

Intertwining Trilogy Premises of Hope, Social Support and Trust Relieving Work Stress Influencing to Well-being

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Abstract

The aim of this study was to verify premises that job security has indirect influence on well-being by means of hope, social support, and trust. Meanwhile, job autonomy and person-environment fit (P-E fit) have direct and indirect influence on well-being by means of social support and trust. Two hundred and eighteen respondents working in multinational companies were selected to test this hypothetical model. Using Structural Equation Modeling (SEM) in Linear Structural Relation (LISREL) software, several assumptions in the model were tested, i.e. how job security affected well-being, how autonomy influenced well-being, and how individual deal with it; how P-E fit directly influenced well-being, and how those who were working in the unfavorable environment could reach their well-being condition. The resulting fit indexes Root Mean Square Error of Approximation (RMSEA) with a value of .031 and CFI with a value of .99 significantly confirmed that the model fits and is reliable to represent the actual situation in multinational oil company and multinational automotive company. It was also generalized Conservation of Resources (COR) theory conducted in collective culture. Ultimately, this study offered theoretical and applicative suggestions as new and constructive contributions in improving the well-being at workplace in collective culture.

Keywords

Well-being, Job Autonomy, Job Security, P-E Fit, Conservation of Resources Theory

1. Introduction

The monetary crisis hit the Indonesian economy two decades ago. Rupiah value plummeted to an unrecoverable point. Indonesia's struggle through that long and heavy period was still aggravated (deteriorated) with the pace of technological development. The domestic industry continues to struggle to remain present in the global economic arena. As a result, work demands are increasing. To be able to continue to be involved in the world of work, the existing workers must be able to adapt to the digitalization and automation that is increasingly used by various industries in Indonesia. Ready or not ready, willingly or not, since 2015, Indonesia entered the ASEAN Free Trade Area, which presents its own challenges for the national business world and its workers. Recently, the industry in Indonesia is warmed up with another global challenge that is not less important; i.e., Industry Revolution 4.0 which puts forward the smart factory. In order to increase the competitiveness of the Indonesia in the global competition, the President of Indonesia subsequently established Making Indonesia 4.0 which covers five manufacturing sectors; i.e., food and beverage, textile, automotive, chemical and electronic industries (Ministry of Industry Republic of Indonesia 2018). The struggle of domestic industry to survive the wave of monetary crisis in Indonesia, coupled with the demands of world globalization, technological advances, and Industrial Revolution 4.0, has had a significant impact on domestic industry changes, especially on the changing lives of the workers involved (Tjahjono, 2018). Employees who do not want to adapt and change will have difficulty facing the massive rate of demands of various changes that exist (Schein, 2010). Employees who are able to cope with the various challenges that exist must continue to grow and develop in order to continue to survive the increasingly dynamic and complex work environment (Rothwell, Graber, & McCormick, 2012). This kind of working condition does not leave many alternative options for its workers and has other consequences that could harm the employees (Artz & Kaya, 2014; Mitchell et al., 2018), and potentially harming its organizational performance (Lucky, Minai, & Rahman, 2013; Kraja, 2015). Tetric & Quick (2003) states, that the demands of globalization is a situation that lowers people's job

security. Worker's employee status is at a point of significant destructive uncertainty (Azadeh & Ahranjani, 2014; Howe, 2017).

Demands for change in work model in the era of globalization and Industrial Revolution 4.0 put forward efficient yet effective operational activities in achieving strategic targets (Rothwell, Graber, & McCormick, 2012; Itegi, 2015). Implementing effective changes needs to take into account the cultural factors of the workers (Johnston, Clark, & Shulver, 2012; Schein 2010). Indonesian employees generally have collective culture and are accustomed to work collectively. The desire of the organization to operate competitively, which is generally better supported through the individual work culture (Gorodnichenko & Roland, 2010), can have destructive consequences for its workers (Darwish & Huber, 2003) who accustomed to solidarity and harmony in collective culture (Early & Gibson, 1998). To what extent job autonomy, which among other things, emphasizes individual responsibility and competition (Ivancevich & Matesson, 2002), undermines workers' well-being? How are the proactive countermeasures?

