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RESEARCH ARTICLE

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FACTORS THAT INCREASE THE MOTIVATION OF EMPLOYEES AND WORK-LIFE BALANCE IN THE COURIER SERVICE INDUSTRY IN INDONESIA

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ABSTRACT

Work from home activities in pandemic Covid-19 era since mid-February 2020 directly impact on the increase in the volume of shipments online business sent through a courier service company. In general, the courier company operations to be 24 hours adjusting to customer demands. The direct impact of 24 hours operation is an increase in operational costs, especially compensation in the form of overtime costs, work environment that should be made comfortable as well as the company's efforts to continue to build employee engagement employees, work motivation that must be maintained and not less important is how employees can keep the situation of work-life balance in his life. This research is intended to know the factors that are most impactful in the formation of employee motivations capable of making employees can still balance their work life. The research was conducted from April 2020 to July 2020 against 286 courier company employees using a survey method with 44 questions using a Likert scale. The analysis is done using SmartPLS Ver. 3.2.9, and the result shows that compensation and work environment are factors that have an influence on WLB employees, while employee engagement is a factor that has no direct influence on both motivation and work-life balance.

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INTRODUCTION

Pandemic Covid-19 in early 2020 makes the business world, in particular, experiencing a disruption in all fields. Office activities began to be limited because of the obligation to do physical distancing; employees began to be familiar with the work from home; mall and various shops are closed, and purchases of goods online increase very dramatically. But there is another side especially from the workers in the courier service company; they can not do the work from home, precisely their work increases with the more shipment goods that they have to make, from the process of picking up, collecting, sorting, transporting, distributing must be done physically by humans. Working hours that previously only lasted for 9 hours turned into a shift pattern and moved for 24/7. Whereas in this pandemic condition, as the appeal of the WHO, they should be more often stay at home, keep the body to be sufficiently rested, and improve body immunity. But the demands of work make them work and not a few of them, the messengers who have to meet many people in the day. This condition is interesting to research how employees can still keep the work-life balance situation.

The initial observation results showed that their ability to continue working in this situation was more due to the work motivation triggered by several factors. Through a very intensive approach to the top management of PT Pos Indonesia (Persero), PT RPX (FedEx Indonesia), PT Kereta Api Indonesia (Persero) and PT Garuda Indonesia (Persero), for the assistance and recommendation given by the leaders, we can obtain data from the courier service company 1,000, both as a member of Asperindo (Association of Indonesian express services companies), Indonesian Logistics Association, freight and cargo expedition agents and the main post office from all over Indonesia. The total population is 1,000 employees. By using the Slovin formula with a degree of confidence of 95%, then obtained a sample amount of 286 respondents. Setup and several tests were conducted to produce a questionnaire as a reliable test tool, and the results of preliminary research and field observations show that there are at least several factors currently have an impact on the work motivation of courier service officers in Indonesia during the pandemic Covid-19 period; namely, compensation was given, such as overtime money, extra food for those who work night shifts, additional transport money.

Then their ease of organizing and exchanging work schedules with fellow employees, work environment made more comfortable, and corporate programs aimed at building employee engagement. After the preliminary research was conducted against 30 respondents in 30 companies in March 2020, the questionnaire with 44 questions began to be spread to 286 respondents, each 6 questions for Flexible Working Hour, 6 questions for Compensation, 7 questions for the work environment, 12 questions for employee engagement, 7 questions for employee motivation as well as 6 questions for work-life balance.

LITERATURE REVIEW

WORK-LIFE BALANCE

Work-Life Balance (WLB) is where individuals can manage and divide between work responsibilities, family life, personal life, and other responsibilities so that there is no conflict between personal and family life and the work they are responsible for. From this phenomenon, many researchers surveyed how much WLB needs so that the balance of personal and family life can achieve without hard work and vice versa (Mangaleswaran & Thevanes, 2018; Isse et al., 2018; Greenhaus et al., 2003). The WLB policy will indicate how flexible work practices can be developed and implemented (Zeuch, 2016; Nordin et al., 2016). It is important to analyze the WLB strategies that they hope to employ in the future since these will indicate the workplace practice and policy guidelines that they will look for in organizations, and consequently, which the companies will have to implement in order to attract and retain these new talents (las Heras Maestro et al., 2020; Fan & Smith, 2017). WLB defines as the level at which an individual is involved and equally satisfied with the role of work and the role of the family which consists of three dimensions of work-family balance, namely: the balance of time, the balance of involvement and the balance of satisfaction (Collins & Shaw 2003; Kultalahti et al., 2014; Liyanage & Gamage, 2017).

