The Role of Calling and Perceived Organizational Support in the Work Engagement of Private Employees during the Covid-19 Pandemic

Regina Giovanny Sujadiyanto[1], Bagus Riyono[1]*
[1]Faculty of Psychology, Universitas Gadjah Mada, Indonesia

Abstract. The Covid-19 pandemic affected the industrial sector by decreasing productivity, including in private companies. Some private companies have laid off their employees to achieve company efficiency. This situation drives a threat that is arising insecurity, anxiousness, and decreasing engagement among employees. This research aims to understand the role of calling and Perceived Organizational Support (POS) toward work engagement. The research participants are 144 employees from private companies working for at least six months, and they Work From Home (WFH). This study hypothesizes that POS and calling predict work engagement in a positive direction. Multiple regression analysis was utilized in this study. Results showed increased calling and POS followed by increased work engagement. The implication of this study has two directions; the first is for the organization to improve perceived organizational support, and the other hand, the employee needs to internalize the calling more.

Keywords: calling; multiple regression; perceived organizational support (POS); work engagement

The Covid-19 pandemic has impacted various aspects of life. The World Health Organization (WHO) requires the public to implement health protocols and limit activities outside the home through the implementation of the Large-Scale Social Restrictions (PSBB) policy (Mungkasa, 2020). These efforts were made to break the chain of the spread of the Covid-19 virus. The Covid-19 pandemic not only causes restrictions on activities but also tends to have psychosocial impacts such as physical and mental health resulting from the global economic crisis (OECD, 2020).

In the business sector, various companies make adjustments to survive amid uncertain conditions. One thing that has happened a lot in Indonesia is employees' termination of employment (PHK), especially in national and multinational private companies (CNN Indonesia, 2021; Iswara, 2020, JAKPAT, 2020). These layoffs were caused by various things, including the declining economic movement in society (Afifah, 2022), so companies find adjusting to operational costs and other needs challenging. According to a study from JAKPAT (2020), as many as 50.5% of employees were temporarily laid off, and

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60.1% experienced layoffs. A total of 50,891 private employees experienced termination of employment due to the Covid-19 pandemic (Media, 2020).

The condition of the company also affects employee work engagement. A study from Gino & Cable (2021) shows that globally by 16%, there is a decrease in work engagement from various types of work. The decline in work engagement during the Covid-19 pandemic has caused anxiety, loss of concentration, less concern with work, and a sense of insecurity about work, including organizational success (OECD, 2020; Sagafia & Thamrin, 2022). Implementing WFH only sometimes positively impacts employees. A decrease in work productivity while working from home is indicated by a decrease in employee contributions which can affect the work atmosphere and mental and social health (Jakob & Rachman, 2021). So efforts to maintain work engagement have a role in increasing productivity, increasing commitment to the organization, and encouraging employees to remain enthusiastic and motivated during difficult times (Chanana & Sangeeta, 2020).

Work engagement is defined as a positive psychological state by presenting positive energy, which is characterized by vigor (work spirit), dedication, and absorption at work (Schaufeli et al., 2002; Bakker, 2011; Bakker et al., 2011). Employees engaged with their work will show a sense of dedication through self-expression, such as showing the best performance and focus (Bakker & Albrecht, 2018). High work engagement among employees is also related to employees' psychological well-being and personal achievement (Shuck & Reio, 2013). On the other hand, individuals with low work engagement are associated with higher emotional exhaustion and depersonalization (Shuck & Reio, 2013).

Work engagement can be explained based on the Job Demands-Resource model (JD-R; Hakanen & Roodt, 2010). This theory explains the psychological process of an employee to be bound and motivated to carry out work activities by using the resources obtained and overcoming the pressure that exists during work (Bakker & Demerouti, 2014). The JD-R model has two essential components: job/personal resources and job demands. Job resources are the physical, psychological, social, and organizational aspects of work that can compensate for job demands and other physical and psychological demands; functional to achieve work goals; and stimulate self-development, learning, and growth (Demerouti et al., 2001). Job demands are the physical, social, and organizational aspects of work that require employees' physical and psychological efforts and can also cause physical and psychological demands (Demerouti et al., 2001).

JD-R components related to work engagement are job resources. Job resources will present positive energy such as enjoyment, motivation, and bonding when employees get rewards, development, benefits, support from superiors and co-workers, clarity of roles and responsibilities, and opportunities from the organization to participate in decision-making (Bakker et al., 2007). Meanwhile, job demands are triggers that cause physical fatigue and a continuous decline in psychological conditions and impact welfare due to the

lack of resources obtained when job demands are high (Bakker & Demerouti, 2014). Therefore, the existence of job resources can provide a positive attitude towards work and encourage engagement.

