

The effect of perceived organizational support on job performance through job engagement

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Abstract

Human resources have an important and strategic role in an organization. Human capital (such as: ideas, information, knowledge, skills, competence) is to date the most important form of capital/resources in a modern economy. In fact, for any business, high employee performance is the main key to excel and beat the competition. The research objective was to examine the direct and indirect effects of Perceived organizational support on Job Performance through Job Engagement. Using the multi-stage sampling technique, a sample of 320 employees was obtained from 40 creative industries/economy in Indonesia. Data analysis technique used SEM- PLS. The results of the study prove that Perceived Organizational Support has an effect on Job Performance; Job engagement acts as partial mediating in this regard. Theoretical and practical implications are presented at the end of this paper.

Keywords: Perceived Organizational Support (POS), Job engagement, Job Performance

JEL Classification Codes: J20, J24, J29, L20.

1. Introduction

Human resources have an important and strategic role in an organization. This statement is reinforced by the theory of human capital (Becker, 2002), which explains that human capital (such as: ideas, information, knowledge, skills, competence) is to date the most crucial form of human resources in the modern economy; affect productivity and contribute to the achievement of organizational goals (Mathis & Jackson, 2011). It is regrettable that objective conditions show the opposite result, that the performance of employees in Indonesia is relatively low (score 62.19), where the level of performance of Indonesian employees in 2019 is ranked 67 out of 130 countries in the world (edukasi.kompas.com, 2019); at the ASEAN level, the productivity level of Indonesian workers is still stuck in 4th place (below Singapore, Malaysia and Thailand); ranks 107th out of 185 countries (source: International Labor Organization (ILO) data, 2022).

To be able to overcome this problem, it is very important to find and analyze the factors that become the driving force that can improve the performance of creative industry employees in Indonesia, because in any business, high employee performance is the main key to excel and win the competition on an ongoing basis. The purpose of this paper is to produce an employee performance model formed from Perceived Organizational Support and examine the role of job engagement as a mediation in this regard.

Mangkunegara (2010), recommends 3 factors driving performance improvement: individual factors, psychological factors, and organizational factors. Job engagement represents individual factors and psychological factors, perceived organizational support, sourced from organizational factors. job performance comes from individual factors.

Social exchange theory” and “reciprocity principle are used as a basis for answering the problem formulation and formulating research hypotheses, which reveals that POS is support from outside individuals that triggers work involvement and leads to increased employee performance (Kailiang Dai, and Xinyu Qin (2016) This theory is supported by a number of studies, including: Chen, Yang, F. et al. (2011); Shantz, A. et al. (2016); Ötken, A.B. et al. (2010); Xue, Q . (2017); Watt, J. D., & Hargis, M. B. (2010); Zhang, Y. et al. (2012); Liang, G.Q. and Zhang, W. (2015); Liang, G.Q. and Zhang, W. (2015); Köse, A. (2016).

Furthermore, Palmer et al. (2017) revealed that not many previous research results considered POS as an independent variable, most of the literature mentions POS as a mediating or even dependent variable (Wang et al. 2011). POS increases employee

performance (Tian et al. (2014); reduces intention to leave the company; high POS triggers high employee engagement and leads to high employee performance and strong loyalty to the organization (Krishnan, J. and Mary, V.S. (2012); J., A. (2014); Loi, R., Ao. (2014).

Another very important thing to discuss related to employee performance is job engagement. According to the 2020 Strategic Human Resource Management Report, more than 85% of employees are not involved in their workplace, even though it clearly shows the link between employee engagement and employee performance. There is no specific spell that can accurately improve employee performance quickly and instantly. The essence of this issue is how the business is managed effectively and efficiently, how to improve skills, and motivate employees. How is it that every employee is willing and able to work optimally in accordance with their respective job descriptions in order to achieve organizational goals that have been mutually agreed upon. The link between job engagement and job performance has been tested empirically (see: Breevaart, K. et al. (2015); Christian, M. S. et al. (2011); Dai, K. & Qin, X. (2016); Demerouti, E., & Cropanzano, R. (2010); J., A. (2014); Lichtenthaler, P. W., & Fischbach, A. (2018).

What is the latest in this research is that it is still rare to have this theme and implemented in the creative industry/economy in Indonesia (1); There is a gap literature, namely the results of research that different and even contradictory regarding the existence of 3 variables - some place these variables as independent, intervening and even dependent variables, thus studies are still needed with this theme to clarify the interrelationships between variables (2).

