

The Influence of Leader-Member Exchange and Talent Management on Employee Performance with Employee Engagement and Employee Commitment as Mediation Variables in Construction Company Employees

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ABSTRACT

Employee performance refers to the extent to which employees are able to achieve job goals and meet the standards set by the company. Leader-member exchange is a theory that explains the quality of interpersonal relationships between leaders and subordinates, which can influence motivation and employee performance. Talent management is a strategy for managing organizational talent, involving the recruitment, development, and retention of talented employees to ensure they contribute maximally. Employee engagement refers to the level of emotional involvement and commitment employees have towards their work, which directly impacts productivity and employee performance. Meanwhile, employee commitment reflects the loyalty of employees to the organization and their desire to continue contributing in the long term. This study was conducted with 235 employees of PT Adhi Karya (Persero) Tbk, using data collected through a questionnaire survey. The results of the study show that leader-member exchange and talent management have a positive effect on employee performance, with employee engagement acting as a significant mediator. However, employee commitment does not play a mediating role in this relationship. This study confirms the importance of strong interpersonal relationships between leaders and subordinates, as well as effective talent management, in enhancing employee performance.

KEYWORDS



Employee Performance, Leader-Member Exchange, Talent Management, Employee Engagement, Employee Commitment

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INTRODUCTION

In an era of increasingly competitive global competition, employee performance is the main focus of various organizations. To remain relevant and superior in the international market, companies are required to continue developing the quality of their human resources, especially in the face of challenges such as innovation pressures, technological disruptions, and fierce competition. Various countries, including Indonesia, face fundamental problems in human resource management, including low employee engagement, high turnover rates, and weak talent management strategies (Chagadama et al., 2022). These conditions have a direct or indirect impact on organizational productivity, increase operational costs, and reduce the company's global competitiveness.

In particular, Indonesia faces challenges in managing employee motivation and commitment, where an uncondusive work environment, weak leadership ethics, and ineffective talent management practices are factors causing declining employee performance (Hamid et al., 2020). As a result, organizational efficiency decreases, employee retention weakens, and the company's long-term growth potential is disrupted. To address these challenges, various strategic approaches have been proposed. Among them are the implementation of comprehensive talent

management, improving the quality of relationships between leaders and subordinates, and the use of information technology in supporting organizational management systems (Wang, 2023). In this case, a deep understanding of the factors that affect employee performance is crucial for the company to manage them effectively.

One approach that has been proven to affect employee performance is the Leader-Member Exchange (LMX). Disharmonious relationships between superiors and subordinates reduce a sense of trust and job satisfaction, as well as lead to perceptions of injustice that negatively impact employee motivation and overall performance (Wang, 2023). A high-quality LMX is characterized by strong mutual relationships and the presence of trust, emotional, and professional support (Tanaka & Ishiyama, 2023). Employees who have a good relationship with their leaders tend to be more involved and make positive contributions to the organization. On the other hand, a poor LMX inhibits creativity and happiness at work, as well as lowers productivity. Employees who feel unappreciated and lack guidance have difficulty developing the potential of their innovative ideas (Bani-Melhem et al., 2022). In the context of Indonesia's hierarchical organizational culture, the issue of the quality of LMX relationships is becoming increasingly relevant and requires serious attention.

Another issue that is no less important is talent management. Talent management includes the process of identifying, developing, and retaining talented individuals (Meyers, 2020). One of the main obstacles is a lack of awareness and structured strategies in managing talent, which leads to increased turnover and decreased employee performance (Shafique & Zia-your-Rehman, 2021). The absence of career development opportunities and the incompatibility of training with individual needs have exacerbated this situation (Okoronkwo, 2022). Conversely, organizations that successfully implement talent management have been shown to increase employee engagement, commitment, and job satisfaction, which ultimately has a positive impact on organizational performance (Aqeel et al., 2022).

Low employee engagement is also a significant challenge. Minimal employee engagement leads to reduced work motivation and productivity (Opolot & Maket, 2020), as well as increased intention to resign and reduced work initiatives (Ngwenya & Pelser, 2020). This increases operational costs due to the need for recruitment and retraining (Tabasum & Shaikh, 2022). Conversely, employees who feel emotionally connected to the organization are more loyal, productive, and innovative. Employee commitment also plays an important role in supporting performance. Lack of career development opportunities, unclear career paths, and lack of appreciation contribute to low commitment (Sivagnanam et al., 2022). Leadership style also affects the level of commitment; a balanced combination of transactional and transformational leadership has been proven to increase

employees' emotional and psychological attachment to the organization (Puni et al., 2021).

