then H₀ is accepted and vice versa if the P-value < 0.05 then H_a is accepted. The statistical test used is the Pearson Product Moment correlation.

Ethical Consideration

The research that was conducted was initially a survey of initial data at the hospital and then the processing of research permits in the East Luwu Government through the Office of Investment and One-Stop Integrated Services with letter number 063/DPMP/TSP/VI/2020. This letter was forwarded to the hospital to get a recommendation to research in each nursing room after that recorded the population, determine the sample using simple random sampling technique, collect data by distributing questionnaires supported by other methods such as interviews and discussions.

RESULTS

Univariate Analysis

Univariate analysis is the first stage presentation that provides an overview of the distribution of respondents from the variable studied, namely the dimensions of organizational culture (involvement, consistency, adjustment and mission) with the work productivity of the nurse in charge.

Table 1. Distribution respondents based on the involvement consistency, adjustment and mission with the work productivity of nurses in hospitals I Lalaligo Wotu East Luwu Regency.

Characteristics of Respondent	Frequency (n)	Percentage (%)
Involvement		
High	76	93.8
Low	5	6.2
Total	81	100.0
Consistency		
High	73	90.1
Low	8	9.9
Total	81	100.0
Adjustments		
High	71	87.7
Low	10	12.3
Total	81	100.0
Mission		
High	73	90.1
Low	8	9.9
Total	81	100.0
Productivity work		
High	74	91.4
Low	7	8.6
Total	81	100.0

Sources: Primary Data of Questionnaire, 2020.

From the results of the table above showed that the involvement of nurses has a high majority of involvement of 93.8% (n = 76) of respondents and a low of 6.2% (n = 5) the assessment of the study uses the method of measuring STS = 1 TS = 2 S = 3 SS = 4 and the measuring scale used in the questionnaire is an ordinal scale, each question is given a score of 1 and 0 if the high answer will be given a score of 1 and if the low answer is given a score of 0. The sum of the scores obtained from the respondents' answers is divided into two

categories, namely high and low. High category if the total score is above $\geq 65\%$ and low category if the total score is less than $\leq 65\%$.

From the results of the table above shows that the consistency of the nurse administrators is mostly high consistency of 90.1% (n = 73) of respondents and low is 9.9% (n = 8). The assessment of the research uses the method of measuring STS = 1 TS = 2 S = 3 SS = 4 and the measuring scale used in the questionnaire is an ordinal scale, each question is given a score of 1 and 0 if the high answer will be given a score of 1 and if the low answer is given a score of 0. The sum of the scores obtained from the respondents' answers is divided into two categories, namely high and low. High category if the total score is above $\geq 65\%$ and low category if the total score is less than $\leq 65\%$.

From the results of the table above shows that the adjustment of implementing nurses has a high majority adjustment amounting to 87.7% (n = 71) of respondents and low amounting to 12.3% (n = 10) the study uses the method of measuring STS = 1 TS = 2 S = 3 SS = 4 and the measuring scale used in the questionnaire is an ordinal scale, each question is given a score of 1 and 0 if the high answer will be given a score of 1 and if the low answer is given a score of 0. The sum of the scores obtained from the respondents' answers is divided into two categories, namely high and low. High category if the total score is above $\geq 65\%$ and low category if the total score is less than $\leq 65\%$.

From the results of the table above shows that the mission of the nurses who carry out the majority of high missions is 90.1% (n = 73) of respondents and low is 9.9% (n = 8). The research assessment uses the method of measuring STS = 1 TS = 2 S = 3 SS = 4 and the measuring scale used in the questionnaire is an ordinal scale, each question is given a score of 1 and 0 if the high answer will be given a score of 1 and if the low answer is given a score of 0. The sum of the scores obtained from the respondents' answers is divided into two categories, namely high and low. High category if the total score is above $\geq 65\%$ and low category if the total score is less than $\leq 65\%$.

From the results of the table above shows that the majority of nurses' work productivity, high work productivity is 91.4% (n = 74) of respondents and low is 8.6% (n = 7). The research assessment uses the method of measuring STS = 1 TS = 2 S = 3 SS = 4 and the measuring scale used in the questionnaire is an ordinal scale, each question is given a score of 1 and 0 if the high answer will be given a score of 1 and if the low answer is given a score of 0. the sum of the scores obtained from the respondents' answers is divided into two categories, namely high and low. High category if the total score is above $\geq 65\%$ and low category if the total score is less than $\leq 65\%$.