Existing organizations in Indonesia also has many capable workers who view the changing demands that exist in the era of globalization and Industrial Revolution 4.0 as a trigger for productive working behavior. However, does it mean that the ability to adapt and respond to the challenges of the times can guarantee a high well-being? Are their well-beings not threatened, either directly or indirectly, because of their person-environment fit (P-E fit)? Various studies have shown that employee alignment with the work environment can affect job satisfaction, accidents, health, or leisure time (Häusser et al., 2010; Özkan & Lajunen, 2011; Park & Searcy, 2012; Schaufeli & Taris, 2014; Vovaes et al., 2018).

Individual uniqueness creates a distinct work culture that includes the complexity of consequences that may arise as a result of interactions that occur with each other and various aspects involved (Schein, 2010; Robbins & Judge, 2017). Various researches on workplace stressors, such as job security, job autonomy, and P-E fit are generally conducted in individual cultures, which can lead to different results when applied in collective culture (Munandar, 2001; Ho & Widaningrum, 2016). What is the correlation between the three stressors with workers' well being, and what alternative solutions can be used as proactive solutions? The aim of this study is to verify premises that job security has indirect influence on well-being by means of hope, social support, and trust, while job autonomy and person-environment fit (P-E fit) have direct and indirect influence on well- being by means of social support and trust.

2. Literature Review and Development of Hypotheses

In his theory called Conservation of Resources (COR), Hobfoll (2001: 341) says that "individuals strive to obtain, retain, protect, and foster those things that they value" they call "resources". Resources are defined as everything within the category of objects, conditions, personal characteristics, or energy, sought by the individual which is useful for obtaining resources (Hobfoll, 1989, 2001). Stress occurs when individuals experience the threat of draining resources, or draining resources, or failing to obtain resources after investing resources. Hobfoll and Shirom (2000) convey four consequences to obtain, retain, protect, and foster resources, which are:

1. Individuals need to spend resources to get resources.
2. Individuals who have large resources will be easier to get resources, and will not easily lose resources (not vulnerable to stress). Conversely, individuals who have limited or less resources will find it more difficult to obtain resources, and more easily to lose resources.
3. Draining one resource will be followed by the draining of other resource, and vice versa.
4. Individuals who have strong resources will have greater possibility to risk resources to improve the acquisition of resources.

The study identified three stressors in the workplace that were assumed to threaten workers' well-being which were the basis for productivity at work (Warr, 1999; Cascio 2006; Miller 2016), namely job security, job autonomy, and person-environment fit (P-E fit).

Organizational downsizing, mergers, increased work demands, and other impacts that occur as a result of the monetary crisis in Indonesia, globalization, rapid technological advances, and Industrial Revolution 4.0 can threaten workers' continuity of work, which in turn may pose a threat to the release of other related resources such as workplace satisfaction and counterproductive behavior (Munandar, 2001; Probst 2005; Artz & Kaya, 2014; Benešová, 2017; Huang, et al., 2017). In line with the COR theory assumption that individuals always struggle to

maintain their resources, it can be said that workers who feel threatened to lose their jobs will not remain silent until their job is lost. Hope, as one resource in the form of personal characteristics, has been successfully proven to help individuals achieve difficult goals (Curry et al., 1997; Irving et al., 2004; Simmons et al., 2003; Jordan & Sullivan, 2015; Kibby, 2015), such as success in undergoing transition of the psychological healing process, success in sport competitions, staying healthy in the midst of work stressors. According to Snyder and Sympson et al. (2002), individuals are said to have hope, if they have a strong enough purpose, so as to generate an intrinsic motivation (agency), which triggers the emergence of solutions that are believed to make it reach the goal (pathways). A reliable solution, to be effective, should be easily obtained (Franken, 2007). In a collective culture, of course, social support is the easiest resource to obtain. Hobfoll and Shirom (2000) also said that social support is a very potential way to get resources, even more potential than existing resources within the individual (e.g., self-esteem). Social support is reflected as an aid individuals obtain through social interaction (Ivancevich & Matesson, 2002), and Indonesia has a collective culture (Jetten et al., 2002; Earley & Gibson, 1998), where togetherness is a priority (Weiten, 2010). However, the existence of social support does not automatically become effective to generate a resource gain, if the related individual has no trust that existing social support can help him (Hether et al., 2014; Kuhl & Boyraz, 2017). The existence of social support when it is not needed can be detrimental (Hobfoll, 1989), individuals tend to avoid unpleasant sources (Hilmert et al., 2006).