The construction sector is of particular concern in this study because of its large contribution to economic growth and job creation, including in Indonesia. However, the sector also faces various challenges, such as high turnover, high occupational risks, and safety management complexities (Chagadama et al., 2022). High turnover risks deprive organizations of valuable knowledge and experience (Al-Hashimy et al., 2022), while weak implementation of occupational safety policies worsens operational conditions (Alubaid et al., 2020). Therefore, an in-depth study is needed to identify concrete solutions to improve work performance and safety in this sector. One of the indicators that can be used to measure human resource performance is through talent mapping. Based on data from PT Adhi Karya (Persero) Tbk, there was a decrease in the number of Nominated Talents by 27.54% from 2022 (1,932 employees) to 2023 (1,400 employees), while the number of Non-Nominated Talents actually increased from 136 to 676 people. The company has set a target to increase Nominated Talent by 10% by 2024 as part of efforts to improve human resource performance.

The performance assessment of employees of PT Adhi Karya (Persero) Tbk can also be seen through Human Capital Maturity in 2023, which is an important indicator in assessing the readiness of the organization in managing its human resources strategically. Based on the Human Capital Department's internal report, the company's Human Capital Maturity Index (HCMI) value in 2023 is 3.1 (out of a maximum scale of 5), indicating that the company is in the "managed and documented" stage but has not fully reached the optimal level in terms of integration and adaptability of the overall HR management strategy. These figures show that there is still room for improvement, especially in aspects of talent development, succession planning, and the integration of human resource information systems to support data-driven decision-making. The increase in HCMI is very important, considering that the company is targeting to achieve level 4.0 by 2025, which is the "strategic and integrated" level reflecting the maturity of the organization in managing human resources as a strategic asset for the achievement of the company's long-term vision and mission. The correlation between the decline in the number of nominated talents and the low HCMI score indicates the need for a thorough evaluation of the effectiveness of the implementation of talent management policies, including a review of nomination criteria, transparency of the selection process, and the sustainability of talent development programs. Without the right strategic interventions, companies risk losing potential employees and experiencing stagnation in productivity and innovation.

As such, it is important for PT Adhi Karya (Persero) Tbk to adopt a more holistic and sustainable approach to employee performance management, which not

only focuses on short-term results but also creates a strong foundation for the growth of superior and highly competitive human resources in the future. This research is expected to make an empirical and conceptual contribution to the development of employee performance improvement strategies, especially through the leader-member exchange approach, talent management, employee engagement, and employee commitment in the Indonesian construction sector. Therefore, this study aims to analyze the Influence of Leader-Member Exchange and Talent Management on Employee Performance with Employee Engagement and Employee Commitment as Mediation Variables in PT Adhi Karya (Persero) Tbk.

RESEARCH METHOD

The study adapted and modified conceptual models from several previous studies, including Kafetzopoulos & Gotzamani (2022), Abdullahi et al. (2022), and Mensah et al. (2016) (Shown in Figure 1). This research was conducted at PT Adhi Karya (Persero) Tbk., using a quantitative method through a questionnaire survey based on a 7-point Likert scale. The research sample was determined using a stratified random sampling technique with a minimum number of 100 respondents, in accordance with the provisions of Hair et al. (2020). Data collection was carried out through pre-tests for validity and reliability tests, using Kaiser-Meyer-Olkin (KMO) and Cronbach's Alpha as benchmarks. The five variables tested included employee performance, leader-member exchange, talent management, employee engagement, and employee commitment.

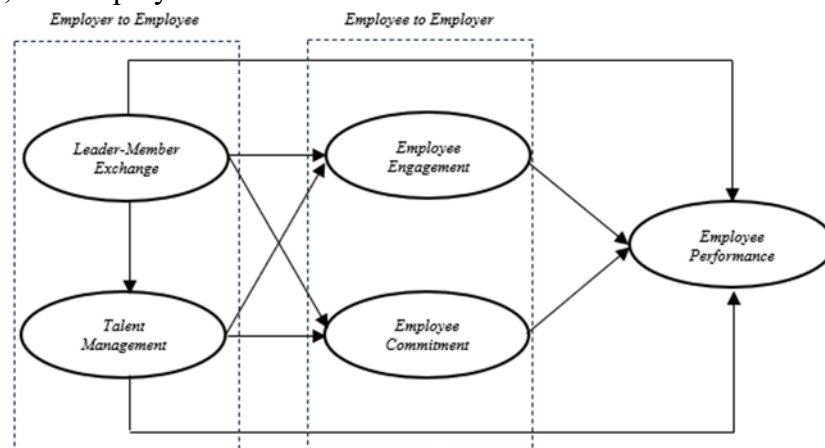


Figure 1. Research Conceptual Model

Source: Compiled Researcher (2025)