Bivariate Analysis

The bivariate analysis in this study aims to determine the relationship between independent variables with independent variables and the dependent variable analysis using *Pearson Product Moment correlation test* to determine the relationship between the two in this study will investigate whether or not there are two types of relationship and the first is the relationship of involvement with the work productivity of nurses RSUD I Lagaligo Wotu, East Luwu Regency, the second relationship is consistency with the work productivity of the working nurse, third is the adjustment relationship with the work productivity of the nurse executing, the fourth is the relationship between mission and the work productivity of the nurse in Lagaligo Wotu Hospital.

Relationship between Involvement, Consistency, Adjustments, Mission, and Work Productivity Nurse Executive using Pearson Product Moment Correlation

Based on the table 2, it found that there is a significant and significant relationship between organizational culture (involvement) and work productivity, namely (p -value = .001) with moderate strength and the direction of the positive relationship ($r = .469$) which is in the range 0.4 - <0.6. This means that the higher the

involvement, the higher the work productivity at Lagaligo Wotu I Hospital.

The result data on table 2 showed that there is a meaningful and significant relationship between the dimension of organizational culture (consistency) with work productivity, namely (p -value = 0.001) with the power of interpretation of a strong and positive correlation direction ($r = .782$), which is the range of 0.6 - <0.8. This means that the higher the consistency, the higher the work productivity at Lagaligo Wotu Hospital.

The result data on table 2 showed that there is a significant and significant relationship between the dimensions of organizational culture (adjustment) and work productivity, namely (p -value = .001) with a very strong interpretation power and a positive relationship direction ($r = .40$) which is in the range 0.8 - <1.00. This means that the higher the adjustment, the higher the work productivity at Lagaligo Wotu I Hospital.

The result data on table 2 showed that there is a significant and significant relationship between the dimensions of organizational culture (mission) and work productivity, namely ($p = .001$) with strong interpretation power and the direction of the positive relationship ($r = .635$) which is in the range 0, 6 - <0.8. This means that the higher the mission, the higher the work productivity at the Hospital of Lagaligo Wotu I.

Table 2. Relationship between Involvement, Consistency, Adjustments, Mission, and Work Productivity Nurse Executive at the hospital I Lagaligo Wotu on 2020 (n = 81).

Organizational Culture	Work Productivity	
	r	p-value
Involvement	.469	.001
Consistency	.782	.001
Adjustments	.820	.001
Mission	.635	.001

Sources: Primary Data of Questionnaire, 2020.

DISCUSSION

Relationship between Involvement and Nurse Work Productivity

Involvement is a nurse's assessment of the organizational values of the hospital and the influence of organizational culture and the application of nursing care standards on nurse performance illustrates the involvement of nurses in teamwork, orientation between nurses and the development of nursing personnel as a result of organizational culture research (involvement) with the work productivity of the nurse executing. already well these variables were tested using correlation test with the results of the p -value = .001, 95% confidence level or α = .05, therefore p -value < .05, then H_a accepted that there is a connection with the involvement of labor productivity nurse executive at the hospital I Lagaligo Wotu, with moderate strength and positive relationship direction ($r = .469$) in the range $0.4 < r < 0.6$. This means that the higher the involvement, the higher the work productivity at Lagaligo Wotu Hospital.

According to Denison and Mishra (1995), effective organizations empower and involve the people around them, build teams, and develop abilities at all levels. In line with Robbins and Caulter (2010) stating that a strong organizational culture will foster a great sense of responsibility in employees so that they are able to motivate to show the most satisfying performance, achieve better goals, and in turn will motivate all members to increase productivity. work.

Denison and Mishra (1998) state that engagement is a key factor in organizational culture and is a characteristic of values. Implementing an organizational culture (involvement) is an important thing to do by hospital management as Robbins (1996) states that culture facilitates commitment to something that is broader than one's individual self-interest. The same thing stated in Hsu's (2009) research which states that organizational culture can increase organizational commitment and even the performance of hospital services. Furthermore, Hsio and Chang

(2012) state that an understanding of organizational culture causes high nurse commitment, in other words organizational culture is very effective in developing positive work for nurses.

The results of interviews with five nurse administrators, said that the leader did not involve them in making rules, regulations or making policies related to nursing activities. The results of an interview with a nursing staff manager stated that nurses in carrying out nursing care must be able to treat patients as their own families; they must be able to provide the best for patients. Therefore, they must be able to develop themselves, and the hospital provides opportunities for training, seminars, workshops both inside and outside the hospital, so that they are even more skilled. This statement was supported by 5 respondents (100%) that they took part in seminars, workshops, trainings either inside or outside the hospital.

