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Transformational Leadership, Organizational Commitment And Hotel Employee

Performance In New Normal Period

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82

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4 Transformational Leadership, Organizational Commitment And Hotel Employee Performance In New Normal Period

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ABSTRACT

29
This research aims to examine the effect of Transformational Leadership and Organizational Commitment on Employee Performance as well as the mediating effect of Organizational Commitment between Transformational Leadership on affecting Employee Performance in non-star hotels in Medan (North Sumatra) during the "New Normal" period. This is a survey research, using all employees who work in two non-star hotels in the city of Medan (North Sumatra) as research sample, **35** including 60 Employees. The results are described descriptively in which were processed using SPSS version 23.0. The mediation variable test was carried out using the Sobel Test with significance level of $p < 0.05$. The results showed that there is a positive and significant direct effect of Transformational Leadership and Organizational Commitment **36** on Employee Performance partially. Similarly, simultaneously there is an indirect effect of Transformational Leadership on Employee Performance mediated by Organizational Commitment or in other words Organizational Commitment is able to mediate the effect of Transformational Leadership **31** on Employee Performance. The results of this study prove that the conceptions of Transformational Leadership **34** and Organizational Commitment are still relevant today and also contribute to improve employee performance in the hotel industry in Indonesia, especially non-star hotels in Medan (North Sumatra) in New Normal period. Thus we purpose further research to be conducted to examine worker commitments through factor analysis approach. Meanwhile, working climate or culture in said characteristic can be describe through ethnography

Keywords: Transformational Leadership, Employee Performance, Organizational Commitment.

Introduction

As time goes on, staying at home (work from home) is deemed unable to be applied forever as it directly affects economical balance. A number of countries, including Indonesia, which have begun to loosen said policy related to the mobility of their citizens. On the other hand, the **66** SARS-CoV-2 virus that causes Covid-19

continues to threaten. The death toll due to the corona virus continues to increase. This is where the "new normal" lifestyle will be implemented. New Normal is a change in behavior to continue carrying out normal activities but with the addition of implementing health protocols to prevent Covid-19 transmission. Therefore, During the New Normal period, it is expected that Human Resources owned by an organization can return to normal activities, with implementing health protocols so that later they can continue to work professionally according to the quality of their expertise and are supported by high work performance even during the Covid-Pandemic. Human resources are one of the determining factors in the development of an organization to improve performance (Tanuwibowo & Sutanto, 2014 in AH Arifin et al (2019) and sticking to the principles of quality employee performance (Tarin & Nasution, 2014 in AH Arifin et al 2019).

Tichy and Devanna (1990) in Nuasir (2011) believe that transformational leaders are involved in the process; This results in a sequence of stages that includes recognizing the need to change, creating a new vision, and institutionalizing change. There have been many studies conducted related to the effect of transformational leadership on employee performance as done by (Priastana & Mujiati, 2020; Puyri & Pasaribu, 2020; Raveendran & Gamage, 2019; Sutra et al., 2019; Jariyaporn, 2018;Lebi & Anindita, 2018), their research findings indicate that Transformational Leadership has a positive and significant effect on employee performance.

Organizational commitment as a strong desire to remain a member of a particular organization, the desire to exert every effort for the sake of the organization and a definite belief and acceptance of the values and goals of the organization (Luthan, 2011). Furthermore Robbins, SP, & Judge, (2013), explain that

³³ committed employees will have less possibility for them to be involved in things that can harm the company because they have a high sense of loyalty. ⁹⁰ This is supported by research conducted by Wasiman, 2019; Wasiman, 2018; Sutra et al, 2019; Arifin et al., 2019, which all of them ³ indicate that Organizational Commitment has a positive and significant effect on employee performance. Although Eliyana et al., 2019 has a different result, ² which states that Organizational Commitment has no influence on work performance.

Based on ³⁵ the description above, this study aims to examine the effect of Transformational Leadership on Employee Performance, Organizational Commitment ⁴ on Employee Performance and the mediating effect of Organizational Commitment on the effect of Transformational Leadership on Employee Performance in non-star hotels in Medan (North Sumatra) during the “New Normal” period.