According to Warr (1997), job security is a well-being predictor. Nevertheless, some studies show that over time, the stress intensity felt by individuals will tend to decrease (Diener & Suh, 1999; Houkes et al., 2003; Armstrong-Stassen, 2005; Mohrman & Lawler III, 2014; Powell & Butterfield, 2015). Considering that the effects of the monetary crisis have been going on for two decades, and that collective culture is a culture shared by most people in Indonesia (Jetten et al., 2002), this study can assume that job security has no direct effect to well-being and can be overcome with the hope, social support, and trust. Therefore, Hypothesis 1 can be formulated, that job security has an influence on well-being indirectly and significantly, by means of hope, social support, and trust.

Organization's spirit to conduct efficient yet effective operations as an effort to achieve strategic targets (Cross, 2017), forces workers to shift from comfort zones and adapt to existing work demands. Job Autonomy reflects the individual's freedom to predict and decide for himself the accomplishment of his work tasks (Ivancevich & Matesson, 2002), and is highly valued in the individualist culture because of the positive impacts it generates, such as improved performance, positive behavior, well-being and productivity (Karasek & Theorell, 1990; Tafarodi & Smith, 2001; Bond & Bunce, 2003; Cummings & Worley, 2005; Den Hartog & Belschak, 2012; Spector, 2016; Karanika-Murray et al., 2017). In contrast, collective culture values more cooperation and loyalty to groups or organizations, harmony and solidarity (Earley & Gibson, 1998), thus viewing job autonomy to emphasize freedom and independency, not as something that is always free from conflict. Workers in collective culture are more accustomed to collective responsibilities rather than individual responsibilities (Newman & Nollen, 1996). Thus, this study may assume that job autonomy in collective culture can provide an imbalance, which negatively affects well-being. Therefore, Hypothesis 2 can be formulated, that job autonomy has influence on well-being, negatively and significantly.

Kubicek et al. (2017) said that job autonomy has two sides; it can be beneficial and can also be harmful. Viewed from the disadvantage side, job autonomy in collective culture can trigger the release of resources. In terms of the favorable side, job autonomy is often equated with independence, great responsibility, or freedom (Earley and Gibson, 1998; Ivancevich & Matesson, 2002). The ability of individuals to manage their work processes reflects power (Theorell, 2003). According to Franken (2007), individuals who are viewed as individuals who are independent, initiative, or powerful, tend to make other individuals interested. That is, this research can assume that job autonomy can bring social support, and with the trust within the individual towards the existing social support, then it is highly probable that the individual can have a high well-being. Thus Hypothesis 3 can be formulated, that job autonomy has influence on well-being indirectly, positively, and significantly, by means of social support and trust.

Organizations do not only consist of workers who need to rush to leave their comfort zone and adapt to their work environment, but also consist of workers who have competencies that match the challenges of work that exist in the era of globalization and industrial revolution 4.0. The alignment of the worker with his or her working environment, whether related to the values held, the work demands, or the compensation given, is known as person-environment fit (P-E fit). Based on the theory of COR (Hobfoll, 1989, 2001), such harmony can be assumed as resource gains that bring individuals closer to achieving well-being. Workers who work in the workplace in accordance with their

personal values, have the competence in accordance with the demands of his work, and get compensation in accordance with his expectations, can be regarded as a happy worker. Various studies show a positive correlation between PE fit with workplace satisfaction, improved sleep quality, positive mood, persistence, better behavior (Kristof, 1996; Lauver & Kristof-Brown, 2001; Judge & Ilies, 2004; Sonnentag & Bayer, 2005, Le et al., 2014, Van Vianen, 2018). These various studies and assumptions are strong enough to underlie the formulation of Hypothesis 4, that P-E fit has influence on well-being directly, positively, and significantly.

