

The Effect of Leadership and Work Climate on Employee Efficiency by Employee Work Encouragement in the West Sulawesi Province Regional Disaster Management Agency

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Abstract

This study aims to calculate the funding for reviewing the factors determining the output of the Regional Disaster Management Agency of the West Sulawesi Province. The elements included are leadership, job atmosphere, and inspiration. The number of surveys utilized was 119 respondents using data collected in the context of a questionnaire. The method of analysis used is route analysis. The findings of the study indicate that (1) the leadership and work environment affect the morale of workers at the Regional Disaster Management Agency of West Sulawesi Province; (2) the leadership and work environment have an impact on the efficiency of the Regional Disaster Management Agency of West Sulawesi Province (3) the leadership and work environment have an effect on performance by employee motivation. In comparison, the leadership and work climate have a more significant indirect impact on employee results than the actual impact.

Keywords: Leadership, Work Environment, Motivation, Performance, Indonesia

1. Introduction

HR (human resources) is a precious commodity for an organization. Employees will have talents if they are correctly handled, so if they are not properly managed, that can become a burden (Sawitri et al., 2019; Tamsah et al., 2020; A Umar et al., 2020; Akmal Umar et al., 2019). The standard of human capital would be an asset for management and improve the organization's success in achieving successful objectives. According to Risambessy et al. (2012), good organizational success is required to accomplish reasonable corporate goals (Shahzad, 2012). Administrative efficiency is strongly connected to the efficient operation of a structured entity for a particular

objective. Organizational success is considered where all aspects of the organization function together to produce successful organizational performance.

Employee performance has a direct effect on organizational efficiency (Potu, 2013). Employee efficiency is the key to the achievement or lack of the corporate targets established in the organization (Gani et al., 2019; Yusriadi et al., 2019). An employee's success is an independent concern since each employee has a particular degree of capacity to do their work. Employee efficiency may be enhanced by a leader who sets a positive role model, motivates, and often pays attention to workers at work (Tahir & Rinantanti, 2018).

The progress or failure of an organization in achieving the goals and objectives established to realize the intent and purpose of an organization is highly determined by its workers' output. A leader's performance, who would have good quality and understanding if they are well supervised and managed and assisted by a working atmosphere that is good. Of course, it is predicted that workers would often optimize the success they have in achieving their organizational objectives. Employee success is a significant factor for the organization to pay attention to, and it will impact the fulfilment of the organization's priorities and development. Performance carries out an activity and enhances it according to its roles with outcomes as planned. Substantial success can be seen by the results produced in compliance with corporate expectations. This research would demonstrate the impact of leadership, the work climate, and work morale on employees' success. In this relation, the researcher would attempt to quantify and test how often the administration, work environment, and motivation affect efficiency, either explicitly or indirectly. Researchers believe that leadership and a healthy working atmosphere will enhance workers' willingness to function to boost job efficiency.

2. Literature Review

2.1. Leadership and Justification

The leader is an individual who has the power to lead, which implies that he can control the actions of others. Leadership is all activity to influence others to work together to accomplish an objective that has been put together. Leadership affects employee motivation. Yukl & Mahsud (2010) suggest leadership is a leader's capacity to control, inspire, and encourage people to contribute to the organization's efficiency and progress. Besides, Mintzberg in Thoha (2012) notes that there are three leadership positions served by each leader, namely Interpersonal Position (Interpersonal Relations), Knowledge Role (Information Related), and Judgment Role (decision making). This definition is compatible with studies undertaken by Zareen et al. (2015), Virgana & Suprijadi (2015), Olutade et al. (2015), Risambessy et al. (2012), and Aisiyah, respectively (2010); Nuraini et al., (2019). The researcher constructs the following theory based on the hypotheses built and validated by the above results.

H1: Leadership has a positive and essential impact on motivation. The better the leadership of the individual, the stronger the reason.