If the nurse in Lagaligo Wotu East Luwu Regional Hospital is involved and contributes to the hospital in setting regulations, rules, or policies, it will cause pride in themselves, which will ultimately try to improve performance so that productivity will also increase. The nurses' involvement in the organization, increases the sense of ownership, responsibility, to achieve organizational goals. Increasing the empowerment of implementing nurses and capacity building in Lagaligo Wotu East Luwu Regional Hospital will affect the overall performance of the organization including the performance of managers. An organizational culture that implements a culture of involvement enables managers to carry out their duties more optimally. Organizational culture (engagement) can help the organization anticipate and adapt to changing environments, enabling it to identify and exploit new opportunities to achieve goals. The members of the organization, in this case the running nurse, believe that they can effectively manage the new problems and opportunities they encounter and are ready to take risks. This can be done well because there is an agreement between the

leader and the nurse who is skilled at combining multiple points of view, and the organization's activities are coordinated and integrated.

1 *The Relationship between Culture of Consistency and Work Productivity of Nurses*

1 The results of the research on the culture of consistency with the work productivity of nurses in the good category, this variable was tested using the correlation test, it was obtained that the result was p -value = .001, at the 95% confidence level or $\alpha = .05$ because p -value < .05, then H_a was accepted, that is, there was a consistency relationship. with work productivity nurse executive at the hospital I Lagaligo Wotu Luwu Timur, with strong interpretations strength and direction of a positive relationship ($r = .4782$), which is the range of $0.6 < 0.8$. This means that the higher the consistency, the higher the work productivity at Lagaligo Wotu Hospital.

This study²⁸ is in line with Nurfitriani (2011) about the influence of organizational culture on the performance of inpatient nurses at PHC Surabaya hospital who got a significant value of .019 with the t-test, which states that consistency has a significant effect on performance. As Denison and Mishra (1995) state that consistency is a value and system that underlies the strength of a culture.

The results of an interview with a senior nurse stated that the leader only chooses a few people who are trusted (who are liked) only and, lack of attention to staff, and no award is given to nurses. Lack of coordination between rooms, each room makes its policy. The relationship with organizational culture (consistency) is that if the leader actively cares for his staff by giving attention, giving staff awards for achievers, upholding rules and being firm in decision making and being a role model for his subordinates, then this will provide a sense of security and comfort. for the nurse in charge, thus arousing a passion for nurses to work productively.

The influence of the leader on organizational culture (consistency) in the organization has a very large impact on the

performance of subordinates as Urrabazo's research (2006) shows that higher quality nursing executives have a positive influence on organizational culture in hospitals. Another study from Hsu (2009) states that organizational culture can increase organizational commitment and even the performance of hospital services. In line with Robbins³³ (2010) states that managers are directly responsible for the success or failure of the organizations they lead. Managers are in charge of making decisions, and they want them to be good decisions.

25 *The Relationship between Adjustment and Work Productivity of Nurses*

The results⁸ of the research on culture of adjustment with the work productivity of nurses in the good category, this variable was tested using the correlation test, the results obtained were p -value = .001, at the 95% confidence level or $\alpha = .05$ because p -value < .05, then H_a was accepted, that is, there was an adjustment relationship. with work productivity nurse executive at the hospital I Lagaligo Wotu, with the power of interpretation is very strong and positive correlation direction ($r = .820$), which is the range of $0.8 < 1.00$. This means that the higher the adjustment, the higher the work productivity at Lagaligo Wotu Hospital I.

Denison (1995) states that organizations that are in a fast-changing environment will have high performance if they develop flexibility and adaptability to change. The organization can also strengthen its internal ties through member participation and commitment.

Previous researchers stated that the perception of the nurse implementing adjustment was good 73.3% (n = 63). The adjustment in this study was the nurse's assessment of the hospital values that support the organization in accepting environmental changes, service focus and organizational learning adjustment is an organizational need in implementing it. activities in the organizational environment²² where the organization holds values and beliefs that support the capability to

receive, interpret and translate signs from the environment into changes in the internal behavior of the organization. Three aspects of this adaptability are focusing on customers, creating change and organizational learning (Sari, 2011).