Materials and Methods

Materials

Empirical Evidence

Several studies have been conducted to examine Transformational Leadership ⁸⁰ and Organizational Commitment, as in the study conducted by Dlamini et al., (2017) ²¹ Transformational leadership has a positive and significant impact on organizational commitment of hotel employees in the city of Tshwane, as well as in studies conducted by Al-Yami et al., (2018), which indicate ⁵⁹ that there is a positive and significant relationship between organizational commitment of nursing staff and transformational leaders, this research also shows that ⁵⁴ staff become more committed to their hospital,

when a manager displays transformational leadership characteristics. Studies conducted by Shaukat Ali, Fahad Farid, (2018), Transformational Leadership has a positive and significant effect on the Organizational Commitment of employees working in banking sector of district Peshawar.

We have also conducted various studies to examine the effect of organizational commitment on employee performance as reported by AH Arifin et al., (2019), the results of the analysis show that the organizational commitment variable has a positive and significant impact on employee performance. Furthermore, studies conducted by Martini et al., (2018) regarding the influence of Competence on Employee Performance through the dimensions that exist in Organizational Commitment, shows that Organizational Commitment which consists of affective commitment, normative commitment, and ongoing commitment has a significant positive impact on employee performance which is reflected in three dimensions; knowledge, skills, and attitude. Studies conducted by Halim et al., (2019) also shows that competency and commitment variables have a positive and significant impact on employee performance in the workplace. Studies conducted by Choiriyah et al., (2019), Organizational Commitment has a positive and significant effect on Employee Performance at PT. KAI, DAOP 3, North Sumatra. Studies conducted by Wasiman, (2019), shows that Organizational Commitment has a positive and significant impact on the performance of employees who work in 4 star hotels in Batam city. Studies conducted by Sutra et al., (2019), Organizational Commitment has a positive and significant effect on employee performance at the Southeast Sulawesi Province Food Security Agency. Different research results were also found, such as the study conducted by Eliyana et al., (2019) found that Organizational Commitment has a negative influence on employee

performance. Their hypotheses is confirmed by Suwibawa et al., (2018), which also found that Organizational Commitment has a negative influence on employee performance. Another different result is shown by Renyut et al., (2017) which states that organizational commitment has a positive but not significant effect on employee performance.

Several studies have also shown a positive and significant relationship with Transformational Leadership and Employee Performance, such as one which link transformational leadership styles with employee performance. Priastana & Mujiati, (2020) Transformational leadership has a positive and significant effect on employee performance in the Food & Beverage division at the Trans Resort Bali Hotel. Puyri & Pasaribu, (2020), Transformational Leadership has a positive and significant effect on employee performance. Raveendran & Gamage, (2019), Transformational Leadership has a positive and significant effect on the performance of employees who work at the secretariat division in the Jafna district. Jariyaporn, (2018), Transformational Leadership has a positive and significant effect on employee performance. Lebi & Anindita, (2018), Transformational Leadership has a positive and significant effect on performance.

We have also conducted literature a study on the mediating role of Organizational Commitment on the influence of Transformational Leadership on Employee Performance, as conducted by Almutairi, (2015) regarding the Mediating Effects of Organizational Commitment on the Relationship between Transformational leadership and Work Performance, shows that organizational commitment is able to mediate the effect of Transformational Leadership on Employee Performance. Meanwhile, in the contrary to that, one research conducted by Raveendran & Gamage,

61 (2019) on the impact of Transformational Leadership on Employee Organizational Commitment who works in the secretariat division in the Jafna district shows that organizational commitment is unable to mediate the effect of Transformational Leadership on Employee Performance.

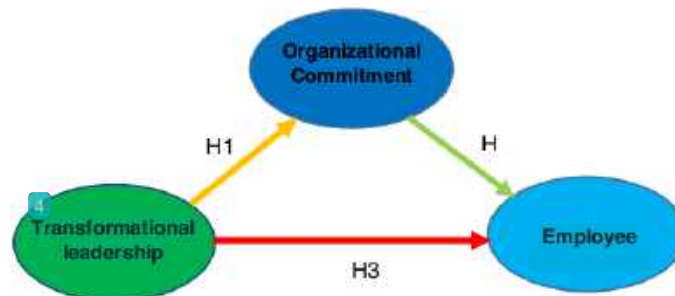


Figure 1. Conceptual framework

Hypothesis

- H1: Transformational Leadership has a positive and significant effect on Organizational Commitment
- H2: Organizational commitment has a positive and significant effect on employee performance
- H3: Transformational Leadership has a positive and significant effect on Organizational Commitment
- H4: Organizational Commitment mediates the influence of Transformational Leadership on Employee Performance