With this research it is expected to be able to clarify the results of previous studies that are different and even contradictory, this research also aims to expand the literature related to this theme by adding job engagement as a mediating variable. This paper uniquely contributes to policy makers that to produce optimal creative industry employee performance it is necessary to increase POS and job engagement.

The creative economy is defined as an industry originating from the utilization of creativity, skills, ideas, knowledge, and human talents both individually and in groups, as an effort for sustainable economic development to create prosperity and employment for the community, consisting of advertising, architecture, arts, crafts, design, fashion, film, music, performing arts, publishing, research and development (R&D), software, toys and games, television and radio, and video games (Suryana, 2013).

The importance of the creative industry/economy as a research subject is (1) the creative economy is important in building the nation's economy, especially in creating new jobs,

reducing unemployment, increasing intellectual property, and increasing technological development, making human resources more creative, (2) Increasing the economy creative impact on the resilience of the national economy. (3) The era of the industrial revolution 4.0 made the creative economy one of the main strategic issues to win global competition.

2. Literature Review

2.1. Perceived Organizational Support (POS)

POS is interpreted as the belief and trust of employees that the organization supports materially and non-materially and appreciates their every contribution to the organization (Krishhan & Mary, 2012). POS is a concept that refers to and originates from Organizational Support Theory, which explains the existence of exchanges/transactions, in the relationship between management and employees, between superiors and subordinates; is the employee's trust and confidence that the organization supports materially and non-materially by making maximum efforts to meet the needs/desires of employees as a response or reciprocity for the maximum efforts made by employees to perform optimally so as to contribute maximally to achieving organizational goals (Krishan & Mary, 2012). Forms of organizational support include adequate working climate and working conditions, sense of security, autonomy, perceived fairness, recognition of the existence and work achievements of employees, and various forms of rewards (material, non-material), providing opportunities for employees to grow and develop personally and profession (Baran, Shanock, & Miller, 2012).

2.2. The Concept of Job Engagement

Schaufeli, et al. (in Bakker & Leiter, 2010) defines job engagement as a positive psychological condition of employees towards work; related to fulfilling job demands, as measured by: (1) vigor), (2) dedication, and (3) absorption); is a form of employee proactive behavior in the form of self-initiative, anticipatory actions that aim to give meaning to work by redesigning work (in Parker & Collins, 2010). Employees with high involvement work more enthusiastically, energetically, enthusiastically, creatively, innovatively, productively, and have a strong will to perform optimally, are satisfied and committed (Bakker & Leiter, 2010; Bakker & Demerouti, 2008).

2.3. The Concept of Job Performance

Job performance is the result of employee work in a certain period which is assessed by comparing the real performance with the performance standards set by the company

(Wiratama & Sintaasih, 2013; Sopiah, 2018). When a company/organization as an employer fails to fulfill promises to employees by meeting the needs/desires of employees, it will have a negative impact, namely decreased performance, low commitment and even further, employee intentions to leave the organization can arise (Robbins & Judge, 2015). Employee attachment to work and organization makes employees more productive and efficient. High employee performance reflects the psychological relationship of employees to their organization to devote all their abilities to the progress of the organization (Adiftiya, 2014).

2.4. Perceived Organizational Support (POS), Job Engagement, and Job Performance

POS is a crucial requirement for increasing employee job engagement and employee performance, so that the company's existence is maintained and obtains a sustainable competitive advantage to win the competition. POS is very necessary especially when job demands and workload are high, if there is no POS it can have an impact gradually or quickly deplete energy reserves, enthusiasm and enthusiasm, and employee joy at work (Schaufeli, 2013). Researchers have used POS as a predictor of job engagement (see Dabke & Patole, 2014; Li et al., 2018). Furthermore Kurtessis et al. (2017), low POS has an impact on low employee performance (Sun, 2017); Xu et al. (2017); Watt, J. D., & Hargis, M. B. (2010); POS is a predictor of employee attitudes (Chang et al, 2018), POS is an important social capital that has an impact on employee career success (Gao & Yan, 2018); POS can bring out the entrepreneurial passion of employees. Tan, X. H. (2012), suggests that there is a link between posts and employee work involvement. prove POS has an impact on employee performance (Gruman, J. A., & Saks, A. M. , 2011).

Based on the explanation above, the hypothesis developed is:

H.1. Perceived Organizational Support influences Job Engagement

H.2. Perceived Organizational effect on Job Performance

H.3. Job engagement has an effect on Job Performance

H.4. POS influences and Job Performance through Job Engagement.