Response to social support is very diverse, and the beneficial effects of social support are influenced by early experience, which genetically mediates social behavior (Ozbay et al., 2007; Ditzen & Heinrichs, 2014). Various studies have demonstrated the role of social support as a highly reliable resource in helping to accelerate health improvement and reduce stress (Hobfoll, 1989; Reblin and Uchino, 2008; Park et al., 2015; Borton et al., 2015; Cukor et al., 2017). Departing from the formulation of Hypothesis 4, that the high P-E fit can directly bring the well-being, then it could be in this condition, social support is no longer a necessary resource. However, individuals who have trusts may not avoid the existence of social support, so that well-being can be achieved. Conversely, workers with low P-E fit tend to choose social support as one of the easiest solutions (Franken, 2007) in collective culture in Indonesia (Weiten, 2010). The forms of social support given in accordance with the needs, can generate resource gain, such as trust, empathy, health-related attitudes and behaviors, and coping with any resulting challenges (Ommen et al., 2008; Hether et al., 2014; Park et al., 2015; DeHoff et al., 2016; Yang et al., 2017). Furthermore, in line with the COR theory which states that the single resource gain will trigger the next resource gain, the trust generated from social support can be assumed to increase the well-being. Thus, Hypothesis 5 can be formulated, that P-E fit has influence on social support directly, negatively and significantly; and social support has influence on well-being indirectly, positively, and significantly, by means of trust. In other words, low P-E fit has influence on well-being indirectly, positively, and significantly, by means of social support and trust.

Thus this study has formulated and established five hypotheses that are expected to provide new thoughts about how hope, social support, and trust can be significant solutions to help workers in this collective culture, cope with work stressors in this research; i.e., job security, job autonomy, and PE fit, to achieve well-being. Based on COR theory (Hobfoll, 1989) and various supporting studies, the five hypotheses specified in this study, are illustrated in the hypothetical model as shown in Figure 2.1., to be tested.

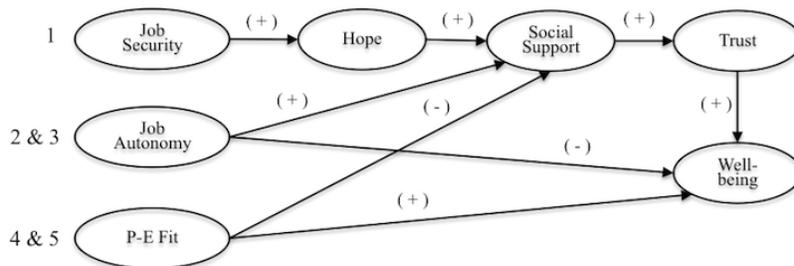


Figure 2.1. Hypothetical Model

Numbers refers to the respective hypotheses; (+) refers to positive correlation; (-) refers to negative correlation

3. Method

3.1 Participants and Procedure

The population of this study are individuals who work in foreign companies in Indonesia, which are engaged in oil exploration and automotive manufacture which some time ago underwent restructurisation. The study samples are full-time workers, already working for more than a year, under 50 years of age, holding a staff position to a manager, and not working in the field. Sampling technique used is non probability purposive sampling.

The data were collected using 7 measurement instruments consisting of well-being, hope, social support, trust, job security, job autonomy, and P-E fit scales. Before disseminating to the research sample, face validity test and reliability test were performed on the seven measurement instruments used in this study, using 90 test samples (N = 90). The reliable and valid measurement instruments will be utilized to test the hypothetical model, using different samples (N=218).

3.2 Research Data Analysis

The instrument reliability test carried out using Cronbach's alpha calculation technique shows that all measurement instruments have an Alpha coefficient between .75 to .96, using 90 test samples (N=90) as shown in Table 3.2.1. This means that all measurement instruments used in this research are reliable, can be used to measure all latent variables contained in the hypothetical model.