A JD-R model specification describes work engagement based on the development of Hakanen & Roodt (2010) (see Figure 1). In this model, job and personal resources predict work engagement, and the three have a reciprocal relationship. A person's behavior formed when working alone needs to be seen from the integration of personal experience and the influence of working environmental conditions (Schaufeli, 2012). Personal resources are characteristics or aspects of oneself generally related to individual resilience and ability to control and influence their environment (Xanthopoulou et al., 2009). On the other hand, job demands act as a moderator because they can be divided into challenge stressors, which support achievement and development, and hindrance stressors, which inhibit achievement or development. Furthermore, work engagement is related to positive results such as organizational commitment, performance, personal initiative, innovation, and benefits for the company (Hakanen & Roodt, 2010).

The Covid-19 pandemic, which has caused a changing work situation, indicates a change in the experience of work engagement, especially when working in a home setting (work from home/WFH). Working at-home arrangements can increase work engagement due to flexibility and allow employees sufficient rest time (Amano et al., 2021). Other factors, such as autonomy and empowerment from the organization and a supportive environment, also contribute to work engagement (Mäkikangas et al., 2022; Patanjali & Bhatta, 2022). Even so, not all employees have these resources, so there are more basic individual factors in determining work engagement.

One of the factors that can support work engagement is calling. Calling is a personal resource that can provide intrinsic motivation that influences work engagement (Ugwu & Onyishi, 2017; Barbieri, 2018). Calling is when work is a form of calling (the calling) or worship (Weber, 1930). The first definition of calling comes from theological values, where humans interpret calling as a call from God (Li & Yang, 2018).

The meaning of calling is developed and linked to the work context. Dik and Duffy (2009) argue that calling is a call from within by presenting motivation as the main force to encourage individuals to carry out work roles oriented towards achieving goals and the meaning of life. According to Riyono (2012), humans use force to achieve prosperity and self-development. In work, individual strength will become a driving force to achieve organizational progress. Humans get strength from various sources, including religious teachings, so reverence for God can also be a source of motivation (Tisdale, 2004). Religious teachings can encourage the spirit of trying to work because working and earning money is an act of holy calling (Weber, 1930). This belief becomes a source of strength that can encourage adherents to progress and succeed (Riyono, 2012).

Calling presents the intrinsic motivation, which refers to internal experiences to be bound by work (Dik & Duffy, 2009). Someone with a calling to carry out work activities will tend to be happy, have a deeply meaningful life, be dedicated, and be more attached to his work (Duffy et al., 2018). Intrinsically motivated employees will carry out work activities with pleasure, joy, and satisfaction (Erum et al., 2020). The existence of calling at work also contributes to the psychological well-being of employees, commitment, and attachment to work (Firmansyah & Riasnugrahani, 2022; Irina & Riasnugrahani, 2022). In other words, calling can contribute positively to work engagement.

Besides calling, other factors contribute to work engagement, namely Perceived Organizational Support (POS). POS is necessary because job resources from the organization have a positive impact on employees when perceived as positive as well. Job resources from the organization itself, such as salaries, bonuses, career development, social and interpersonal relationships (support from superiors and co-workers), clarity of roles and responsibilities, opportunities to make decisions, and get feedback on work performance (Bakker et al., 2007). According to Kolodinsky et al. (2017), organizational support is an external factor affecting a person's motivation when doing work. Organizational support is reflected in the treatment of superiors towards their subordinates, so this condition will be a stimulus for employees to assess the organization (Eisenberger et al., 1986).

Perceived Organizational Support (POS) is an overall assessment of the organization in the form of perceptions of the organization giving appreciation and care for the welfare of employees (Eisenberger et al., 1986). The assessment refers to a reciprocal relationship between superiors and subordinates that presents a sense of responsibility to reciprocate the organization's treatment by contributing to achieving organizational goals (Rhoades & Eisenberger, 2002). This reciprocal relationship creates employee work engagement (Rhoades & Eisenberger, 2002). That means that employees will be more engaged when the organization fully supports, appreciates contributions, and cares for the welfare of employees (Tan et al., 2020). When these job resources support employees, employees will be more engaged (Saks & Gruman, 2014). Job resources provide extrinsic motivation to meet job demands and encourage goal achievement (Schaufeli & Taris, 2011).