WLB is said to influence firm performance in several ways. Employers can attract better hires by providing WLB policies together with competitive remuneration packages, especially in a tough labor market. WLB policies can also minimize costs by raising staff retention rates and enhancing productivity (Christiansen & Chandan, 2017; Brower & Riba, 2017; Keeton et al., 2007). Every organization is practicing a different set of strategies to end this, such as maintaining WLB and many others, but attracting and retaining talented employees is becoming increasingly difficult (Maurya & Agarwal, 2018; Qu and Zhao, 2012; Buffardi, Smith, O'Brien, & Erdwins, 1999; Beauregard, 2004). Only to the degree that satisfying desires and additionally satisfies their psychological desires (e.g., getting a lot of WLB might facilitate a private to spend more time along with friends and thereby satisfy connectedness needs) would such satisfaction of desires cause favorable outcomes (Gagné, 2014; Glatzer, 2015).

COMPENSATION

Compensation is dealing with the elements of pay provided by an employer to its employees. Factors of payment include base pay, variable pay, and stock (Davis, 2011; Biron, 2015; Tayeb, 2005). In addition to compensation, this also includes salaries of all expatriate foreigners, fully reimbursable. The foreigners

also receive hardship allowances and large per diems. As these costs fully reimburse, the companies are motivated to 'second' senior employees (many near retirement), who have large salaries that can offset against the host government, and contractually without any objection or oversight by that host government (Hickey, 2016). The compensation may reduce by any employee contribution to the dismissal or if the employee has failed to comply with the statutory minimum grievance procedure, including the internal appeals procedure or if an employee unreasonably rejects a suitable re-employment offer. The awards divided into three categories – a basic grant, a compensatory award, and an additional award (Pilbeam & Corbridge, 2006; Phillips & Moutinho, 2017). In terms of compensation, many expenditures on employer-provided training represent investments the firm is making in return for future productivity. The report recommends isolating employees' compensation costs, providing and receiving training, the prices for third party trainers, travel costs, facility costs, software purchases, courseware purchases, and tuition reimbursements (Haolader et al., 2017).

Concerning reward management, by definition, volunteers do not receive any monetary compensation for their work (Brewster & Cerdin, 2018). Also, global staffing (and international recruitment) approaches require a comprehensive compensation and immigration strategy and planning to avoid delays in obtaining the required visas for employees (Collings, 2012). Compensation within the form of payment or within the variety of advantages or facilities that are approved with money and given fully by the corporate to its staff, management provides important and practical help human resource management. Financial and non-financial compensation models are relating to the worker and executive performance, that there are many indicators of compensation, including a. Salary b. Wage c. Incentive Wages d. Insurance e. Workplace Facilities.

FLEXIBILITY WORKING HOURS

Working time is the company's time for employees to complete work according to the given job desk. One type of working time that is currently applied is flexible working hours (FWH). According to Schultz (1994), FWH are an alternative working condition chosen as a breakthrough in dealing with the increasingly congested road congestion level. There are ten reasons why companies implement flexible time, including 1). Increase competitiveness. 2). Job stabilization. 3). The positive motivation for employees. 4). Reduce Cost. 5). Increase delivery time. 6). To be the company's main attraction when conducting recruitment. 7). Supporting company training and qualifications. 8). Improve communication. 9). Work-life balance. 10). Better quality of life. A flexible working hour was first introduced by Herr Hillert in 1967, in Germany. After testing with the FWT program, the company reported savings of about 40,000 dollars per month, increased productivity, decreased absenteeism rates, and also reported difficulties recruiting new employees. In 1973, this flexible time program began to be widely used in most companies in Germany, even starting to spread to several countries in Europe (Abid and Barech, 2017). In the explanation of Hellert et al. (2012), there are three dimensions of working time that will become a reference in research, including 1). Duration of Working Time, the length of time carried out by the research includes part-time work, sharing of work with colleagues so that work is quickly completed and regarding additional or extra work. 2).