Table 3.2.1. Measurement Instrument Reliability Trial Results, N = 90

Scale	Number of initial items	α	Number of invalid items	Number of valid items	α
<i>Well-being</i>	30	.91	7	23	.92
<i>Hope</i>	8	.85	0	8	.85
<i>Social support</i>	8	.79	4	4	.83
<i>Trust</i>	17	.95	3	14	.96
<i>Job security</i>	6	.86	0	6	.86
<i>Autonomy</i>	17	.70	4	13	.76
<i>P-E fit</i>	9	.75	0	9	.75

Hypothesis testing or hypothetical model is done through Structural Equation Model (SEM), which has two stages. The first stage, testing the suitability of the hypothetical model with the existing data in the field (test of the goodness-of-fit). The second stage, testing the level of significance of any coefficients or parameters present in the hypothetical model.

To estimate whether the hypothetical model is empirically appropriate, this study uses some fit indexes, ie χ^2 with $p > .05$ or with χ^2 divided by df less than 2, RMSEA ≤ 0.08 , CFI ≥ 0.90 , GFI ≥ 0.90 , and CN > 200 . The significance level test was conducted using t-value, where the test result of each parameter must have a t-value > 2.58 ($p < 0.01$) or t-value > 1.96 ($p < 0.05$).

4. Calculation and Result

Two hundred and twenty seven questionnaires were collected from 450 questionnaires distributed to three companies. Of 227 returning questionnaires, 218 can be used (30% from oil companies, and 70% from automotive manufacture) to test hypothetical models. Means (M) and standard deviation (SD) for each latent variable used in the hypothetical model, are shown in Table 4.1. With a median value of 2.5 (scale 1 - 4), it can be said that respondents generally have a considerably high level of well-being, job security, and P-E fit, and low-level job autonomy.

The test of the goodness-of-fit indicates that the hypothetical model has a fit index χ^2 with $p = .064$, CFI = .99 and RMSEA = .031; GFI = .93, and CN = 239.25. That is, hypothetical models can be accepted as models with data in the field. The significance test (t-value) indicates that all parameters coefficient in the hypothetical model have t-value > 2.58 ($p < .01$). This means that the hypotheses tested in this study have valid parameter coefficients. Thus, the hypothetical model of this study is acceptable, with the probability of admission error being less than 1%. Figure 4.1. shows the hypothetical model that has been accepted as a fit and significant model.

Table 4.1. Means, Standard Deviation, Correlation, and Reliability (N = 218)

Variable	M	SD	Score Scale	# of Items	1	2	3	4	5	6	7
1. Well-Being	3.24	.48	1-4	23	(.92)						
2. Hope	3.30	.44	1-4	8	.37**	(.87)					
3. Trust	2.93	.68	1-4	14	.21**	.42**	(.96)				
4. Social Support	2.96	.63	1-4	4	.18**	.36**	.60**	(.79)			
5. Job Security	2.66	.62	1-4	5	.16*	.28**	.27**	.19**	(.84)		
6. Job Autonomy	2.13	.52	1-4	9	.10	.19**	.46**	.42**	.31**	(.70)	
7. P-E fit	2.77	.43	1-4	8	.31**	.21**	.08	.23**	.23**	.38**	(.76)

Figures in parentheses along the diagonal line report reliability; * p < .05; **p < .01

Hypothesis 1 is supported by the results of this study, that job security indirectly affects well-being and significance through hope, social support, and trust. The parameter of job security influence on hope shows coefficient of $r = .41$ ($t = 4.80$). That is, the increase in job security against the increase in hope can be explained by $(.41)^2$ or 17% with the possibility of admission error of less than 1%. Furthermore, an increase in hope for an increase in social support can be explained by $(.44)^2$ or 19% with a probability of error less than 1% ($t = 5.28$). Increased social support for an increase in trust can be explained by $(.86)^2$ or 74% with a probability of error less than 1% ($t = 7.58$). An increase in trust towards the increase in well-being can be explained by $(.53)^2$ with a probability of error of 1% ($t = 3.89$). The result proves that Hypothesis 1 is acceptable and significant.