Figure 1.

The Job Demands-Resources Model.
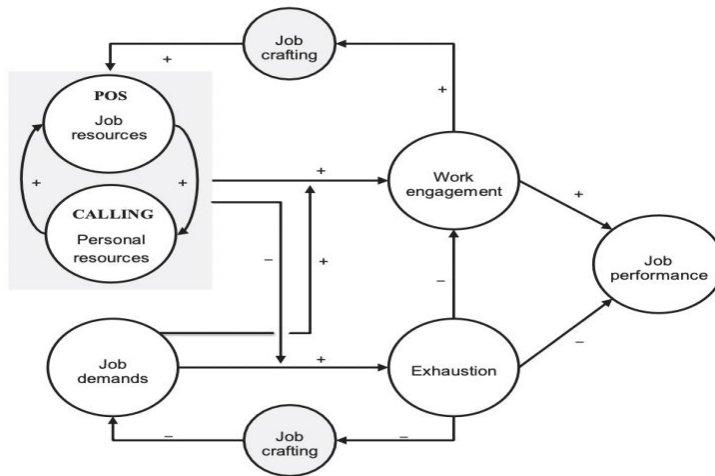
In the JD-R concept, work engagement will be higher if employees have a high job and personal resources (Bakker, 2011). Judging from the JD-R model, researchers position calling as a personal resource and POS as a job resource. Thus, the hypothesis put forward in this study is that calling and POS contribute positively to the work engagement of private employees.

Method

Participants

The criteria for this research subject are private employees, male or female, who have worked for at least six months. The minimum work period limit of 6 months was chosen because it is assumed that new organizational support will be felt after the employee has worked for at least six months. Then, due to the current Covid-19 pandemic, researchers also examined employees who implemented work-from-home and work-from-office regulations or were experiencing a transition from work-from-home to work-from-office. That is due to different company dynamics and work systems that can change anytime, adjusting to Covid-19 conditions.

Instrument

It is collecting data in this study using a measuring instrument in the form of a questionnaire. The questionnaire is a research instrument consisting of several items from personality indicators to provoke answers that describe the subject's self-state (Azwar, 2012). Three measuring tools are used in this study: work engagement, Perceived

Organizational Support (POS), and calling. Each measuring instrument in this study uses a Likert scale model consisting of five alternative answers, namely 1 = Very Incompatible (STS), 2 = Not Appropriate (TS), 3 = Neutral (*N*), 4 = Appropriate (S), and 5 = Very Appropriate (SS) (Supratiknya, 2014).

Utrecht Work Engagement (UWES)

The measurement of work engagement uses the Utrecht Work Engagement (UWES) measuring instrument, which has been translated into Indonesian. The UWES scale developed by Schaufeli et al. (2003) consists of 17 items that measure three dimensions of engagement: vigor, dedication, and absorption. Before collecting data, the researcher conducted a reliability test on 50 subjects. After the trial, the work engagement scale resulted in a reliability value of 0.953 with a power range of 0.510-0.848, so it can be said that the work engagement scale is reliable because it produces a value of 0.70 (Taber, 2018).

Calling and Vocation Questionnaire (CVQ)

Calling is measured using the Calling and Vocation Questionnaire (CVQ) developed by Dik et al. (2012). The CVQ scale consists of 12 items that measure three aspects: transcendent summons, purposeful work, and prosocial orientation. Because the CVQ scale is rarely used in Indonesia, the researchers adapted it to translate it into Indonesian. The adaptation stage refers to the process of adapting the measuring instrument developed by the International Test Commission (ITC) Guidelines for Test Adaptation, namely (1) obtaining permission from the scale maker via email, (2) researchers translating the original version into Indonesian (forward translation)), (3) discuss the results of forward translation with people who have good English skills and understand the scope of psychology, (4) do back translation by translating back into English, (5) the results of forward translation and back translation are then discussed with the expert review, (6) provide the final draft of the scale to several lay people, namely employees who carry out work from home and work from the office. According to Azwar (2012), after each item has been thoroughly examined, it is necessary to carry out a limited-scale trial with a small sample size. So, the researchers conducted a scale trial of 50 subjects who fit the research criteria. After testing, the Calling scale produces a reliability value of 0.932 but can only maintain 11 items with a different power range of 0.547-0.830. That also shows that the CVQ instrument in this study is reliable.