Position Working Time, the position of flexible working hours will examine whether it influences workers or not. Working time still refers to the work regulations, namely 8 hours per day, only the time of entry and return are made flexible. 3). Spreading Working Time is the spread of working time in one week or a month. Usually, this is adjusted to the type of work the employee or according to the orders received by the company. In research conducted by Abid and Barech (2017), they state that flexible working hours can do with mutually beneficial agreements between employees and management, this intends to increase employee productivity and higher organizational profitability. The higher level of social and economic needs means that husband and wife have to work. A wife who should be on duty at home, but due to constraints, the increasing demands must also earn a living. So that work-life balance and to maintain a healthy family life, flexible working hours that allow for activities within an organization and are equally acceptable to employees and management. If done with proper planning and supported by employee integrity and systems, this flexible work time strategy can implement. Through flexibility, it allows employees to make changes according to circumstances. This flexibility in working time can increase job satisfaction, work efficiency, improve performance, improve quality of life, reduce absenteeism, and reduce overtime costs (Hashim et al., 2017).

WORK ENVIRONMENT

A conducive work environment will provide a sense of security and can make employee work more optimal. The work environment consists of physical and non-physical work environment connected to employees (Wood, 2018). Work environments can become more relaxed and productive, homes a lot of harmonious, and public areas will become a lot of inclusive; offering a way of happiness, security, and even celebration to a broader cross-section of individuals (Lawson, 2012; Lenderking, 2005). According to Robbins and Timoty (2013), the work environment can be divided into the general environment and specific environment. The general environment is everything outside the company that could affect the company, such as social and technological conditions. While the specific environment is part of the environment associated with achieving company goals and objectives. By creating a comfortable work environment, employees can also give a good performance, increase loyalty and growth of the company (Robbins, 2017; Mayer et al., 2009; Dinc & Aydemir, 2014)). Work Environment or the working conditions are all physical aspects, psychological, and regulations that affect job satisfaction and productivity (Schultz, 2010). Opinions about the work environment, according to BjörnHöber (2017) can be understood as encouraging employees to understand with work and their participation in work. The working environment consists of the following two-dimensional indicator, among others: a. Physical work environment, including building workplaces, work equipment, facilities provided by the company, transportation facilities b. Non-physical work environment, it is the relationship between colleagues with indicator level relationships with colleagues, superiors relationship with employees, and cooperation among employees. A friendly work environment is hardly nameable and measurable (Tayles, 2011; Hoffman, 2015; Mitsui, 2020). In general, the environment can not be controlled by the organization, so the organization must adjust with its surroundings by being attentive to an excellent or creating work surroundings

working situations that can motivate to work (Keleher et al., 2011; Siegrist & Wahrendorf, 2016). More autonomous teams can improve their performance by adapting to changing work environments and demands (Cohen and Ledford, 1994; Oglesby & Adams, 2008; Dwiggin-Beeler, 2014; Labrosse, 2008). Similarly, this fourth-industrial revolution is also introducing new ways of work, e.g., decoupling of work and place, decoupling of work and employment, and decoupling of work and time, which is leading towards flexible work environment and requires new skills and competencies (Kantola et al., 2019). From some of the above understanding, it can be concluded that the work environment is the environment in which we work, which is one of the factors that will affect employee performance, because if employees feel comfortable with the work environment, then they will work well and produce optimal output and vice versa if the employee feels uncomfortable with their work environment, the output is not as maximal as employees who are comfortable with their work environment.