2.2. Climate and Encouragement of Job

The level of employee motivation is positively affected by the working climate. A job atmosphere conducive, secure, and relaxed can give way to a feeling of comfort at home in the workplace such that the desire to complete work improves (Khoiri, 2013). The working atmosphere is all about the worker at work, both physical and non-physical, that can affect him or her in carrying out his or her everyday tasks or duties and work. The job climate and inspiration are two aspects that cannot be isolated in an organization, whether governmental or non-governmental. According to Ahyari in Soentoro (2013), the job atmosphere connected to all at work may influence workers in their duties. The above definition is compatible with studies by Kim-Soon et al. (2014), Manaf et al. (2015), Marwanto & Nugroho (2014), and Sahilmi & Azis (2014). The following theory is obtained based on a definition founded on the findings of previous studies.

H2: The job climate has a positive and significant influence on the success of workers. The greater the leadership of the boss, the better the encouragement.

2.3. Leadership & Results

Leadership affects results. According to Dessler in Suparno (2015), there are five variables in evaluating success: task performance, job quantity, leadership, discipline, and contact. Leadership is one of the variables that will explain the success of workers. Leadership analysis also indicates that improved leadership would enhance the willingness to complete work with the amount and consistency of the expectations established by the Office to boost efficiency (Abbas & Yaqoob (2009), Fauzi (2012), Suddin & Sudarman (2010) and Wahyudi. & Suryono (2006).

The statement can be rendered as follows based on the definition that was founded on the findings of previous studies.

H3: Leadership has a positive and significant influence on the success of staff. The greater the leadership of the leader, the stronger the encouragement.

2.4. Functional Climate and Output

Factors that play a part in job success are endogenous and extrinsic factors, according to Herzberg in Suparno (2015). The more profound dimension of the atmosphere in which workers operate is a determining factor in employees' success. The work atmosphere includes all things that function and react to the body and mind of employees. In organizational psychology, the physical, emotional, and social conditions in which workers live and work must be studied to increase success quality. Its fundamental goal is to build an atmosphere that guarantees ease of operation and prevents all sources of frustration, concern, and anxiety. When the job atmosphere is friendly, frustration, monotony, and exhaustion are reduced, and efficiency is maximized.

Study on the job climate often indicates that the better the work atmosphere, the more excitement or love for work rises to boost efficiency (Zareen et al. (2015), Gunaseelan (2014) and Gardjito (2014). The following hypothesis may be made based on a definition founded on the findings of previous studies.

H4: The work atmosphere has a positive and significant influence on the success of workers. The greater the work environment of employees, the better the performance.

2.5. Motivation and Success

Motivation is how to guide employees' strength and ability so that they can function together productively to accomplish predetermined objectives. The reason is vital because the basis is what induces, channels, and promotes human behavior, such that they can work hard and enthusiastically to produce maximum performance. Motivation is increasingly necessary when managers split the job between their employees to perform it well and with honesty for the company's results. Organizations not only want workers to be competent, capable, and qualified but, most significantly, they tend to work better and want to reach optimum efficiency (Hasibuan, 2017). Motivation study also indicates that improved job motivation can increase efficiency (Manaf et al., 2015, Jayaweera, 2015; Gardjito, 2014). The following hypothesis may be made based on a definition founded on the findings of previous studies.

H5: Motivation has a positive and vital impact on employee efficiency, the greater the employee's motivation for work, the higher the performance.

2.6. Leadership, inspiration, success

Quality has a positive effect on the organization, which implies that the organization must do many items. Such as delivering a leader's inspiration to his employees daily, non-authoritarian leadership, maintaining a healthy and secure working atmosphere, creating good contact between supervisors and subordinates, enhancing the standard of life at work, and providing rewards based on the quality of performance. If the organization is reluctant to pay attention to issues that will impact workers' efficiency, the operations carried out by the company may be delayed and even contribute to failure. The predetermined priorities or aims may not be accomplished. Research on success leadership by inspiration often indicates that improved administration can improve employee motivation, improving the performance of Risambessy (2012), Manaf et al. (2015), Potu (2013), and Suddin & Sudarman (2010). The following hypothesis may be made based on a definition founded on the findings of previous studies.

H6: Leadership has a positive and vital impact on employee success by job motivation. The better the leadership, the better the encouragement for work that results in improved efficiency.