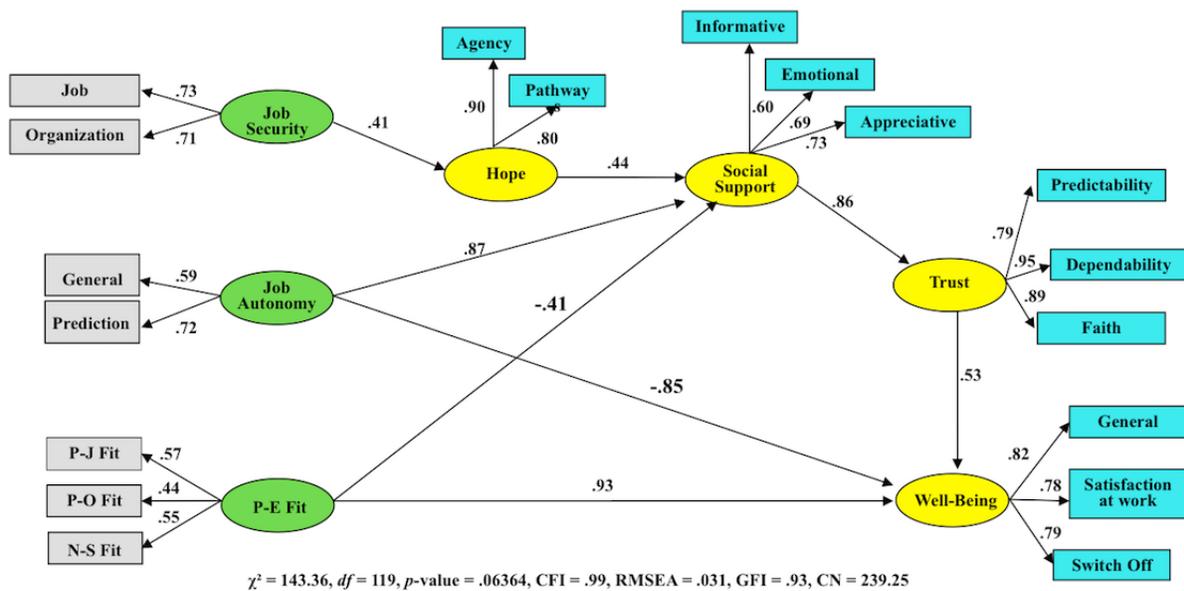


Figure 4.1. Hypothetical Model Parameter Coefficient with Standardized Solution

The parameters of job autonomy influence on well-being show coefficient of $r = -.85$ ($t = -3.29$). This means that an increase in job autonomy can explain a well-being decline of $(.85)^2$ or 72% with a chance of admission error less than 1%. In other words, Hypothesis 2 is acceptable and significant. Similarly with Hypothesis 3, where the results of this study indicates the effect of increased job autonomy to increase social support is equal to $r = .87$ ($t = 5.24$). That is, the effect of increasing job autonomy to increase social support can be explained by 76% with the

possibility of admission error is less than 1%. Furthermore, the results of this study also supports Hypothesis 4 which formulated that the P-E fit has a direct positive and significant effect on the well-being. An increase in P-E fit may explain a well-being increase of $(.93)^2$ or 86% with a possible admission error of less than 1% ($t = 4.15$).

Parameter of the effect of the decrease of P-E fit on the improvement of social support shows the coefficient of $r = -.41$ ($t = -2.65$), which means that the decrease of P-E fit can explain the improvement of social support by 17% with the possibility of admission error less than 1%. Thus, Hypothesis 5 is also acceptable and significant

All parameters have been proven to be significant, with the possibility of admission errors smaller than 1%. The five hypotheses of this study have proven to be acceptable and significant. Therefore, it can be concluded that this new hypothetical model is a model corresponding to the data in the field and significant, so it is acceptable.

5. Conclusions and Discussion

The hypothetical model test result shows that the hypothetical model of this research is an acceptable model, since it has been proven to be fit and significant. Hope, social support, and trust are solutions that can be used to deal with job security, job autonomy, and P-E fit as stressors against well-being, according to their characteristics.