Data analysis was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS-SEM), which allows the analysis of complex relationships between latent variables and simultaneous observations. In addition to the SEM test, descriptive analysis was used to describe respondent characteristics and answer distribution. The validity and reliability test was carried out first using SPSS version 29, with KMO > 0.5 and Cronbach's Alpha > 0.5 as

indicators of instrument feasibility. The results of this analysis are expected to provide a comprehensive understanding of the influence of talent management and leadership on employee performance through the mediation of various psychological and social factors.

RESULT AND DISCUSSION

Measurement Model Analysis

Validity Test of Employee Performance Variables

Based on Table 1, all *indicators of employee performance* variables show a loading factor *value* above the minimum threshold of 0.50. Although there are several indicators with values close to the lower limit (such as EP2 = 0.52 and EP1 = 0.58), these values are still declared valid according to the criteria of Hair et al. (2018). Therefore, all nine indicators can be maintained and used in the next stage of data processing to analyze the contribution of employee performance as a whole.

Table 1. Validity Test of Employee Performance Variables

Indicator	LF	Validity
EP1	0,58	Valid
EP2	0,52	Valid
EP3	0,87	Valid
EP4	0,66	Valid
EP5	0,60	Valid
EP6	0,88	Valid
EP7	0,86	Valid
EP8	0,64	Valid
EP9	0,64	Valid

Source: Processed Researcher (2025)

Validity Test of Leader-Member Exchange (LMX) Variables

Table 2 shows that all LMX indicators, which are divided into four main dimensions—*affect*, *loyalty*, *contribution*, and *respect*—have a *loading factor value* that exceeds 0.50. This indicates that the LMX construct is built on statistically valid indicators. The strength of this relationship reflects that the relationship between the leader and the subordinate has been well represented in the model, making it feasible for use in the structural testing stage.

Table 2. Test the validity of the Leader-Member Exchange variable

Indicator	LF	Validity
AFF1	0,93	Valid
AFF2	0,76	Valid
AFF3	0,98	Valid
LOY1	0,97	Valid
LOY2	0,67	Valid
LOY3	0,96	Valid
CONT1	0,58	Valid
CONT2	0,95	Valid

Indicator	LF	Validity
CONT3	0,85	Valid
RES1	0,99	Valid
RES2	0,70	Valid
RES3	0,90	Valid

Source: Processed Researcher (2025)

Talent Management Variable Validity Test

In Table 3, the fourteen *talent management* indicators have *loading factors* ranging from 0.58 to 0.91, all of which are above the validity limit of 0.50. This shows that the entire *talent management* construct is composed of strong and representative indicators. This provides a solid foundation for further testing of the influence of talent management on other variables in the structural model.

Table 3 Validity Test of Talent Management Variables

Indicator	LF	Validity
TM1	0,82	Valid
TM2	0,77	Valid
TM3	0,58	Valid
TM4	0,85	Valid
TM5	0,89	Valid
TM6	0,86	Valid
TM7	0,63	Valid
TM8	0,72	Valid
TM9	0,88	Valid
TM10	0,79	Valid
TM11	0,91	Valid
TM12	0,75	Valid
TM13	0,86	Valid
TM14	0,81	Valid

Source: Processed Researcher (2025)

Validity Test of Employee Engagement Variables

Based on Table 4, the eight indicators that make up the *employee engagement* construct are all declared valid with a *loading factor* of more than 0.50. The highest value was seen in EE5 (0.91), while the lowest was seen in EE1 (0.55). This signifies that aspects of employee engagement, both emotionally and cognitively, have been accurately measured and can be used in advanced analysis.

Table 4. Employee Engagement Variable Validity Test

Indicator	LF	Validity
EE1	0,55	Valid
EE2	0,65	Valid
EE3	0,74	Valid
EE4	0,86	Valid
EE5	0,91	Valid

EE6	0,87	Valid
EE7	0,86	Valid
EE8	0,58	Valid

Source: Processed Researcher (2025)

Validity Test of Employee Commitment Variables

In Table 5, three of the four indicators show adequate validity. However, the EC1 indicator has a *loading factor* value of 0.41, which is below the validity threshold. Therefore, the EC1 indicator is excluded from the model. This decision was taken to maintain the integrity of the model and only include indicators that have a significant contribution to constructing *employee commitment*.