EMPLOYEE MOTIVATION

Employee motivation is an impulse that arises in a person consciously or unconsciously to take action with a specific purpose. Described is also an effort that can cause a person or group of people to do something because they want to achieve the desired goal or get satisfaction. So that motivation can be categorized into 1). The subconscious urge to act which mostly hide for the person concerned, but can be traced through his behavior. 2). An extrinsic impulse that comes from outside a person. 3). Natural urge or desire that need not be accompanied by external stimuli (Pinder, 2014). One of the most referenced theories of motivation is the hierarchy of Needs theory proposed by Abraham Maslow. Maslow views human needs based on a hierarchy of needs from the lowest needs to the highest needs. The basic human needs identified by Maslow in order of importance are as follows: Physiological Needs (basic needs), security needs, affiliate needs or acceptances (social needs), award needs (esteem needs), and self-actualization. The higher employee motivation will add to the employee's performance (Mikkelsen et al., 2017; Peters, 2015).

Motivation is a critical component, in any case, be it in work, education, or everyday life. Motivational energy can move any job easier and faster. Without motivation, people cannot move to start something. In human resource management, there are two main approaches to research related to motivation: content and process theory, which has known since the 1950s. Motivation, defined as the direction, intensity, and persistence of work-related behaviors desired by the organization or its representatives, was measured using a general measure of work motivation first developed and validated by Patchen et al. (Arshadia, 2010; Ryan, 2010). The motivation for change can be challenging, and there is often a significant gap between intentions and actions. Achieving a proper balance between intrinsic and extrinsic motivators can be helpful in this regard (Saddawi-Konefka et al., 2016; Judson et al., 2015; Brower & Riba, 2017). Work motivation theories are most typically concerned with reason, rather than ability, that some people perform their jobs better than others (Dal Forno & Merlone, 2010). According to equity theory, motivation is mostly a function of fairness in social exchange. If employees perceive organizational truth, they will be more likely to get involved in their organization.

On the contrary, if they see inequity or unfairness, they will be inclined to reduce their involvement. Consequently, their expectations towards their job and organization restore a balance between their contributions and their work situation (Giauque et al., 2011; Heckhausen & Heckhausen, 2008). When considered collectively, the three motivational perspectives, namely, expectancy-value, hope, and self-determination, suggest that individual motivation can enhance via contextual conditions internalized by individuals (Kenny et al., 2010; Lanfranchi et al., 2010; Dweck, 1989; Reio & Ghosh, 2009).

EMPLOYEE ENGAGEMENT

Employee engagement is an antithesis of job burnout. Engagement is a psychological state of an employee that emanates from the social exchange in the workplace and results in higher organizational performance. An employee exhibits higher performance, when he finds meaningfulness in the job, corporate culture and policies, safety in career, status, and physical, emotional, and psychological empowerment (Harter, Schmidt & Hayes, 2002; Kahn, 1990; Tiwari & Lenka, 2019). Employee engagement ‘includes persistence while working, strong involvement in work, and immersion in work activities’ (Kahn, 1990; Srivastava & Madan, 2016).

Employee engagement was based on the idea that the psychological experience of work drives individuals’ attitudes, behaviors, and the level of attachment and detachment from work (Hackman & Oldham, 1980; Kahn, 1990). Kahn believed that psychological meaningfulness was a critical driver of work engagement. A growing body of research now suggests that this sense of meaningfulness is the primary driver of the level of employee engagement (Albrecht, 2013; May, Gilson, & Harter, 2004; Olivier & Rothmann, 2007; Shuck & Rose, 2013; Bersin, 2015; Whittington et al., 2017). More recently, employee engagement as “an individual’s sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals” (Macey et al., 2009; Albrech, 2011). Engagement is higher than and on the far side, easy satisfaction with the utilization arrangement or basic loyalty to the employer—characteristics that almost all corporations have measured for several years. Engagement, in distinction, is regarding passion and commitment—the temperament to invest oneself and expend one’s discretionary effort to assist the leader to succeed (Erickson, 2005; Rai, 2012). In all geographies, employee engagement is bound up in the future of work, the transformation in how people work, where they work, what they expect from work, and what is expected from them at work. The fact that employee engagement isn’t a static entity offers encouragement to practitioners who are keen to take advantage of its many benefits (Turner, 2020; Thornton et al., 2019; Nagendra, 2014).