The Regional General Hospital (RSUD) I Lagaligo Wotu East Luwu has gradually improved itself to a higher level. Moreover, recently it has received a complete ranking. The Regional General Hospital (RSUD) I Lagaligo Wotu East Luwu has become a Government Agency that implements Public Service Agency Financial Management (BLUD) which provides health services for the general public, especially those who cannot afford it, but recently, there has been a change in the government's orientation regarding house management. A pain where now government hospitals are encouraged to start being economically oriented. The birth of the concept of Swadana Hospital where investment and employee salaries are borne by the government but hospital operational costs must be covered from its health service activities. Thus, hospitals are now starting to play a dual role, namely continuing to provide public services as well as seeking funds from the health services they provide. So, the customer (patient) is the main thing to be given priority in service, as has become the slogan in the Lagaligo Wotu East Luwu Regional General Hospital (RSUD) I "Serve wholeheartedly". This is in accordance with research by Denison (2008) which states that the role of organizational culture is very important for increasing customer satisfaction.

Relationship between Mission and Work Productivity of Nurses

The mission explained the purpose and meaning translates to an external destination organization, organization successful also have clear purpose and define the direction strategic objectives and expresses a vision of what the organization will look like in the future.

The results of the mission culture research with the work productivity of nurses in the good

category. This variable was tested using the correlation test with the results of p -value = .001, at the 95% confidence level or $\alpha = .05$. Therefore, p -value < .05, then H_a accepted that there is a relationship missions with work productivity nurse executive at the hospital I Lagaligo Wotu, with strong interpretations strength and direction of a positive relationship $r = .635$, which is the range of $0.6 < 0.8$. This means that the higher the mission, the higher the work productivity at Lagaligo Wotu Sakait I House.

This study is in line with Doloksaribu (2001), which states that the mission dimension of organizational culture has the greatest influence with a significant coefficient of .01 at p -value < .05. The same research results from Ehtesham, Muhammad, and Muhammad (2011), which found that two dimensions of organizational culture, adaptability and mission, have a more significant relation of engagement and consistency. The results of this study support the theory of Kreitner & Kinicki (2010) emphasizing that a strong organizational culture creates common goals, employee motivation, and control structures to shape the behaviors needed to improve organizational performance that have an impact on the performance of organizational members.

The results of previous research, the perception of the executive nurse about the mission was strong. The results of the bivariate analysis showed a difference in the proportion between a strong mission so that the performance was good with a weak mission. (Rivai, 2014).

The results of previous research showed that the results of non-parametric tests and correlations obtained a correlation of .001 and a significance of .002 at p based on the results of the ordinal logistic regression test, it can be seen that the organizational mission dimension has a significant effect on nurse performance with a value of p -value = .002 (Wibowo, 2010).

Denison and Mishra (1995) state that organizations are successful, have clear goals and directions, define organizational goals and

strategic objectives and express a vision of how the organization will look in the future.

Based on the results of this study, the mission is part of strategic planning for mission management that is clear and understandable by the staff. It can provide direction and motivation for the work of the nurse in charge so that their performance can improve. Current conditions in the research place of implementing nurses who have a strong perception of the mission in the hospital. This requires nursing managers to continue to provide socialization about the hospital's mission to nurses, so that nurses better understand and understand and can carry out the hospital's mission.

The results of interviews with five implementing nurses stated that the vision and mission became the flesh and blood of every staff who worked in the hospital. The leadership's ability to influence their staff to always be guided by the vision and mission in carrying out nursing care service tasks and also to become a role model will have an impact on staff (implementing nurses) in working in accordance with the vision and mission that has been set which leads to the achievement of organizational goals.

A strong organizational culture has a great impact on nurses' behavior, especially in providing nursing care services to patients which ultimately leads to an increase in the work productivity of nurses. High organizational culture, the core values of the organization are upheld by every member of the organization. The emergence of a leadership understanding to make the vision and mission as guidelines will make it easier to achieve the goals that have been set.

CONCLUSION

The relationship between organizational culture and work productivity of nurses has a positive impact on the hospital, where organizational culture can lead nurses to be productive.

SUGGESTIONS

With the results of this study, it is hoped that the results of this study will become study material and become one of the contributions of scientific thought in completing the study that leads to the relationship between the dimensions of organizational culture and the work productivity of the nurses in RSUD I Lagaligo Wotu East Luwu Regency.

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DECLARATION OF CONFLICTING INTEREST

We strictly certify that there is no conflict of interest between the authors of this article.

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AUTHOR CONTRIBUTION

Anas Budi: Conduct initial problem analysis, collect primary data, and analyze primary data, examine and agree on the contents of the article.

Armawati Abidin: Collecting secondary data, analyzing secondary data, and examining and agreeing on the content of the article.

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