Table 5. Validity Test of *Employee Commitment Variables*

Indicator	LF	Validity
EC1	0,41	Invalid
EC2	0,65	Valid
EC3	0,78	Valid
EC4	0,92	Valid

Source: Processed Researcher (2025)

Measuring Instrument Reliability Test

The results of the reliability test as shown in Table 6 show that all constructs have a *Construct Reliability (CR)* value of > 0.70 and an *Average Variance Extracted (AVE)* value of > 0.50 , which meets the reliability criteria according to Hair et al. (2018). This confirms that the measuring tool in this study has good internal consistency and is able to measure variables appropriately. Although some indicators have *loading factors* close to the lower limits, the overall construct still shows consistency strong enough to be further analyzed in the structural model.

Table 6. Measuring Instrument Reliability Test

Variable	Indicator	LF	CR	AVE	Reliability
EP	EP1	0,58	0,90	0,51	Reliable
	EP2	0,52			
	EP3	0,87			
	EP4	0,66			
	EP5	0,60			
	EP6	0,88			
	EP7	0,86			
	EP8	0,64			
	EP9	0,64			
LMX	AFF1	0,93	0,92	0,80	Reliable
	AFF2	0,76			
	AFF3	0,98			
	LOY1	0,97	0,90	0,76	Reliable
	LOY2	0,67			

	LOY3	0,96	0,84	0,65	Reliable
	CONT1	0,58			
	CONT2	0,95			
	CONT3	0,85	0,90	0,76	Reliable
	RES1	0,99			
	RES2	0,70			
TM	RES3	0,90	0,96	0,64	Reliable
	TM1	0,82			
	TM2	0,77			
	TM3	0,58			
	TM4	0,85			
	TM5	0,89			
	TM6	0,86			
	TM7	0,63			
	TM8	0,72			
	TM9	0,88			
	TM10	0,79			
	TM11	0,91			
	TM12	0,75			
	TM13	0,86			
	TM14	0,81			
EE	EE1	0,55	0,92	0,59	Reliable
	EE2	0,65			
	EE3	0,74			
	EE4	0,86			
	EE5	0,91			
	EE6	0,87			
	EE7	0,86			
	EE8	0,58			
EC	EC2	0,65	0,83	0,63	Reliable
	EC3	0,78			
	EC4	0,92			

Source: Processed Researcher (2025)

Structural Model Test

Table 7 shows the results of the *goodness of fit* testing of the structural model. Based on several key indicators, such as RMSEA (0.08), AGFI (0.98), CFI (1.00), and NFI (1.00), the model is stated in the *good fit* category. Although the GFI (0.87) and SRMR (0.10) values were in the *marginal fit category*, overall the model was declared feasible and eligible to test the relationship between latent variables. As per the recommendations of Hair et al. (2018), the model is considered appropriate if at least four main indices show good results. Therefore, the model in this study is considered to meet the compatibility requirements to proceed to the hypothesis test stage.

Table 7 Structural Model Fit Test

GOFI Indicator	Threshold Criteria	Test Results	Information
RMSEA	$\leq 0,08$	0,08	<i>Good Fit</i>
GFI	$\geq 0,90$: <i>Good Fit</i> 0,85-0,89: <i>Marginal Fit</i>	0,87	<i>Marginal Fit</i>
SRMR	$\leq 0,08$: <i>Good Fit</i> 0,08-0,10: <i>Marginal Fit</i>	0,10	<i>Marginal Fit</i>
AGFI	$\geq 0,90$	0,98	<i>Good Fit</i>
NFI	$\geq 0,90$	1,00	<i>Good Fit</i>
NNFI	$\geq 0,90$	0,97	<i>Good Fit</i>
CFI	$\geq 0,90$	1,00	<i>Good Fit</i>
YOUTH	$\geq 0,90$	1,00	<i>Good Fit</i>
RFI	$\geq 0,90$	0,96	<i>Good Fit</i>

Source: Processed Researcher (2025)

Hypothesis Test

The hypothesis test was carried out based on the path diagram analysis shown in Figure 2. Two important components that are considered are *the t-value* and the *path factor coefficient*. With a significance level of 95% ($\alpha = 0.05$), the minimum limit of *t-value* is ± 1.65 . Results showing a *t-value* of > 1.65 indicated a positively significant relationship between exogenous and endogenous variables. On the other hand, a negative value indicates the direction of a negative relationship. This process supports testing research hypotheses to determine the relationship and influence between variables that have been previously declared valid and reliable.