2.7. The climate of employment, inspiration, and success

To increase workers' efficiency, the role of job incentive would affect employees to improve their performance. This incentive is strongly connected to wants, so that corporate leaders ought to give greater heed to workers' needs to empower employees properly. Increased enthusiasm for jobs in an organization is often highly motivated by the organization's working climate (Sahilmi & Azis, 2014). Analysis of the work environment by inspiration often indicates that the better the work atmosphere, the higher the employee's work satisfaction would be to boost results (Thushel, 2015; Kusworo, 2015; and Permanasari, 2013). The following hypothesis may be made based on a definition founded on the findings of previous studies.

H7: The work environment has a profound and essential impact on employee success by work engagement. The better the work atmosphere, the more driven workers would be to work, resulting in higher performance.

3. Method

This research uses a quantitative approach to route analysis (Ghozali, 2018) with the research subjects BPBD workers of the West Sulawesi Province. The data collection method was carried out through the distribution of questionnaires. The survey was taken using a region sampling methodology (Sugiyono, 2016) to obtain details from respondents where all community representatives were grouped, for a total sample of 119 participants. A respondent number is allocated to each incoming questionnaire if all claims in the questionnaire are entirely fulfilled. Only thoroughly completed questionnaires would therefore be used in the data analysis.

4. Result

4.1 Measurement of variable

The variables in this study were measured using a scale range of 1-5.

If the number 1 (one) indicates the sting of the discrepancy and the scale 5 (five) shows the difference's sting. It is firmly in agreement with the statement in the questionnaire. The opinions in the questionnaire are based on several concepts and the results of previous research. Motivation referred to in this research is when the need encourages a person to carry out a series of activities leading to achieving specific objectives and organizational objectives and fulfilling some conditions. The motivational indicators used to refer to Herzberg in Suparno (2015) which are inherent and extrinsic, including work performance (achievement), self-development (advancement), work self-recognition (recognition), organizational policy (company policy), relations with colleagues (relationship with peers), job security (work security), relations with superiors (Rel).

Mintzberg Leadership Indicators in Thoha (2012), namely Interpersonal Roles, Information Roles, and Decision Roles include as; Organizational Symbol (Figurehead), Leader (Leader), Liaison, Monitor, Disseminator, Spokesperson, Entrepreneur, Disturbance Handler, Resource Allocator) and as a Negotiator. While working environment variables use indicators (Jain and Kaur, 2014), covering physical, psychological, and social working conditions, including ventilation and temperature, noise, lighting, facilities, cleanliness, safety, monotony, coworkers' attitudes, and behavior, space requirements, fatigue, and boredom. At the same time, the performance is measured by Mathis & Jackson (2012) with the following dimensions: 1. Quantity (Amount of work produced, Set job targets, and work by procedures) 2. Quality (Precision in quality, work discipline, adherence to work procedures, commitment to work, and compliance with the rules) 3. Punctuality (Work consistently, reliably in the provision of services and work correctly and accurately) 4. Attendance (Come to the office on time, never leave work during working hours) and 5 Ability to work (working with everyone).

4.2 Direct Impact

This study uses path analysis, where this path analysis produces two conceptual models. First, an analysis of how the path coefficient test directly explains the influence of the leadership and work environment on motivation for the first and second hypotheses, the magnitude of the influence of variables X1 (leadership) and X2 (work environment). For Y1 (reason), see Table 1 below:

Table 1. First Model Path

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.714	3.593
a. Predictors: (Constant), Work Environment (X2), Leadership (X1)				

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.844	2.100		7.068	.000
	Leadership (X1)	.292	.039	.455	7.520	.000
	Work Environment (X2)	.417	.051	.498	8.219	.000

Dependent Variable: Work motivation (Y1)

Referring to the path output model I above, it is known that the significance value of the variables $X1 = 0.000$ and $X2 = 0.000$ is less than 0.05. These findings suggest that Model direction, including the $X1$ and $X2$ variables, significantly impacts $Y1$. The result of R^2 or R Square = 0.719 indicates that the contribution or contribution of $X1$ and $X2$ on $Y1$ is 0.719 or 71.9 percent. While the remainder (100 per cent-71.9 percent) is 28.1 percent. Other factors are not used in this analysis, or, in other terms, the value of $e1$ is 0.281.