Methods

Sample

88 The unit of analysis in this research is employees who work in 2 non-star hotels in Medan City (North Sumatra) who are assessed by the author as having good facilities, services, security and cleanliness. The population in this study amounted to 60 employees from the 2 hotels. The entire population will be used as a sample to maximize the level of research accuracy.

Instrument

The research results are described descriptively. ⁷⁹ Validity Test, Reliability Test, Classical Assumption Test, Regression Test using SPSS 23.0 for Windows software. ¹⁸ The mediation variable test was carried out by testing the strength of the indirect effect ¹⁰ of Transformational Leadership on Employee Performance through the Organizational Commitment variable ⁴ which was carried out using the Sobel Test. A significance level of $p < .05$ will be used for all statistical tests performed.

Result

Respondent Demographics

Table 1. Displays demographic statistics for the 60 respondents. Respondents who participated in this study were employees who worked in 2 non-star hotels in the city of Medan (North Sumatra) whose data were collected between 28 July - 10 August 2020. 42 out of 60 respondents were male 70.0% of them to be exact, the same number also holds a highschool degree. Most respondents were aged 26-30 years, as many as 18 people (30.0%). The majority of respondents were unmarried, as many as 35 people (58.3%). The majority of respondents are Muslim, as many as 38 people (63.3%). The majority of respondents came from Javanese ethnicity, as many as 24 people (40.0%). In addition, the majority of respondents worked in the Cleaning Service department, namely 13 people (21.7%). The majority of respondents had a working period of 6-10 years, as many as 28 people (46.7%). The majority of respondents' monthly income is 1.6 million-2 million per month, which is as many as 20 people (33.3%). The majority of respondents rented houses, as many as 29 people (48.3%).

Table 1. Respondent Demographics

N = 60		Qty	%
1. Gender	Men	42	70.0%
	Woman	18	30.0%
		60	100.0%
2. Age	40 18-25 years	12	20.0%
	26-30 years	18	30.0%
	31-35 years	7	11.7%
	36-40 years	11	18.3%
	41-45 years	8	13.3%
	46-50 years	2	3.3%
	Over 50 years	2	3.3%
		60	100.0%
3. Status	Married	22	36.7%
	Single	35	58.3%
	Widow	3	5.0%
		60	100.0%
4. Religion	Islam	38	63.3%
	Christian	21	35.0%
	Catholic	1	1.7%
		60	100.0%
5. Tribes	Java	24	40.0%
	Batak	12	20.0%
	Sunda	2	3.3%
	Karo	22	36.7%
		60	100.0%
6. Education Degree	Elementary	3	5.0%
	Junior High	8	13.3%
	Highschool	42	70.0%
	Diploma	3	5.0%
	Bachelor	4	6.7%
		60	100.0%
7. Part	Finance	3	5.0%
	Bookkeeping	2	3.3%
	Cashier	5	8.3%
	Room Boy	12	20.0%
	Warehouse	3	5.0%
	Cleaning Service	13	21.7%
	Guest Kitchen	6	10.0%
	Room Cleanliness	7	11.7%
	Shopping		
	Laundry	3	5.0%
		6	10.0%
	60	100.0%	
8. ⁷⁸ Years of service	0-5 years	20	33.3%
	6-10 years	28	46.7%

	> 10 years	12	20.0%
		60	100.0%
9. Income per month	1 - 1.5 million	17	28.5%
	1.6 - 2 million	20	33.3%
	2.1 - 2.5 million	10	16.7%
	2.6 - 3 million	5	8.3%
	3.1 - 3.5 million	4	6.7%
	3.6 - 4 million	1	1.7%
	> 4 million	3	5.0%
		60	100.0%
10. Home ownership	Own a house	10	16.7%
	Renting a house	29	48.3%
	With Parents	21	35.0%
		60	100.0%

