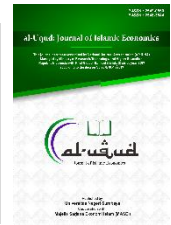




Contents list available at: <https://journal.unesa.ac.id>  
**al-Uqud: Journal of Islamic Economics**  
Journal homepage: <https://journal.unesa.ac.id/index.php/jie>



## Driving Islamic work performance from transactional leadership and the mediation role of job satisfaction in sharia retails

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### Article Info

#### **Paper type:**

Research paper

#### **Keywords:**

Transactional leadership; Job satisfaction; Islamic work performance; Sharia retails

#### **Article history:**

Received: 10 November 2023

Revised: 15 December 2023

Accepted: 29 December 2023

Available online: 07 January 2024

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### Abstract

*This research aims to analyse the influence of transactional leadership on Islamic work performance through job satisfaction at Sharia retails in Indonesia. The research method used is explanation (explanatory research). The research sample consisted of Sharia Retail employees, totalling 88 respondents. The independent variable used in the results of this study is transactional leadership. The intervening variable is job satisfaction. Dependent variable on Islamic work performance. Data collection techniques using questionnaires. The analysis technique used in this research is PLS structural equation modelling. The research results show a direct influence of transactional leadership on Islamic work performance, and transactional leadership indirectly influences Islamic work performance through job satisfaction at Sharia retail. The indirect influence of transactional leadership on Islamic work performance shows that there is a direct influence of transactional leadership on job satisfaction, and job satisfaction also influences Islamic work performance.*

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Please cite this article in APA style as:

Prasetyo, A., & Zakik, Z. (2024). Driving Islamic work performance from transactional leadership and the mediation role of job satisfaction in sharia retails. *Al-Uqud: Journal of Islamic Economics*, 8(1), 29–41. <https://doi.org/10.26740/aluqud.v8n1.p29-41>

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## Introduction

The rapid achievement of Sharia retailers must be distinct from the achievements of individual employee performance. Based on Sharia principles, employees' Islamic work performance is enjoyable to explore further. Zadjuli (2004) states that Islam assesses a person's religious performance, which can be seen from several indicators, including the intention to work because of Allah, to apply the rules/normal/syariah in a kaffah manner. Islamic work performance is a concept that many Islamic institutions and organisations can adopt to assess performance apart from the existing performance assessments (Anugrahadi & Prasetyo, 2019). This Islamic work performance measurement is based on the Sakinah supermarket's values: fathonah, amanah, shaddiq, and tabligh. In this regard, research on Islamic work performance in Sharia retailers must be studied further. Even though achieving Islamic work performance is essential, the role of leaders in mobilising employees is something else that must be addressed.

Looking at the development of the Sharia retailers, the role of leaders who drive this success is crucial. One leadership style that needs further exploration is the transactional leadership style. Transactional leadership does not bind the leader and followers in collaboration. Therefore, this type of leadership produces a routine, not creative, but stable organisational environment. This condition is relevant to supermarket activities, which require high routine levels. Transactional leadership combines leader-member exchange and path-goal theories (Jameel & Ahmad, 2020). Bass (2003) states that a transactional leader has two main factors. One is that a leader can give subordinates contingent rewards (CR). Subordinates clearly understand that achieving goals can receive the same level of reward. The second is management by exception (MBE). With CR, leaders and followers agree about rewards for successful job performance and punishments for poor job performance (Bass & Avolio, 1995). CR helps managers understand organisational needs, set clear goals, monitor subordinate performance and inform the availability of rewards for achievements (Winkler, 2009). There are two aspects of MBE, namely active MBE and passive MBE. In the former, managers actively monitor employee performance before work deteriorates and intervene to take corrective action if there is a gap between actual performance and desired performance (Northouse, 2015). However, passive MBE leaders do not take action unless problems arise and do not provide guidance to subordinates regarding task completion (Kirkbride, 2006). Sadeghi & Pihie (2012) believe that transactional leadership allows followers to realise the organisation's interests, reduces workplace anxiety, and helps employees focus on clear organisational goals, such as improving quality, customer service, reducing costs, and increasing production. At the same time, Northouse (2015) believes that the transactional leadership style involves exchanges between leaders and followers and uses rewards and penalties to motivate teams or employees.

Transactional leadership is suited to social systems that work best with a transparent chain of command. The primary responsibility of subordinates is to do what the manager tells them to do. Transactional leadership is autocratic because the leader expects followers to follow instructions and obey the rules (Bass, 1985). Transactional leadership is more concerned with maintaining normal operational flow, i.e., everything running smoothly at the moment, and it uses the power of discipline to control and organise employees. It does not depend on balancing employee needs with task complexity (Travis, 2018). Transactional leadership is appropriate for established organisations, where operations require little ongoing change (Ingram, 2018).