The basic form of the path I equation is as follows: $Y1 = x_0 + x_1 x_1 + x_2 x_2 + e1$ Such that the effects of the path study for the first model can be arranged in the equation: $Y1 = 0 + 0.455x_1 + 0.498x_2 + 0.281$

Based on Table 1, the route equation model can be represented as follows:

- a. The constant value is 0, indicating that if the independent variable Leadership ($X1$) and Work Environment ($X2$) are equal to zero. The dependent inconsistent Work Motivation ($Y1$) will not change. This means that without leadership and a work environment, it is predicted that the motivation for work will not increase.
- b. The results of the analysis of the influence of leadership ($X1$) on work motivation ($Y1$) were derived from the equation: $Y1 = 0 + 0.455x_1 + 0.498x_2 + 0.281$. This calculation can be translated as an improvement of 0.455 points in Job Morale ($Y1$) if Leadership ($X1$) improves by 1 point or one score. The impact of leadership on job morale is both optimistic and essential. This is illustrated by a coefficient value of 0.455 with a significant degree of $0.000 < 0.05$. This assumes that skilled leadership in the organization would often be accompanied by a rise in work motivation, if other variables influencing the scale of work motivation are considered stable. This means that the greater the leadership, the stronger the enthusiasm for work. The coefficient value can interpret as an increase of 0.455 of the motivation for each one-unit increase in the steering variable.
- c. The results of the analysis of the effect of $X2$ (Work Environment) on $Y1$ (Work Motivation) obtained the following equation: $Y1 = 0 + 0.455x_1 + 0.498x_2 + 0.281$. This equation can be translated to indicate that if $X2$ (Job Environment) improves by 1 point or one score, there would also be an improvement of 0.498 points in Work Motivation ($Y1$). The effect of the work climate on work motivation is optimistic and essential. This is demonstrated by a coefficient of 0.498 with a significant amount of $0.000 < 0.05$. This assumes that a healthy working atmosphere in the organization would often be accompanied by a rise in job motivation, thinking that all variables influencing the size of work motivation are deemed stable. This means that the stronger the job climate, the better the drive for work. The coefficient value may also be translated as an improvement of 0.498 in motivation with each one-unit increase in the working climate index.

d.

The second model analyzes the impact of the leadership and work environment on motivation directly using the path coefficient test to explain the third, fourth, and fifth hypotheses. The magnitude of the effect of variables $X1$ (leadership) and $X2$ (work environment) and $Y1$ (motivation) on $Y2$ (performance) can be found in Table 2 below:

Table 2. Second Model Path

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.692	.684	5.232
a. Predictors: (Constant), Work Motivation (Y1), Leadership (X1), Work Environment (X2)				

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.413	3.657		4.488	.000
	Leadership (X1)	.280	.069	.316	4.065	.000
	Work Environment (X2)	.230	.093	.198	2.469	.015
	Work Motivation (Y1)	.563	.135	.407	4.164	.000

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.413	3.657		4.488	.000
	Leadership (X1)	.280	.069	.316	4.065	.000
	Work Environment (X2)	.230	.093	.198	2.469	.015
	Work Motivation (Y1)	.563	.135	.407	4.164	.000
a. Dependent Variable: Performance (Y2)						

Based on the effects of the path performance equation model II in Table 2 in the coefficient table above, it can be shown that the significance value of the three variables, namely $X1 = 0.000$ and $X2 = 0.015$ and $Y1 = 0.000$, is less than 0.05. These findings suggest that the Model II equation course, respectively the $X1$, $X2$, and $Y1$ variables, has a major impact on $Y2$. The value of R^2 or R Square contained in the Model Description table is 0.692. It means that the contribution or contribution of the effect of $X1$, $X2$, and $Y1$ on $Y2$ is 0.692 or 69.2 percent. While the remaining (100 per cent-69.2 percent), that is, 30.8 percent, is the contribution of other variables not examined or, in other terms, that the value of e^2 is 0.308. The basic form of path II equation is as follows: $Y2 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 Y1 + e_2$ Such that the effects of path analysis for the second model can be organized in the equation: $Y2 = 0 + 0.316x_1 + 0.198x_2 + 0.407Y1 + 0.308$.