Source: Results of research data processing (2020)

Instrument Validity and Reliability Test

Based on data collected from 30 respondents, 30 statements contained in three variables, namely: **Transformational Leadership, Organizational Commitment and Employee Performance** as shown in the corrected item-total correlation column, all are greater than r -table, amounting to .3610, so that the statement is declared valid (tables 2a, b, c). For the reliability test results, the Transformational Leadership variable with ten statements, obtained Cronbach's alpha value above .935, so that all statements related to the Transformational Leadership variable are declared reliable. For the Organizational Commitment variable, the Cronbach Alpha obtained is .941, so that all statements related to the Organizational Commitment variable are declared reliable. Furthermore, for the Employee Performance variable, Cronbach's alpha value is .944, which made all ten statements in said variable is reliable.

Table. 2a Validity and Reliability Test of Transformational Leadership

38 Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
TL.1	38.50	23,431	.696	.931	
TL.2	38.47	23,982	.655	.933	
TL. 3	38.50	23,431	.624	.934	
TL.4	38.33	21,609	.764	.928	
TL.5	38.77	21,357	.786	.927	
TL.6	38.37	23,344	.743	.929	
TL. 7	38.33	22,230	.861	.923	
TL. 8	38.60	21,352	.783	.927	
TL. 9	38.47	22,740	.811	.926	
TL.10	38.57	22,530	.750	.928	

28 Reliability Statistics	
Cronbach's Alpha	N of Items
.935	10

Source: Results of research data processing (2020)

Table. 2b. Validity and Reliability Test of Organizational Commitment

56 Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	
OC.1	36.97	33,551	.857	.933	
OC.2	37.13	32,395	.722	.937	
OC.3	36.77	35,495	.541	.944	
OC.4	37.10	31,955	.861	.930	
OC.5	37.03	33,137	.868	.932	
OC.6	37.30	30,976	.895	.928	
OC.7	37.30	31,941	.779	.934	
OC.8	37.30	32,493	.814	.933	
OC.9	37.17	33,247	.681	.939	
OC.10	37.63	30,447	.714	.941	

28 Reliability Statistics	
Cronbach's Alpha	N of Items
.941	10

Source: Results of research data processing (2020)

Table 2c. Validity and Reliability Test of Employee Performance

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EP. 1	36.10	40,783	.484	.949
EP. 2	36.43	37,151	.791	.938
EP. 3	36.37	38,102	.830	.937
EP. 4	36.63	35,413	.907	.932
EP. 5	36.63	36,171	.822	.936
EP. 6	36.63	36,585	.883	.934
EP. 7	36.50	38,603	.608	.946
EP. 8	36.97	34,033	.800	.939
EP. 9	36.83	34,764	.827	.936
EP. 10	36.60	35,697	.807	.937

Cronbach's Alpha	N of Items
.944	10

Source: Results of data processing (2020)

Normality test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. The normality test is carried out by the One-Sample Kolmogorov Smirnov test with the decision rule if it is significant more than $\alpha = .05$, it can be said that the data is normally distributed (Ghozali, 2018). In table 3, we can see that the significance value for each variable is more than $\alpha = .05$, so it can be concluded that the three variables have a normal distribution in the regression model.

Table 3. Normality test

One-Sample Kolmogorov-Smirnov Test				
		Transformational Leadership	Organization Commitment	Employee Performance
N		60	60	60
Normal	Mean	42.90	41.93	41.50
Parameters, b	Std. Deviation	4,821	5,778	5,245
Most Extreme Differences	Absolute	.113	.119	.113
	Positive	.093	.114	.113
	Negative	-.113	-.119	-.104
Statistical Test		.113	.119	.113

18	Asymp. Sig. (2-tailed)	.055c	.034c	.056c
	a. Test distribution is Normal.			
	b. Calculated from data.			
	c. Lilliefors Significance Correction.			