So far, the role of transactional leadership in Islamic work performance has provided inconsistent results, such as research by Jameel & Ahmad (2020) and Nurlina (2022). However, in Maheshwari's (2021) research, transactional leadership hurts job satisfaction and performance. This assumes that there are factors that play a role in this relationship. According to Creswell (2018), this factor could be due to the role of mediation. The mediating role is how

satisfied employees feel in their work. Job satisfaction refers to how satisfied employees are with where they work and the work they do (Kreitner & Kinicki, 2013). Adams (1965) stated that unfair evaluation by employers in work assignments, promotions, and salaries compared to one's coworkers will create an effect that reduces job satisfaction. As a result, an employee views his or her job favourably or unfavourably in the organisation, whether job conditions meet his or her expectations (Werther & Davis, 1999). Locke (1976) considers job satisfaction as an employee's pleasant and optimistic emotional state that originates from evaluating one's job performance or work experience.

Transactional leadership can encourage leaders to adapt styles and behaviours to meet employees' expectations (Olabanji & Abayomi, 2016). According to Lan et al. (2019), transactional leadership positively influences job satisfaction. According to Angriani et al. (2020), employee job satisfaction is paramount to enabling employees to maximise their abilities in their work. As a result, an employee will view his or her job favourably or unfavourably in an organisation as to whether the working conditions meet his or her expectations. If appropriate, they will bring out their maximum abilities at work, which can also influence increased employee performance. Thus, this research aims to analyse the influence of transactional leadership on Islamic work performance with the mediation of job satisfaction at Sharia retail in Indonesia.

## Literature Review

### *Islamic work performance*

Zadjuli (2004:18) explains that Islamic work performance is a concept that evaluates an individual's religious performance based on various indicators. These indicators include the intention to work for Allah and apply Sharia's rules and norms comprehensively and holistically. Islamic organisations can adopt this concept to assess employee performance in addition to the existing performance assessments.

The measurement of Islamic work performance is based on four values - fathonah, amanah, shaddiq, and tabligh. Fathonah refers to the level of faith that an individual possesses. Amanah refers to the level of trustworthiness that an individual demonstrates in their work. Shaddiq refers to the level of sincerity an individual exhibits in their work. In contrast, tabligh refers to the level of responsibility an individual takes in conveying the message of Islam to others. While Islamic work performance is an essential aspect, the role of leaders in mobilising employees must be addressed. Leaders play a vital role in creating a work environment that fosters the values of Islamic work performance. They must ensure that employees understand the importance of these values and how they can be applied to their work. By doing so, leaders can create a work culture aligned with Islam's principles and promote performance excellence (Anugrahadi & Prasetyo, 2019).

### *Transactional leadership*

According to Sadeghi & Pihie (2012), transactional leadership focuses mainly on maintaining stability and routine within an organisation. This style could be more creative and encourage collaboration between leaders and followers. Instead, it involves a transparent chain of command, where subordinates are expected to do what their managers tell them. This leadership style can be particularly effective in activities that require high routine levels, such as those in supermarkets. Transactional leadership can have some benefits, such as helping followers understand the organisation's interests, reducing workplace anxiety, and focusing on clear organisational goals, such as improving quality and customer service, reducing costs, and increasing production.

This leadership style uses rewards and penalties to motivate teams or employees. Northouse (2015) also believes this type of leadership involves exchanges between leaders and

followers. The effectiveness of transactional leadership in Islamic work performance has produced mixed results in various studies. For example, [Jameel & Ahmad \(2020\)](#) and [Nurlina \(2022\)](#) have found inconsistent results. However, [Maheshwari's \(2021\)](#) research suggests that transactional leadership can hurt job satisfaction and performance. On the other hand, [Lan et al. \(2019\)](#) argue that transactional leadership can positively impact job satisfaction. [Angriani et al. \(2020\)](#) also state that employee job satisfaction is crucial to enable them to reach their full potential in their work. In summary, transactional leadership is an effective style for maintaining stability and routine in an organisation. Although there may be more creative styles, it can benefit the organisation and its employees. However, the effectiveness of this leadership style in Islamic work performance is still being debated and requires further research.

### *Job satisfaction*

Job satisfaction is a vital aspect of employee well-being and organisational success. It refers to an employee's level of contentment with their job and the organisation. In general, job satisfaction is influenced by various factors, including job conditions, salary, work assignments, and promotions ([Kreitner & Kinicki, 2013](#)). According to [Adams \(1965\)](#), employees who perceive that their employers are unjust in allocating work assignments, promotions, and salaries compared to their colleagues are likely to experience reduced job satisfaction. In other words, employees are more satisfied when they perceive that their employers treat all employees fairly.