Based on Table 2, the route equation model can be represented as follows:

- a. The constant value is 0, meaning that if the independent variable, namely Leadership ($X1$), Job Atmosphere ($X2$), and the mediating variable, namely Work Encouragement ($Y1$), is equal to zero. The dependent variable Output ($Y2$) would not change. This means that without guidance, job climate, and work incentive, efficiency is not supposed to improve.
- b. The findings of the study of the effect of leadership ($X1$) on success ($Y2$) obtained the following equation: $Y2 = 0 + 0.316x_1 + 0.198x_2 + 0.407Y1 + 0.308$. This equation can be translated to imply that if Leadership ($X1$) improves by 1 point or one score, an improvement in results ($Y2$) of 0.316 points would also be followed. The effect of leadership on results is optimistic and essential, suggesting a coefficient value of 0.316 with a significance level of $0.000 < 0.05$. This assumes that effective governance in the enterprise would often be accompanied by an improvement in efficiency, given that all variables impacting the scale of the performance are considered stable. That is, the better the leadership, the better the results. The coefficient value may be translated as an improvement of 0.316 from each output one-unit increase in the steering variable.
- c. The findings of the study of the effect of the job atmosphere ($X2$) on output ($Y2$) obtained the following equation: $Y2 = 0 + 0.316x_1 + 0.198x_2 + 0.407Y1 + 0.308$. This equation can be translated to imply that if the Job Atmosphere ($X2$) improves by 1 point or one score, an improvement in output ($Y2$) of 0.198 points would be followed. The influence of the work climate on success is optimistic and essential. This is demonstrated by a coefficient value of 0.198 with a value of $0.000 < 0.05$. This assumes that the company's festive working atmosphere would often be accompanied by an improvement in efficiency, assuming that all variables impacting the performance scale are considered stable. That is, the better the working climate, the better the results. The coefficient meaning may also be translated as an improvement of 0.198 from each output one-unit increase in the operating atmosphere variable.
- d. The findings of the study of the impact of job incentive ($Y1$) on success ($Y2$) were extracted from the equation: $Y2 = 0 + 0.316x_1 + 0.198x_2 + 0.407Y1 + 0.308$. This equation can be translated as implying that if Job Incentive ($Y1$) improves by 1 point or one score, an improvement in output ($Y2$) of 0.407 points would be followed. The influence of inspiration on success is optimistic and important. This is illustrated by a coefficient value of 0.407 with a significant degree of $0.000 < 0.05$. This assumes that an improvement in efficiency can often accompany strong job motivation in the company. All variables impacting the scale of the performance are considered stable. That is, the higher the inspiration, the better the results. The coefficient value may also be translated as an improvement of 0.407 from each contribution one-unit increase in the Job Incentive variable.

4.3 Indirect Impact

The Sobel test is used to assess the importance of the indirect effect. $z\text{-value} = a * b / \text{SQRT}(b^2 * sa^2 + a^2 * sb^2)$. A = the sum of the coefficient x of they.

- a. The indirect influence of leadership on success by job inspiration. The formula for the Sobel test is as follows:

$$Sab = \frac{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}{\sqrt{(0.407)^2(0.039)^2 + (0.455)^2(0.135)^2 + (0.039)^2(0.135)^2}}$$

$$Sab = \sqrt{0.0002519521 + 0.0037730306 + 0.0000277202}$$

$$Sab = \sqrt{0.0040527029}$$

$$Sab = 0.0636608427$$

$$Sab = 0.063$$

Testing the significance level of the indirect effect is necessary to calculate the t value of the coefficient with the following formulations:

$$t \text{ value} = \frac{a \times b}{sab}$$

$$t = \frac{0.455 \times 0.407}{0.063}$$

$$t = \frac{0.185185}{0.063}$$

$$t \text{ count} = 2.939$$

T standard table (5 percent importance level) = 1.96%

If the t value is relative to the t value of the table, where the t count value is greater than the t value of the table, it can be inferred that there is a mediation effect. According to Ghazali (2018), from the Sobel test, the t value of the indirect influence of X1 (Leadership) on Y2 (Performance) by Y1 (Work Motivation) is 2.939, which is greater than $t = 1.96$, means that there is a mediation effect. Relevant.