Source: Results of research data processing (2020)

Multicollinearity Test

The multicollinearity test in table 4 below aims to test whether the regression model found a correlation between tested variables. Multicollinearity occurs when the VIF value (Variant inflation factor) are bigger than 10; and if the tolerance is smaller than 0.1. From the analysis of the SPSS 23.0 program, the coefficient for the Transformational Leadership variable shows that the tolerance value is .702 and Organizational Commitment is .702. Meanwhile, the VIF value for Transformational Leadership and Organizational Commitment variables is 1,425. Based on the tolerance value and the VIF value, we conclude that the two variables are free from multicollinearity problems.

Table 4. Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
1	(Constant)	9,222	4,394		2,099	.040		
	Transformational Leadership (X)	.199	.116	.183	1,718	.091	.702	1,425
	Organization Commitment (Z)	.566	.097	.624	5,864	.000	.702	1,425

a. Dependent Variable: Employee Performance (Y)

Source: data processing results (2020)

Heteroscedasticity Test⁶⁵

The Glejser test is performed by regressing the independent variables and the mediating variables on their absolute residual values. Based on table 5 below, we can see that the significance value of Transformational Leadership is .068 and Organization Commitment is .253. Because the heteroscedasticity value of the two variables above is greater than .05, according to the basis for decision making in the Glejser test, it can be concluded that heteroscedasticity does not occur in the regression model. The following table shows the results of the Glejser heteroscedasticity test.⁴²

Table 5. Heteroscedasticity Test¹³

	Model	Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	B			
1	(Constant)		-.098	2,700		-.036 .971
	Transformational Leadership (X)	.132	.071	.286	1,861	.068
	Organization Commitment (Z)	-.068	.059	-.177	-1,154	.253

a. Dependent Variable: Abs_RES

Source: data processing results (2020)

Hypothesis test

The Influence of Transformational Leadership on Organizational Commitment¹⁰

Based on the results of calculations using the SPSS 23.0 program as shown in Table 6, the influence of the Transformational Leadership variable on Organizational Commitment has a t value of 4,965 > t table of 2,000, meaning that the confidence level is 95% and $\hat{\alpha} = 5\%$ and a significant value of $0.000 \leq .05$, H_0 is rejected and H_1 is accepted, it can be concluded that the coefficient of direct effect of Transformational Leadership on Organizational Commitment is significant with a coefficient of determination (R^2) of .298. Thus the first hypothesis: Transformational leadership has a

positive and significant effect on Organizational Commitment can be accepted.

The Effect of Organizational Commitment on Employee Performance

Based on the results of calculations using the SPSS 23.0 program as shown in Table 6, the influence of the Organizational Commitment variable on Employee Performance has a t count of 7,987 > t table of 2,000 and a significant value of 0.000 ≤ .05, H0 is rejected and H2 is accepted, it can be concluded that The coefficient of direct influence of Organizational Commitment on Employee Performance is significant with a coefficient of determination (R²) of .524. Thus the second hypothesis: Organizational Commitment has a positive and significant effect on employee performance can be accepted.

The Influence of Transformational Leadership on Employee Performance

Based on the results of calculations using the SPSS 23.0 program as shown in Table 6, the influence of the Transformational Leadership variable on Employee Performance has a t count of 7,987 > t table of 2,000 and a significant value of 0.000 ≤ .05, H0 is rejected and H3 is accepted, it can be concluded that The coefficient of direct influence of Transformational Leadership on Employee Performance is significant with a coefficient of determination (R²) of .274. The third hypothesis: Transformational leadership has a positive and significant effect on employee performance is acceptable.

Table 6. Hypothesis testing results

	t-count	t-table	R ²	Sig	Hypothesis
Transformational Leadership → Organization Commitment	4,965	2,000	.298	0.000	Received
Organization Commitment → Employee Performance	7,987	2,000	.524	0.000	Received
Transformational Leadership → Employee Performance	4,679	2,000	.274	0.000	Received

Source: Research Results (2020)

The Influence of Transformational Leadership on Employee Performance mediated by Organizational Commitment

To test how much the role of the variable Organizational Commitment mediates the influence of Transformational Leadership on Employee Performance, the Sobel test is used through the regression step 2 times, the first regression is carried out on the effect of Transformational Leadership on Organizational Commitment, then the effect of Organizational Commitment on Employee Performance as shown in table 6, then the results obtained are entered in the following formula $S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$ (Baron & Kenny, 1986)

From the results of the calculation of the sobel test, the z value is 4.218, and is bigger than 1.96 with a significance level of .05, proves that Organizational Commitment is able to mediate the effect of Transformational Leadership on Employee Performance.