3. Method

3.1. Design Research

This research uses a quantitative approach and is a type of explanation research. There are 3 variables in this study, namely: there is 1 exogenous variable, namely Perceived

Organizational Support (X); 1 intervening variable, namely Job engagement (Z); and 1 endogenous variable, namely Job Performance (Y). The research framework is described as follows:

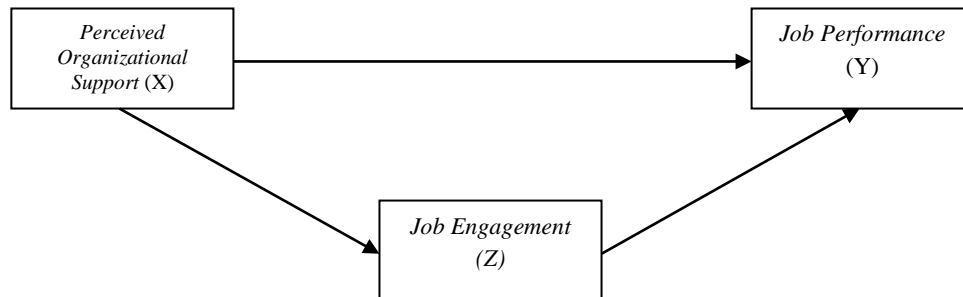


Figure 1. Research Framework

3.2. Samples and Procedures

The research was conducted on employees working in 45 creative industries/economy (handicrafts and batik craftsmen) in East Java, Indonesia. The number of samples is 320 people (165 women, 155 men), obtained by simple random sampling. Data collection was carried out using a closed instrument, lasting for 4 months which was carried out in 2 offline ways as much as 45% and 55% was carried out online by filling in the link provided which lasted for 4 months from December to March 2022. The instrument used was a closed questionnaire with 5 alternative answers (1) strongly agree) to 5 (strongly disagree).

3.3. Measurement

(1) Perceived Organizational Support, measured by adopting and modifying Cheng et al. (2013), with 3 dimensions: 1. Work support (3 items), 2. Identification of values (3 items), concern for interests (4 items), a total of 10 statement items. (2) Job Engagement, measured by the Utrecht Work Engagement Scale (UWES; Schaufeli, (Bakker, & Salanova, 2006), with three dimensions: vigor (3 items), dedication (3 items), and absorption (3 items), a total of 9 statement items. (3) Job performance, adopting and modifying Bernadin, HJ & Russel, JEA (1993), includes 6 dimensions: quality (2 items), quantity (2 items), timeliness (2 items), cost effectiveness (2 items), need for supervision (2 items), Interpersonal impact.(2 items), a total of 12 statement items.

3.4. Data Analysis

Data analysis was carried out: (1) Descriptive statistical analysis was used with the help of SPSS version 21.0, to explain the condition/description of all research variables (2) SEM-PLS, by carrying out 2 tests: (a) Outer Loading) and (b) Inner loading.

(a) Evaluation of the Measurement Model (Outer Loading

In evaluating the outer loading, 3 (three) tests were used:1) convergent validity, 2) discriminant validity, and 3) composite reliability.

(b) Inner loading.

In evaluating the inner loading, three tests are used: 1. R-Square test, 2. F-Square test, and 3. Bootstrapping.

4. Result and Discussions

4.1. Characteristics of Respondents

Before presenting the results of the descriptive statistical tests, the characteristics of the respondents are explained as follows: The study was conducted on employees from 40 creative industries/economy (handycrafts and batik craftsmen) spread across East Java, Indonesia. The number of samples is 320 people with composition: 165 (52%) women, and 155 (48%) men); Education Level: < SMA/equivalent (45%), Diploma/equivalent (32%), S1 (19%), S2 (5%); Work experience: < 5 years (11%), 6-10 years (19%), 11-20 years (21%), 21-30 years (25%), >31 years (24%).

4.2. Descriptive Statistical Test Results

Table 1. Conditions X, Z and Y

Descriptive Statistics						
variabel	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
X	320	30.00	50.00	41.6750	.24514	4.38514
Z	320	29.00	45.00	37.7844	.22321	3.99299
Y	320	28.00	50.00	41.3375	.24640	4.40773
Valid N (listwise)	320					

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Table 1. above explains that:

(a) Perceived Organizational Support (POS) is categorized as high with a minimum statistical value of 30.0, a maximum statistical value of 50.0; mean = 41.6750. The meaning is Perceived Organizational Support (POS) is perceived by high employees. The company provides equal opportunities for employees to grow and develop both personally and professionally; the company provides support and assistance when needed, recognizes and rewards employees; leaders pay attention to the welfare of employees, leaders and co-workers respect each other's beliefs and religions.