Perceived Organizational Support (POS)

The POS tool is measured using perceived organizational support compiled by Eisenberger et al. (1986). However, this study uses the short version of the POS measurement tool, which consists of 16 items measuring the dimensions of appreciation for employee contributions

and organizational concern for employee welfare. The short version of the POS measurement tool has been adapted and modified into the Indonesian context by Purwaningrum et al. (2020) with a reliability value of 0.95. It has a differential power value in the range of 0.647-0.826. In addition to using the reliability value in previous studies, researchers also conducted trials with 50 subjects who met the criteria of this study. After testing, the POS measurement tool produces a reliability value of 0.937 and only maintains 14 items with different test values in the range of 0.547-0.847.

Data Analysis

This quantitative study uses statistical test analysis techniques to see the relationship between variables (Sugiyono, 2013). The data analysis technique used in this study uses Multiple Regression Analysis. Multiple regression analysis determines the magnitude of two or more independent variables on independent variables (Sugiyono, 2010; Widhiarso, 2010). Regression analysis testing will be done using Jeffrey's Amazing Statistics Program (JASP) version 14.1.0 software.

Results

The subjects of this research amounted to 207 employees consisting of private employees, BUMN employees, and ASN. However, the focus of this research is private employees, totaling 144 employees with the characteristics of a minimum working period of six months and the majority of employees aged 22-27 years. The subjects of this study consisted of private employees who worked for at least six months, with most employees having the latest education level of S1. Then based on the number of subjects in this study, the majority of the subjects were female. Based on the working conditions of WFH/ WFO/ Not Fully, a total of 56 private employees run WFH, 61 private employees run WFO, and 27 private employees work Not Fully WFH and WFO. Table 1 is a descriptive table of research subject data totaling 207.

Table 1.

Description of Subject

Subject Description	Amount	Percentage
Sexs		
	67	32.4%
Female	140	67.6%
Age		
22-27	131	63.29%
28-33	34	16.43%
34-39	29	14%
40-45	4	1.93%
46-51	4	1.93%
52-55	5	2.42%
Educational Background		
Senior High School	10	4.8%
Diploma	19	9.2%
Bachelor Degree	152	73.4%
Master Degree	26	12.6%
Occupations		
Private sector employee	144	69.5%
BUMN employee	31	15%
Civil Servants	32	15.5%
Job Status		
Permanent Employee	161	77.8%
Contract Employee	46	22.2%
Years of employment		
6 months - <1 year	18	8.7%
1 - < 3 years	84	40.6%
> 3 years	102	50.7%
Job Condition		
WFH	87	42%
WFO	74	35.7%
Not Completely	46	22.3%
Total	207	100%

Next, the researcher will conduct a data description analysis which aims to find out information about the condition of each variable in terms of the average value, maximum score, minimum score, and standard deviation. This statistical data description will categorize scores between subjects (Widhiarso, 2011). The mean value and standard deviation are used to compile category points obtained from measuring instruments (Widhiarso, 2011). The description of the research data description can be seen in the Table 2.

Table 2.

Description of Research Data

Variabel	Hypothetical Score Data					Empirical Score Data				
	N	X Min	X Max	Mean	SD	N	X Min	X Max	Mean	SD
Work Engagement	144	17	85	51	11	144	29	85	62	11
Calling	144	11	55	33	7	144	24	55	45	9
Perceived Organizational Support (POS)	144	14	56	42	9	144	29	70	50	7

Based on the information above (Table 2), the researcher categorizes based on the empirical mean. According to Azwar (2012), making categorization is relative, then the interval width that includes each desired category can be determined subjectively as long as it is within reasonable limits. The researcher applies score categorizations from low, medium, and high ranges. The results of the categorization of subject scores can be seen in the following table:

Table 3.

Categorization of Research Data Subjects

Categorization	Work Engagement		Calling		POS	
	F	Percentage	F	Percentage	F	Percentage
Low	22	15.28%	24	16.43%	24	16.67%
Medium	98	68.06%	92	63.89%	99	68.75%
High	24	16.67%	28	19%	21	14.6%

Based on the categorization table above (Table 3) shows the work engagement measurement tool that the majority of subjects are in the moderate category of 68.06% ($N = 98$ subjects), 15.28% ($N = 22$) subjects are in the low group and 16.67% ($N=24$) of the subjects in the high category. While on the calling scale, the majority of subjects were in the medium category (63.89%; $N=92$), but the subjects were in the low category (16.43%; $N=24$), and 19% ($N=28$) were in the high category. In addition, on the perceived organizational support

(POS) scale, most subjects were in the moderate category at 68.75% (N=99), and the subjects were in a low category at 16.67% (N=24), and 14.6% (N=21) subjects were in a low category. The results of this categorization show that in the work engagement, POS, and calling variables, the majority of the subjects are in the medium categorization.