Organizations that have used strengths-based interventions have seen significantly higher employee engagement growth in comparison to a control group of organizations (Clifton & Harter, 2003; Diener et al., 2010). Employee engagement may be a term accustomed to represent the positive, proactive behavior within the geographic point that emanates from a combination of actuated, showing emotion connected staff and integrated, enlightened individuals management activities and sympathetic managers operating towards the accomplishment of clearly communicated objectives (Cooke, 2011).

RESEARCH METHOD

The population of this research is an employee of a courier service company as a member of ASPERINDO (Association of Indonesian Express Delivery Service Companies), Indonesian Logistics Association, freight forwarding agent for air and sea cargo and main Post Offices employees from all over Indonesia. Those respondents have had a minimum of one year's work experience and worked in the picking-up, sorting, warehousing, transporting, distribution, and delivery sections. The total population based on the initial questionnaire was 1.000 employees. By using the Slovin formula with confidence level 95% obtained a sample number of 286 respondents. Sampling techniques used in this study were Proportionate Stratified Random Sampling. The analysis is done using Smart PLS ver 3.2.9. software.

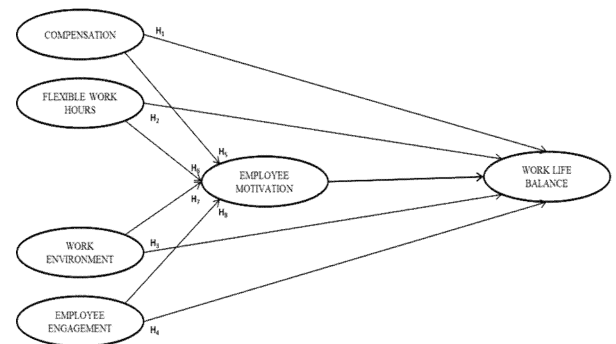


Fig.1. The construct and the dimensions of research Model

RESULT AND DISCUSSION

The testing Model Measurement (Outer Model) is intended to define how each indicator relates to its variables, or it can be said that the Outer Model can specify the relationship between the latent variables and the indicators. Tests conducted on the outer model using the Confirmatory Factor Analysis (CFA) technique. Confirmatory factor analysis is used to view the validity of each indicator and to test the reliability of the construct. In this study, the validity criteria were based on the reflective indicator model measured by the validity and linear validity convergent. The indicator is said to meet convergent validity if the value of loading factor is above 0.7, but for the early-stage research of the development of loading value 0.5 to 0.6 is considered adequate, and indicated by the value of Average Variance Extracted (AVE) above 0.50. Construction reliability was measured with Composite Reliability and Cronbach's Alpha. The Construct is said to be reliable if it has a Composite Reliability and Cronbach Alpha value > 0.70. The result of the calculation can be seen in Figure 2.