(b) Work Engagement, categorized as high with a minimum statistic score of 29.0, a maximum statistic score of 45.0; mean = 37.7844. The meaning is Perceived Organizational Support (POS) is perceived by high employees. Employees feel they have energy, enthusiasm and strength at work; have high dedication to work; often immersed in work.

(c) Job performance, categorized as high/good, with a minimum statistic score of 28.0, a maximum statistic score of 50.0; mean = 41.3375. This means that the leadership assesses that employees at work pay attention to quantity/work targets, quality, set time, cost/efficiency at work, good relations with colleagues and other parties, maintaining the company's name.

4.3. SEM-PLS Test Results

There are 2 measurements of SEM PLS, namely: (a) outer loading and (b) Inner loading.

4.3.1. Outer Loading

In evaluating the outer loading, three tests were used: 1. convergent validity, 2. discriminant validity, and 3. composite reliability. Following are the results of the test:

(a) Convergent validity

Table 2. Convergent Validity

	Job Engagement	Job Performance	Perceived Organizational Support
JE1	0.887		
JE2	0.869		
JE3	0.751		
JE4	0.879		
JE5	0.708		
JE6	0.871		
JE7	0.858		
JE8	0.722		
JE9	0.882		
JP1		0.868	
JP2		0.839	
JP3		0.716	
JP4		0.846	
JP5		0.846	
JP6		0.841	
JP7		0.849	
JP8		0.849	
JP9		0.718	
JP10		0.808	
JP11		0.861	
JP12		0.844	
POS1			0.907
POS2			0.853
POS3			0.783
POS4			0.699
POS5			0.780
POS6			0.848
POS7			0.832
POS8			0.909
POS9			0.854
POS10			0.828

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Convergent validity testing can be seen from the outer loading value. Based on the results of the convergent validity test, the outer loading value of all variables shows > 0.60, which means that all variables are declared valid (Hair et al, 2019). Furthermore, there is another way of testing convergent validity, namely by looking at the Average Variance Extracted (AVE). The AVE value must be greater than 0.5 (Ghozali & Latan, 2014). The following is the AVE value described in the following table:

Table 3. Average Variance Extracted (AVE)

Variable	AVE	Explanation
<i>Perceived Organizational Support (X)</i>	0.691	Valid
<i>Job Performance (Y)</i>	0,681	Valid
<i>Job Engagement (Z)</i>	0,686	Valid

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Based on table 3 above, it shows that the AVE value of each variable meets the criteria, namely > 0.5 which is declared valid. So, it can be concluded that there are no problems in testing convergent validity. The outer model evaluation test can be seen in discriminant validity, namely the cross loading value. The following is the cross loading value described in the following table:

(b) Discriminant validity

Table 4. Discriminant Validity

	Perceived Organizational Support	Job Engagement	Job Performance
POS1	0.854	0.865	0.742
POS2	0.783	0.732	0.909
POS3	0.711	0.627	0.827
POS4	0.846	0.854	0.733
POS5	0.786	0.736	0.914
POS6	0.719	0.635	0.831
POS7	0.705	0.712	0.838
POS8	0.879	0.838	0.779
POS9	0.743	0.849	0.693
POS10	0.887	0.844	0.785
JE1	0.869	0.806	0.728
JE2	0.751	0.853	0.702
JE3	0.879	0.827	0.770
JE4	0.708	0.717	0.849
JE5	0.871	0.814	0.740
JE6	0.858	0.862	0.744
JE7	0.722	0.635	0.827
JE8	0.882	0.828	0.772
JE9	0.855	0.868	0.743
JP1	0.734	0.839	0.684
JP2	0.706	0.716	0.847

JP3	0.742	0.846	0.694
JP4	0.861	0.846	0.751
JP5	0.880	0.841	0.777
JP6	0.733	0.849	0.677
JP7	0.745	0.849	0.697
JP8	0.703	0.718	0.843
JP9	0.859	0.808	0.725
JP10	0.849	0.861	0.735
JP11	0.860	0.844	0.747
JP12	0.779	0.728	0.907

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Discriminant validity testing can be seen from the cross loading value. Based on the results of the discriminant validity test (Table 4), it can be seen that the cross loading value of indicators from latent variables has a greater cross loading value than other variables. Therefore, it can be concluded that latent variables have good discriminant validity.