Job security gives its influence on the well-being indirectly, through hope, social support, and trust. Support to Hypothesis 1 provides generalizations to the COR theory (Hobfoll, 1989) which says that the single resource gain will trigger the next resource gain and vice versa. This study proved that the increase in job security tends to be followed by increase in hope, social support, trust, and well-being. Improvement in the domestic economy that is increasingly positive today has managed to build optimism of Indonesian individuals to have a better future (Luxton, 2016, Chaparro, 2017, Al Serkal, 2017). The monetary crisis that began two decades ago will gradually fade away (Houkes et al., 2003; Armstrong-Stassen, 2005), so it tends not to be seen as a significant stressor to well-being. Eggerman and Panter-Brick studies (2010) also show that togetherness, moral values, and faith are very useful to promote hope. The individual's ability to adapt (Seligman, 1998), and the improvement of the Indonesian economy, enable individuals to have higher hope and to view social support as a reliable solution to achieve well-being. The more social support gained, the higher the trust that can be owned, as shown by research Yao et al. (2017), that the positive experience experienced by individuals in interacting with people outside their group can increase trust in strangers. The existence of trusts that are well-preserved because of the consistency of a positive experience then allow individuals to able to have well-being (in this study indicated with better health, better workplace satisfaction, and better use of leisure time). In addition to generalizing the COR theory, support for Hypothesis 1 of this study also provides input to the importance of activities that can promote hope, because job security alone can not make individuals have a well-being, which is the basis of productivity (Cascio, 2006). Individuals are also advised to actively interact or help other individuals to make it easier to get social support, because in general, individuals will provide social support to other individuals who are viewed to be able to provide mutual assistance (Bowling et al., 2004).

Support to Hypothesis 2 of this study indicates that high job autonomy tends to directly affect the decrease of well-being. In different contexts, Wu et al. (2015) proves that job autonomy in collective culture is not constructive in correcting the negative impact of over qualification on well-being at work. Apparently, job autonomy depicting independence and individualism (Franken, 2007), is less fit for individuals in collective culture. A sense of comfort can be generated if the individual feels that he has acted rightly (De Leersnyder et al., 2015). Support for Hypothesis 2 provides a new contribution to the COR theory, where a resource gain (high job autonomy) will result in the release of resources (decreased well-being), if it occurs in situations not compatible with individual values. Surely this study still needs further studies to provide confirmation and generalization.

Job autonomy on the one hand can be detrimental to well-being, but on the other hand can also increase social support, in accordance with significant support to Hypothesis 3. In line with the research of Bowling et al. (2004) showing that individuals who are considered to provide mutual support, are more likely to get social support. Individuals with high job autonomy (in this study indicated by having the freedom to organize the completion of their work tasks, and to estimate their freedom) can be perceived as individuals who can be expected to be able to re-assist after being assisted. This is also aligned with the COR theory (Hofboll, 1989). However, having social support alone is not enough to make individuals who have job autonomy experience improved well-being, because it still needs trust on related social support.

High P-E fit is proven to directly increase the well-being. Support for Hypothesis 4 is aligned with COR theory (Hobfoll & Shirom, 2000) as well as several other studies. For example, individuals with high P-E fit were found to tend to be satisfied with their work and did not want to quit their jobs (Kristof-Brown, 2001; Cable & De Rue, 2002). However, as with job autonomy, high P-E fit also has a destructive side to well-being. The difference is high P-E fit can be indirectly destructive to the achievement of well-being, in accordance with significant support to Hypothesis 5. This study found that individuals with high PE fit have a tendency to experience a direct decrease in social support, of which according to COR theory (Hobfoll, 1989) can be followed by the release of further resources. However, the existence of trust, can make individuals who have high fit P-E and tend to avoid social support to still reach the well-being. In contrast, individuals with low P-E fit, will tend to achieve well-being through reliable social support. According to Hobfoll and Shirom (2000: 64), "resource loss" can be resolved through "resource gain," resulting in a balance between release and gain of resources. Support to Hypothesis 5 suggests the importance of trust built in providing social support, since social support that has no added value (trust) tends to be abandoned when it is not needed.

In addition to contributing, the results of this study also have limitations. Although the hypothetical model of this study is already a fit and significant model, it still requires further research for generalization; e.g., tested by different populations and longitudinally, or by using probability sampling technique.

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Biography

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