After categorizing the research score, the researcher conducted an assumption test to fulfill the requirements for hypothesis testing. The classic assumption test includes normality, linearity, and multicollinearity tests. In the regression model, it can be said to be good if the data is normally distributed (p> 0.05). To find out if the data were normally distributed, the researcher used the Kolmogorov-Smirnov approach in terms of residual values (Ghozali, 2006) so that the results of the normality test for the research data were normally distributed with a significance value of 0.200 (p> 0.05). Furthermore, a linearity test was carried out to determine the relationship between the independent variables and the dependent variable was linear (p <0.05) (Sugiyono & Susanto, 2015). The linearity test results showed a linear relationship between the independent and dependent variables (Calling; F=129.554 and POS; F=57.691; P<0.05). The next stage of the assumption test is to carry out the heteroscedasticity test. The heteroscedasticity test was carried out to determine whether there is an inequality of residual variance in a regression model from one observation to another. A good regression model is that there is no heteroscedasticity (Santoso, 2014). The next assumption test is the multicollinearity test, which is a good regression model in which there is no correlation between the independent variables (Santoso, 2014). The multicollinearity test can be seen from the VIF value (<10) and the tolerance value (>0.1). The results of multicollinearity show that the VIF and tolerance values on the calling and POS scales are 1.212 and 0.825, so it can be said that multicollinearity does not occur.

After testing the assumptions as the requirements for the regression model are met, the next step is to test the hypothesis. This study involves two roles of independent variables on the dependent variable so that hypothesis testing is carried out using the Multiple Regression Analysis approaches or multiple regression analysis. According to Widhiarso (2010), the technique of multiple linear regression analysis was carried out to see how effectively each independent variable contributed to the dependent variable. The following table below is the result of the regression that has been carried out.

Table 4.

Multiple Regression Analysis Results

Model	R	R^2	Adjusted R^2	*RMSE*
H_0	0.000	0.000	0.000	10.852
H_1	0.729	0.531	0.524	7.484

Table 5.

Result of Effective Contribution Value of Independent Variable

	Model		Work Engagement		
No	Variable	R	R Square	B	Sig.
1	*Calling*	0.682	0.383	0.563	.001
2	POS	0.519	0.147	0.284	.001

Desc: POS=*Perceived Organizational Support*

Table 5 is a table of multiple regression results, with two independent variables measured against the dependent variable (Widhiarso, 2010). The results of multiple regression analysis show that an increase in both variables simultaneously can predict an increase in work engagement of 53.1%. Furthermore, the researchers calculated the value of the effective contribution of each independent variable. Model 1 only knows the regression results of the independent variable, namely calling on work engagement as the dependent variable, which can be seen from the effective contribution (R Square) of 38.3% ($p < 0.05$). The effective contribution figure shows that calling can significantly affect work engagement. Furthermore, model 2 involved the second independent variable, POS, on work engagement. The results of model 2 show that when POS is included in the regression calculation, the effective contribution to work engagement is 14.7%. This means that POS can significantly affect work engagement, as evidenced by the practical contribution value of 14.7% ($p < 0.01$).

Discussion

This study hypothesizes that increasing calling and POS can simultaneously increase work engagement. The multiple linear regression analysis results show that calling is positively related to work engagement with a practical contribution value of 38% ($p < 0.01$). This figure proves that the first hypothesis of this study is accepted. These results are consistent with previous research that calling is a personal resource that increases work engagement higher than POS (Ehrhardt & Ensher, 2020). *Calling* is a personal resource that can bring meaning to life, strengthen resilience, and cope when work demands occur (Creed et al., 2014). According to Domene (2012), individuals with a calling are more able to devote their energy and thoughts to the organization's progress, as shown by their ability to modify tasks, make their work more meaningful, and have a sense of attachment to work.

The role of POS on work engagement is proven through analysis results which show that POS can provide an effective contribution of 14.7% ($p < 0.05$) in increasing work engagement. These results support research conducted by Mufarikkah *et al.* (2020), which suggests a positive effect of perceived organizational support on increasing work

engagement with a practical contribution value of 33.8%. A significant relationship between POS and work engagement was also found in the research of Musenze et al. (2020), proving that POS was able to make an effective contribution of 60% to work engagement.