(c) Composite reliability

In order to test and measure reliability, two methods can be used, namely using composite reliability and Cronbach's alpha which is shown in table 5 below:

Table 5. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Explanation
<i>Perceived Organizational Support (X)</i>	0.950	0.957	Valid
<i>Job Performance (Y)</i>	0.957	0.962	Valid
<i>Job Engagement (Z)</i>	0.942	0.951	Valid

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Based on table 5 above, it can be seen that to measure reliability, it can be seen from 2 values, namely 2: namely: the composite reliability value and the Cronbach's alpha value. The results of the composite reliability value for each variable are > 7 , so it can be concluded that each variable complies with the composite reliability rules. Then the Cronbach's alpha value for all variables > 7 , has met the requirements for Cronbach's value. Thus, it can be concluded that all constructs have high reliability.

4.3.2. Evaluation of the Structural Model (Inner Model)

In the evaluation of the structural model (inner model) 3 (three) tests are used, namely (1) R-Square, (2) F-Square, and (3) Bootstrapping. The results of the calculation of R-Square are presented in the following table:

(a) R-Square Value

Table 6. R-Square value test results

Variable	R-Square
Job Engagement (Z)	0.900
Job Performance (Y)	0.937

(Source: Data Processed by Researchers Using SmartPLS, 2023)

The results of the R-Square test show that the R-Square value of the Job Performance variable obtained a value of 0.937 (93.7%). These results indicate that the variables Perceived Organizational Support and Job engagement contribute to forming the Job Performance variable by 93.7%, while the remaining 6.3% is influenced by other variables not explained in this research model. The R-Square value is included in the high influential category. The Job Engagement variable has an R-Square value of 0.900 or the equivalent of 90% which indicates that the Perceived Organizational Support variable contributes 90% (high) to Job engagement, the remaining 10% is influenced by other variables outside the model.

(b) F-Square Value

Table 7. F-Square Value

Variable	X	Y	Z
Perceived Organizational Support (X)	0.070		
Job Engagement (Z)			0.386
Job Performance (Y)		0.990	

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Table 7, presents the results of the F-Square test, showing the results that the effect of POS (X) on Job Engagement (Z) has a value of 0.386 which is classified as high. Meanwhile, the effect of Job Engagement (Z) on Job performance (y) has an F-Square value of 0.070 which can be classified as low. Furthermore, the results of the F-Square Job Engagement (Z) test on Job Performance (Y) have a value of 0.990 which is classified as having a very high influence.

(c) Bootstrapping

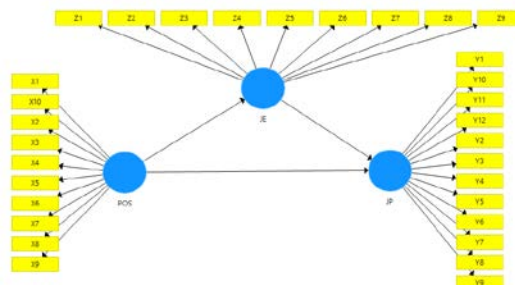


Figure 2. Bootstrapping results

(Source: Data Processed by Researchers Using SmartPLS, 2023)

Table 8. Recapitulation of Bootstrapping Test Results

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T (O/STDEV)	Statistics P Values
<i>Perceived Organizational Support -> Job Engagement</i>	0.015	0.122	0.080	1.442	0.043
<i>Perceived Organizational Support -> Job Performance</i>	0.094	-0.093	0.078	1.218	0.042
<i>Job Engagement -> Job Performance</i>	0.968	0.968	0.004	220.024	0.000
<i>Perceived Organizational Support -> Job Engagement -> Job Performance</i>	0.112	0.118	0.077	1.443	0.040

Table 8 shows the results that all hypotheses are accepted because they have a p value <0.05. To strengthen the explanation for accepting H4, we also carried out a sobel test using a calculator. The results of the Sobel test with a calculator (Adnan et al., 2017), show the effect of x on y through z of $13.57871482 > 1.649949$, thus H4 is accepted.

5. Discussions

The results of the study show that perceived organizational support has a direct and indirect effect on job performance through job engagement.