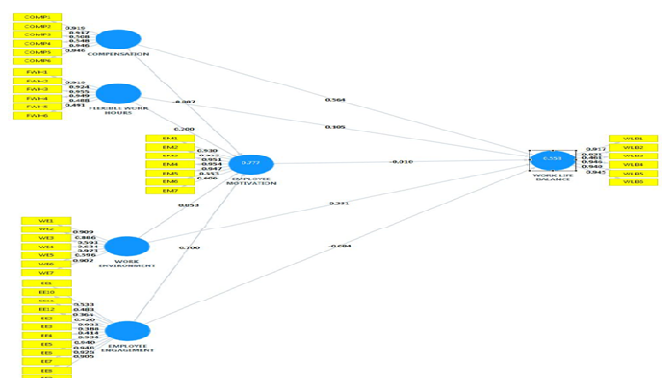


Fig 2. Loading factor from the Work-Life Balance Variable

Table 1. Factor Loading and Reliability

	Loading ^a	Composite Reliability	Average Variance Extracted (AVE)	Cronbachs Alpha
COMP1	0,919	0,921	0,672	0,892
COMP2	0,917			
COMP3	0,507			
COMP4	0,547			
COMP5	0,946			
COMP6	0,946			
EE1	0,516	0,965	0,802	0,954
EE2	0,947			
EE5	0,949			
EE6	0,955			
EE7	0,956			
EE8	0,939			
EE9	0,919			
EM1	0,930	0,948	0,729	0,931
EM2	0,925			
EM3	0,951			
EM4	0,954			
EM5	0,947			
EM6	0,551			
EM7	0,604			
FWH1	0,928	0,970	0,890	0,959
FWH2	0,934			
FWH3	0,958			
FWH4	0,953			
WE1	0,909	0,919	0,626	0,899
WE2	0,887			
WE3	0,591			
WE4	0,631			
WE5	0,924			
WE6	0,594			
WE7	0,902			
WLB1	0,921	0,972	0,874	0,964
WLB2	0,922			
WLB4	0,946			
WLB5	0,942			
WLB6	0,942			

Table 2. Discriminant Validity (Fornell-Lacker Criterion)

	Compensation	Employee engagement	Employee motivation	Flexible work hours	Work environment	Work life balance
COMPENSATION	0,820					
EMPLOYEE ENGAGEMENT	0,696	0,896				
EMPLOYEE MOTIVATION	0,638	0,876	0,854			
FLEXIBLE WORK HOURS	0,641	0,708	0,706	0,943		
WORK ENVIRONMENT	0,662	0,667	0,619	0,585	0,791	
WORK LIFE BALANCE	0,730	0,539	0,502	0,564	0,605	0,935

Table 3. R-square

	R Square	R Square Adjusted
EMPLOYEE MOTIVATION	0,782	0,779
WORK LIFE BALANCE	0,570	0,562

Table 4. Summary of The Structural Model

	Original Sample (O)	T Statistics	Result
COMPENSATION -> WORK LIFE BALANCE	0,563	9,477	Support
FLEXIBLE WORK HOURS -> WORK LIFE BALANCE	0,156	2,267	Support
WORK ENVIRONMENT -> WORK LIFE BALANCE	0,211	3,046	Support
EMPLOYEE ENGAGEMENT -> WORK LIFE BALANCE	-0,079	0,814	Reject
COMPENSATION -> EMPLOYEE MOTIVATION-> WORK LIFE BALANCE	0,000	0,034	Support
FLEXIBLE WORK HOURS -> EMPLOYEE MOTIVATION-> WORK LIFE BALANCE	-0,005	0,281	Reject
WORK ENVIRONMENT -> EMPLOYEE MOTIVATION-> WORK LIFE BALANCE	-0,001	0,178	Reject
EMPLOYEE ENGAGEMENT -> EMPLOYEE MOTIVATION-> WORK LIFE BALANCE	-0,021	0,293	Reject

From Fig 2, It is known that the results of the outer loading calculation of each indicator owned by the latent variable WLB obtained from the data using smartPLS; it appears that almost all the values of loading factor of each indicator in the variable value above 0.7. Some indicators have a value of less than 0.7 in the elimination. Once purification is done, then the model used in this study is valid or has fulfilled the convergent validity. The second phase of validity testing is discriminant validity testing. This test is based on the cross-loading value of measurements with the construct and the Average Variance Extracted (AVE) value. Cross loading factor to find out if the latent variable has adequate discriminant by comparing the correlation of the indicator with the latent variable must be greater than the correlation between the indicator and the other latent variables. When the value of the construct correlation with the measuring item is greater than the correlation value with the other construct, it indicates that the latent construct predicts the size of the block they are better than the size of the other block, and it is said that the construct has high discriminant validity. The second phase calculation results, as shown in Fig. 3