The managerial effect of leadership on success by job incentive is to improve the quantity and standard of work done by employees in conducting their duties with professionalism. Working together in compliance with the roles assigned to them by motivating and inspiring employees to carry out their duties, build a future, and feel challenged and challenged. Besides, in decision-making, the leader must be motivated by problems/obstructions, rational, diligent in his function, and maybe a negotiator.

- b. Indirect effect of the work climate on success by work inspiration. The formula for the single test is as follows:

$$Sab = \frac{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}{\sqrt{(0.407)^2(0.051)^2 + (0.498)^2(0.135)^2 + (0.051)^2(0.135)^2}}$$

$$Sab = \sqrt{0.000430853 + 0.0045198729 + 0.0000474032}$$

$$Sab = \sqrt{0.00499812917}$$

$$Sab = 0,0706974481$$

$$Sab = 0.071$$

It is necessary to calculate the t value of the coefficient with the following formulations for testing the significance level of the indirect effect:

$$t \text{ value} = \frac{a \times b}{sab}$$

$$t = \frac{0.498 \times 0.407}{0.071}$$

$$t = \frac{0.202686}{0.071}$$

$$t \text{ count} = 2.854$$

T standard table (5 percent importance level) = 1.96%

Suppose the t value is relative to the t value of the table, where the t value is greater than the t value of the table. In that case, there is an impact of mediation, according to Ghazali (2018), from the Sobel measure. The t value is the indirect effect of the Work Atmosphere (X2) on success (Y2) by work encouragement (Y1) is 2,854, which is greater than the t value of the table = 1,96, which implies that the t value is greater than the t value of the table.

The managerial consequences for the work atmosphere's effect on efficiency by work encouragement are done by employees in the performance of their disciplined duties, working together in compliance with the roles assigned to

them through motivating and inspiring employees to carry out their duties. Grow a profession, feel challenged to learn the field of employment with a range of positions that occur to succeed and thrive, assisted by legislation, friends, protection assurances, and even a decent working atmosphere such as ventilation, weather, illumination. It is away from noise and services sufficient to stay excited at work, creative, not dull, and retain a mindset.

5. Conclusion

In line with the study's findings and debate in the previous discussion on the impact of leadership, the work climate on success by employee engagement may be inferred as follows. Next, the administration affects job morale. This assumes that an improvement in job motivation would often accompany effective governance in the enterprise. Other influences that affect the size of work motivation are considered stable. This means that the greater the leadership, the stronger the enthusiasm for work.

Second, the job climate impacts the drive for work. This indicates that a healthy working atmosphere in the organization would often be accompanied by a rise in job motivation, if other variables influencing the scale of work motivation are deemed stable. This means that the stronger the job climate, the better the drive for work.

Third, leadership influences efficiency, which implies that effective governance in the company would often be accompanied by improved performance. Other variables that affect the scale of success are assumed to be consistent. That is, the better the leadership, the better the results.

Fourthly, the work climate determines efficiency, which means that the enterprise's positive work environment would often be accompanied by an improvement in performance, if all variables influencing the account's size are deemed stable. That is, the better the working climate, the better the results.

Fifthly, encouragement has an impact on efficiency, which means that strong job motivation in the company would often be accompanied by improved performance. Other variables that influence the scale of the commission are considered stable. That is, the higher the inspiration, the better the results.

Sixth, leadership influences success by job inspiration. This means that good governance in the enterprise would be accompanied by an improvement in work enthusiasm and an increase in successful results. Seventhly, the job climate influences efficiency by work inspiration. This means that the company's festive working atmosphere would be accompanied by an improvement in the enthusiasm for work and an increase in good results. Effective leadership is required by offering employee satisfaction by security assurances, in specific on-the-job benefits or rewards in kind, both in the context of bonuses and other forms of employee performance and by establishing a work-friendly atmosphere, mentally and socially.

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