Discussion

The Influence of Transformational Leadership on Organizational Commitment

Empirically the results of this study indicate that there is an effect of Transformational Leadership on Organizational Commitment. This implies that leaders who foster trust, purpose, encourage achievement of goals and innovation, as well as develop self-actualisation in employee's leads to employees who are willing to go the extra mile to achieve organisational goals. Such employees stay within the organisation because they want to and feel accepted by the organisation and their leaders, especially in New Normal period. The results of this study prove the study conducted by Raveendran & Gamage, (2019); Shaukat Ali, Fahad Farid, (2018); Dlamini et al.,

(2017), Al-Yami et al., (2018), that Transformational leadership has a positive and significant effect is true.

The Effect of Organizational Commitment on Employee Performance

The results of this study are in line with the opinion stated by Luthan, (2011) that: "there is a positive relationship between organizational commitment and desired outcomes such as high performance, low turnover rates and low levels of absenteeism". The results of this study are also in line previous research conducted by with Lau et al., (2017) and Dinc (2017) which explains that high employee commitment within the organization can have a positive impact on improving employee performance, especially affective commitment.

The results of this study prove the study conducted by AH Arifin et al., (2019); Martini et al., (2018); Halim et al., (2019); Choiriyah et al., (2019); Wasiman, (2019); Sutra et al., (2019), that Organizational Commitment has a positive and significant impact on employee performance is true. However, the results of this study contradict studies conducted by Eliyana et al., (2019) and Suwibawa et al., (2018) that organizational commitment has a negative effect on employee performance, as well as in studies conducted by Renyut et al., (2017) where findings in their research indicate that organizational commitment has a positive but insignificant effect on employee performance.

The Influence of Transformational Leadership on Employee Performance

Empirically the results of this study indicate that there is an influence of Transformational Leadership on Employee Performance. This means that the better the transformational leadership style implemented, Employee performance at 2 non-star hotels will improve. which validates previously conducted research by Priastana &

Mujiati, (2020); Puyri & Pasaribu, (2020); Raveendran & Gamage, (2019); Jariyaporn, (2018); Lebi & Anindita, (2018), that Transformational Leadership has a positive and significant effect on employee performance is true.

The Influence of Transformational Leadership on Employee Performance mediated by Organizational Commitment

Empirically, the results of this study indicate that there is a positive and significant indirect effect of Transformational Leadership on Employee Performance mediated by Organizational Commitment or in other words Organizational Commitment is able to mediate the effect of Transformational Leadership on Employee Performance. The results of this study validates previously conducted study by Almutairi, (2015), that organizational commitment is able to mediate the influence of Transformational Leadership on Employee Performance is true. However, the results of this study contradict studies conducted by Raveendran & Gamage, (2019) that organizational commitment is not able to mediate the effect of Transformational Leadership on Employee Performance.

Conclusion

Several previous studies have explained that Transformational Leadership has an influence on Organizational Commitment, Organizational Commitment has an influence on Employee Performance, Transformational Leadership has an effect on Employee Performance. Likewise, Transformational Leadership affects employee performance mediated by Organizational Commitment. This research, strengthen existing concepts and theories used in this research. In terms of results, although the results of this study have a small level of relationship, the results of this study agree with the results of

previous studies that Transformational Leadership has a positive and significant effect directly on Organizational Commitment. Organizational Commitment directly has a positive and significant effect on Employee Performance. Transformational Leadership has a positive and significant effect on Employee Performance directly and lastly, Transformational Leadership indirectly affects employee performance mediated by Organizational Commitment. Some predictors of employee performance such as work motivation, job satisfaction and compensation in this study were neglected, so they need to be included in the predictors in subsequent research. In terms of methodology, descriptive analysis has not been able to identify more deeply related to the construction of this research, so that in subsequent studies it is recommended to confirm the results of the questionnaire through the interview process. Thus we purpose further research to be conducted to examine worker commitments trough factor analysis approach. Meanwhile, working climate or culture in said characteristic can be describe trough ethnography.

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