POS in the creative industry/economy in Indonesia is categorized as high. This means that creative industry companies in Indonesia support employees personally when needed, provide equal opportunities to grow and develop in career and personal, provide rewards in economic and non-economic forms; employees feel there is attention and empathy from leaders and co-workers, attention to their welfare, their aspirations are heard, their efforts and work achievements are appreciated, their values and beliefs are respected, facilities/infrastructure for worship are provided and given the opportunity to carry out religious obligations.

Job engagement in the creative industry/economy in Indonesia is categorized as high, meaning that employees in the creative industry/economy feel full of enthusiasm and energy at work, have a strong and tenacious mentality at work, and never give up in

solving problems; do work meaningfully and have clear goals, enthusiastic at work and proud of work; employees feel happy and enjoy their work.

Job performance is in the creative industry categorized as high. This means that employees work optimally in terms of quantity, quality, efficient use of time and costs, work with full awareness without needing supervision, in the form of maintaining the good name of the company, team, own good name and maintaining good relations with others. The research findings prove Post has an effect on job performance, meaning that the higher the company's support is felt by employees both personally and in teams/groups, the higher employee performance too : Research result: Afzali, A. et al. (2014); Casimir, G., et al. (2014); Chiang, C. et al. (2012); Krishnan, J. and Mary, V.S. (2012), support the findings of this study.

Job engagement effect on job performance. This means that if employee involvement is high in work, employee performance is also high. Hasil penelitian: Bakker, A.B. et al (2014); Zhang, Y., Farh, J. and Wang, H. (2012); Wan, Z. and Sun, J.M. (2011), support the findings of this study.

POS effect on job engagement. This means that if the company's support for employees/groups is high, then employee involvement is also high. The results of the study of a number of researchers: Tan, X. H. (2012); Shantz, A., et al. (2016); Ötken, A.B. and Erben, G.S. (2010); Casimir, G. et al. (2016); Dai, K. and Qin, X. (2016), support the findings of this study but Shantz, A., et al. (2016) rejected the research results, who concluded that job engagement influences POS; refers to a reciprocal social exchange relationship between leaders and employees that emphasizes the quality of the relationship (Afzali et al., 2014); employees' trust and confidence that the organization and/or leadership acts fairly and appreciates their contributions (Aggarwal-Gupta et al., (2010); Nixon et al., (2011); Bogler and Nir, (2012). POS reflects the total expectations of the organization on employees/members. The research of Liang, G.Q and Zhang, W. (2015), proves that the post is the main antecedent of job engagement.

Job engagement effect on job performance. The results of this study are supported by research: Bakker, A. B., & Bal, MP P. (2010); Bakker, A. B., Tims, M., & Derks, D. (2014); Christian, M. S., et al. (2011); Demerouti, E., & Cropanzano, R. (2010); Guan, X., & Frenkel, S. (2018); J., A. (2014), and rejecting the research of Gruman, J. A., & Saks, A. M. (2011), concluded on the contrary that job engagement has a significant effect on job engagement.

The final finding of this study is that POS effect on job performance through job engagement. Post is support from outside the individual (environment) that triggers work involvement and leads to increased employee performance (Kailiang Dai and

Xinyu Qin (2016). These results are supported by research by Krishnan, J., & Mary, V. S. (2012); Chen, A.Q. (2012); Wan, Z., & Sun, J. M. (2011).

6. Conclusion and Recommendations

The results of the study show that POS effect on Job Performance and Job engagement role as a partial mediating in this regard. Company support for high employees/groups can increase high job engagement. High job engagement at work can increase high job performance as well. POS is support from outside the individual (environment) that triggers job engagement and leads to increased job performance. The meaning is that if creative industry companies in Indonesia want to improve employee performance, it is necessary to increase the company's support felt by employees and also increase employee job engagement.

7. Theoretical Implications

The results of this study develop the Social exchange theory” and “reciprocity principle” because this theory has been tested and applied to the industrial sector/creative economy in Indonesia.

8. Practical Implications

The results of this study uniq contribute to policy makers related to the creative industry/economy in Indonesia that to produce optimal employee performance in the creative industry/economy it is necessary to increase POS, and job engagement.

9. Research Limitations

As for the limitations of the study: (1) The assessment of all research variables was measured and analyzed at the level of employee perception and experience, so that the interpretation of the results may not reflect the actual objective conditions. (2) Data collection techniques using closed questionnaires allow objective reality to be bound by the questionnaire.

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