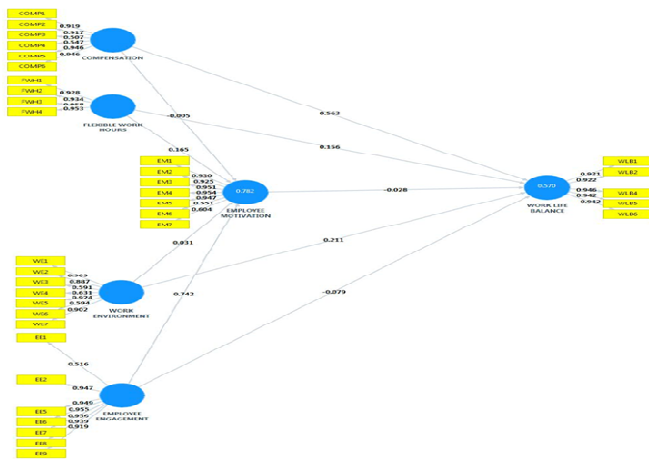


Fig. 3. Second Phase Loading factor from the Work-Life Balance Variable

Table 1 shows that each variable has a composite reliability value above 0.7 with the lowest value of 0919 of the Work Environment (WE) variable and the highest value of 0972 of the Work-life Balance (WLB) variable. From these results it can be concluded that the research model has fulfilled the value of composite reliability. While Cronbach's alpha value of the research model we can see on the table too, each variable has had Cronbach's alpha value above 0.6 with the lowest value of 0892 of the Compensation variable (COMP) and the highest value of 0964 of the Work-life Balance (WLB) variable. Based on Table 3, the first conclusion R-square value is 0.782, which means that the variability of 78.2% employee motivation can be explained by compensation, employee engagement, Flexible work hours, and work environment variables. Second conclusion R-square value is 0.570, which means that the variability of work-life balance can be explained by compensation, employee engagement, Flexible work hours, work environment, and employee motivation variables is 57%, while the remaining 43% is explained by other variables not examined in this model. The estimated value for relationships in the structural model should be significant. Significance values are obtained through bootstrapping procedures. Hypothesis significance is renowned from the value of the parameter constant and T-statistic significance value on the algorithm bootstrapping report.

Significance is seen from the T-table at alpha 0.05 (5%) = 1.96 and T-table compared to T-count (T-statistic). Table 4 shows a summary of the structural calculations of relationships between the research variables, where it is depicted that from several existing relationships, there is a direct relationship or through a variable intervening, that is rejected.

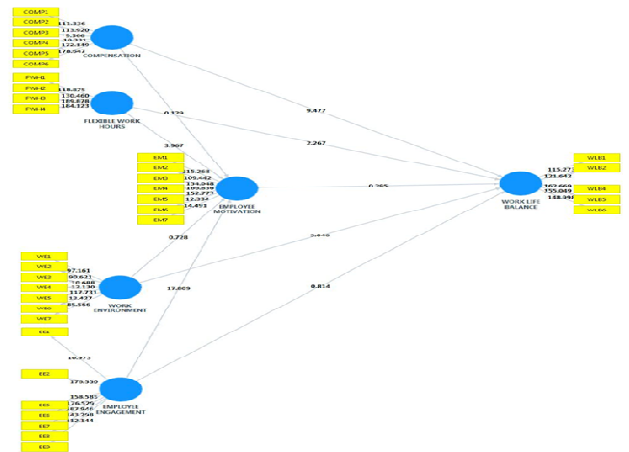


Fig. 4. The Structural Model

Conclusion

The results showed that for courier services employees in Indonesia, the demands for work during the pandemic Covid-19, where they had to work extra hard and prepare for up to 24 hours with the demands of health protocolary during pandemic very strict remains attractive to be lived, they are relatively ready and still enjoy the balance of work-life, if the company meets things related to compensation. It looks at a relatively high influence value and is very significant between compensation with Work-Life Balance. Compensation also has a positive and significant impact on employee work motivation. What is interesting is precisely the Employee Engagement variable, which has no significant effect on Work-Life Balance. Employee Engagement has no impact on job motivation and even Work-Life Balance. Similarly, the Flexible Working Hours, which in many previous studies, as well as Schultz research (1994) influences the motivation of work, in this research, Flexible Working Hours has no significant influence on employee motivation but has a positive and significant effect on Work-Life Balance. The work environment has a positive and significant influence on the Work-Life Balance, but the work environment has no significant influence on employee motivation. This condition suggests to the leaders and parties related to the HRD in the courier company in order to manage a good compensation system that can improve the motivation of employee work, or in other words, to build a compensation system that could be motivation factor instead of hygiene factor. We recommend that the compensation system is associated with the performance (Merit System) that bases salary payments and other benefits based on the key performance indicators achieved, and system performance appraisal are fair and transparent.

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