According to Rhoades and Eisenberger (2002), the creation of work engagement can be explained based on the Social Exchange Theory (SET) theory. Social exchange theory (SET) explains a reciprocal relationship between employees and the organization, which indicates that employees feel obligated to repay the excellent treatment received from both the organization and the positive support received by employees. When employees receive several resources from the organization, they will respond by showing a positive attitude toward their work (Rhoades & Eisenberger, 2002). In line with what was stated by Kurtessis et al. (2017), which stated that organizational support could be seen from members of the organization, quality of employee relations, practices implemented by human resources, and working conditions. This condition is believed to be the formation of work engagement, where employees who get good treatment from their organization will positively produce work attitudes that lead to good performance, job satisfaction, perceived well-being, fulfillment of employees' social-emotional needs, and commitment to the organization (Eisenberger et al., 2001). POS is believed to be fundamental to increasing work engagement, meaning that employees feel high organizational support and tend to respond more by showing a high increase in work engagement (Kurtessis et al., 2015).

This study provides evidence of the concept of the Job Demands-Resource (JD-R) model, and POS is a form of job resource that can affect the increase in work engagement. When the organization provides full support in the form of positive resources, such as giving appreciation for employee contributions to the organization and caring about employee welfare, employees will be more engaged with their work (Tan et al., 2020; Cheng & Yang, 2018). The study's results also support the statement of Bakker (2011), which suggests that job resources are predictors that can affect the formation of work engagement. Working conditions are considered a resource that can present a positive behavior towards work. These resources are in the form of autonomy, respect, fairness, and support from superiors and co-workers, which can have a more significant influence on employees' assessment of organizational support than the work demands they feel, such as work overload, conflict, and unclear roles and responsibilities of employee job descriptions. That means employees can control their work stress levels when they get many resources from their organization and tend not to blame the organization's demands (Kurtessis et al., 2015). Following the JD-R concept, according to Bakker (2011), high job demands sometimes have a negative effect when the organization provides job resources. Employees can assume that high job demands are challenging for them to complete work according to their abilities, so this condition will encourage employees to show the best performance that leads to work engagement (Bakker & Demerouti, 2014).

These findings can explain increased work engagement in terms of calling and POS roles for employees. On the other hand, this research also found some research limitations. First, this study involved employees with the characteristics of private employees from various industrial sectors in Indonesia. According to Dik et al. (2012), it is suggested to call researchers to see what the role of call is for employees from various sectors. However, for job specification, researchers such as doctors, nurses, programmers, workers in the public sector, and so on who are engaged in professionalism may be more able to show calling in the organization. That is because there is a motivation to carry out altruistic actions or provide services to others. The existence of a caring attitude involving emotional feelings and intrinsic appreciation is likely to be the fundamental reason someone chooses a job in the public sector (Word, 2012).

Conclusion

Based on the results of this study, it is known that calling and POS play a direct role in increasing work engagement. POS as an external factor increases work engagement while calling as a personal resource can directly increase work engagement.

Recommendation
Efforts to increase work engagement can be made by providing opportunities to find calling through development and learning programs facilitated by a career counselor (Presbitero & Teng-Calleja, 2019). That aims to achieve superior employee and organizational performance, so employees must be knowledgeable about the field of work occupied, with the hope that this counseling session will help employees live out a calling. The presence of a mentor or career counselor can provide psychosocial support to foster a calling for the suitability of the job role offered. The role of a mentor is vital in helping employees find the compatibility of their calling with their job roles, as well as helping employees to evaluate and find solutions for employees who experience various obstacles to living in their calling (Ehrhardt & Ensher, 2020). The concept of mentoring theory explains that a mentor can facilitate through the provision of learning and development programs to increase opportunities to overcome career development challenges (Kram in Ehrhardt & Ensher, 2020). Employees need to be explained in more detail about their duties and responsibilities so that they find their work more meaningful and purposeful. Communicate about the importance of their work to the organization and others. The manager can also carry out this communication as someone who plays an essential role in providing recognition to employees regularly. Giving this recognition can be through seminars on topics that can generate vocation (Afsar *et al.*, 2018).

Declaration

Conflict of Interest
We declare that there is no any conflict of interest which can influences this study.

Author's Contribution
RGS contributed to designing the study, collecting data, and writing the draft manuscript. BR contributed to supervising study design, consulting data analysis, reviewing manuscripts, and finalizing manuscripts.

Orcid ID
Bagus Riyono https://orcid.org/0000-0003-1172-8526
Regina Giovanny Sujadiyanto https://orcid.org/0000-0002-0558-8929

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