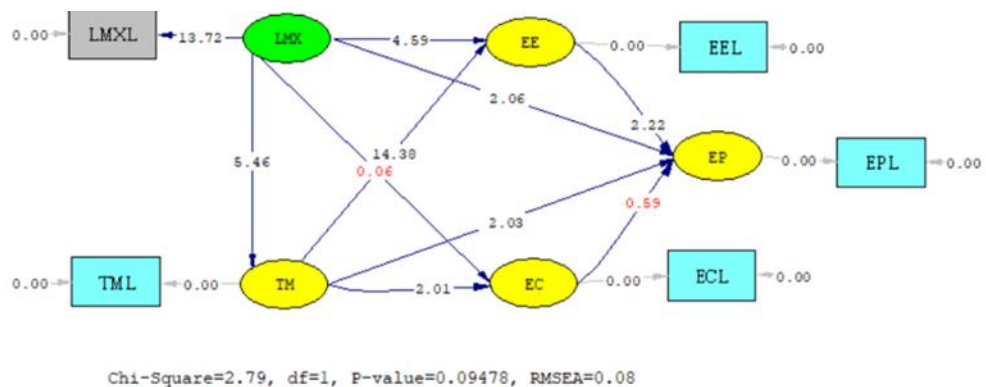


Figure 2. Path Diagram Analysis

Source: Processed Researcher (2025)

Based on the results of the analysis carried out, the validity of this research instrument has been proven to be adequate with most of the indicators in the main variable showing a loading factor value above 0.5. This indicates that these indicators effectively represent the construct being measured, except for one

indicator on the employee commitment variable (EC1) whose loading factor value is below the threshold and should be excluded from further analysis. In addition, construct reliability has also been guaranteed with Construct Reliability (CR) and Average Variance Extracted (AVE) values on all variables that meet the standard criteria, so that this research instrument can be trusted to describe the phenomenon studied consistently.

Furthermore, testing of the structural model through the goodness of fit test showed that the proposed model had a good fit with the empirical data. Some of the key parameters such as RMSEA, AGFI, NFI, CFI, and IFI are in the good fit category, while some other parameters are in the marginal fit category. This condition is still acceptable in the context of social research and shows that the model can adequately represent the relationships between variables. Thus, this model is feasible to test the causal relationship between the variables studied.

In the hypothesis test, the t-value obtained showed that the entire relationship between the variables in this model was statistically significant at a 95% confidence level. This strengthens the finding that the variables of talent management, leader-member exchange, and employee engagement simultaneously or partially have a significant influence on employee performance and employee engagement. In other words, the role of talent management and the quality of relationships between leaders and subordinates as well as employee engagement are key factors in improving employee performance and commitment in an ongoing manner.

Overall, these findings provide important insights for organizations to optimize their human resource management strategies, particularly in the context of talent development and improved interpersonal relationships in the workplace. Strengthening employee engagement and harmonious relationships with leaders is believed to drive employee productivity and loyalty, ultimately contributing to the organization's competitive advantage in the future. Therefore, the implementation of integrated and sustainable policies in the field of talent management and employment relations is very crucial to respond to the dynamics of the increasingly complex world of work and demand rapid adaptation.

CONCLUSION

This study examined the relationships between leader-member exchange (LMX), talent management, employee engagement, employee commitment, and employee performance, focusing on the mediating roles of employee engagement and commitment. The analysis confirmed most hypotheses except for the direct links between LMX and employee commitment and between employee commitment and performance. Importantly, employee engagement significantly mediated the effects of both LMX and talent management on employee performance, while employee commitment did not serve as a mediator in these relationships. For future research, it is recommended to investigate contextual

factors such as organizational culture or industry-specific challenges that may influence the effectiveness of LMX and talent management. Longitudinal studies could offer insights into how these relationships change over time, and exploring additional mediators like job satisfaction or psychological safety might clarify the underlying mechanisms. Broader samples from various industries and cross-cultural comparisons would improve generalizability, and qualitative methods could help explain why employee commitment did not mediate as expected, providing a richer understanding of these dynamics.

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