Furthermore, [Werther & Davis \(1999\)](#) suggest that employees evaluate their jobs based on their expectations. Employees are more likely to be satisfied if the job conditions meet their expectations. On the other hand, if the job conditions meet their expectations, employees are likely to be satisfied with their jobs. [Locke \(1976\)](#) defined job satisfaction as an employee's pleasant and optimistic emotional state from evaluating their job performance or work experience. In other words, job satisfaction is a positive emotional state that employees experience when they believe they are performing well and are content with their work experience.

Thus, job satisfaction is crucial to employee well-being and organisational success. Employers must strive to create a work environment that fosters fair treatment of all employees, meets employees' expectations, and provides opportunities for employees to perform well and feel content with their work experience.

H1: Transactional leadership positively influences job satisfaction in Sharia retail.

H2: Job satisfaction positively influences Islamic work performance in Sharia retail.

H3: Transactional leadership positively influences Islamic work performance in Sharia retail.

H4: Job satisfaction mediates the relationship between transactional leadership and job satisfaction in Sharia retail.

### **Methodology**

This research is explanatory. The population in this study consisted of employees at the Sakinah supermarket branch in Jalan Arief Rahman Hakim, Keputih Surabaya, East Java. Sakinah Supermarket is a modern retail company in Surabaya developing rapidly and applying an Islamic concept. Starting from the Hidayatullah As-Sakinah Islamic Boarding School Cooperative, founded in 1991, this shop grew into a supermarket with Islamic characteristics. This cooperative first supplied members and donors, then in 1993 opened a minimarket branch covering an area of 200m<sup>2</sup>. In 2000, the expansion reached 500m<sup>2</sup> and in 2004 it became 1,100m<sup>2</sup> with two floors and parking facilities. Some prominent features include an emphasis on Sharia principles, male staff, rest periods during Friday prayers, and selectivity in the

selection of halal products. Located near the ITS Surabaya campus, consumers experience the availability of affordable products and a clean and neat store atmosphere. Staff service is considered friendly and responsive. Sakinah Supermarket also has a "buy & share" program, which donates the change to educational and social da'wah programs. With around 20 branches in Surabaya, the success of Sakinah Supermarket is the result of struggle and a long journey. The sample consisted of 88 respondents. The independent variable used in the results of this study is given the notation X, i.e., transactional leadership (X). The intervening variable is job satisfaction (Z). The dependent variable is Islamic work performance (Y). The data collection technique used in this research is a questionnaire survey. Measurements in the questionnaire use a five-point Likert scale. The analysis technique used in this research is Structural Equation Modeling with the Smart PLS (Partial Least Square) program.

### Results and Discussion

Research on 88 Sakinah supermarket employees has been carried out. The first part of the questionnaire discusses demographic characteristics. Respondent demographics show that the most dominant age is 20 - 30 years, as much as 61.4%; all respondents are male, the most education is high school, with 75%, and the length of work is between 1 and 5 years, as much as 44.3%.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Age	< 20 years	1	1.1
	20-30 years	54	61.4
	31-40 years	29	33.0
	41-50 years	3	3.4
	51-60 years	1	1.1
	Total	88	100.0
Gender	Male	88	100.0
Education	Junior high school	1	1.1
	Senior high school	66	75.0
	diploma	2	2.3
	bachelor	19	21.6
	Total	88	100.0
Length of work	< 1 years	4	4.5
	1-5 years	39	44.3
	6-10 years	29	33.0
	11-15 years	15	17.0
	15-20 years	1	1.1
	Total	88	100.0

Next, the results of the questionnaire data collection will be analysed. The data was processed using the SEM PLS test. In Table 2, you can also see each indicator's minimum, maximum, and average values. The lowest mean value for the job satisfaction variable is 3.55, and the highest is 3.77. The transactional leadership variable has the lowest mean value of 3.69 and the highest mean value of 4.19. The Islamic work performance variable has the lowest mean value of 3.83 and the highest mean value of 4.24. This study used a two-stage PLS testing approach to examine the outer and inner models. During the first stage, the outer model underwent a series of rigorous evaluations, including assessments of convergent validity, construct validity, discriminant validity, and construct reliability. To assess convergent validity for job satisfaction, transactional leadership, and Islamic work performance variables, loading factor values were examined, with values exceeding 0.5 deemed valid. The full findings of the

convergent validity test are available in Table 2.

Table 2. Convergent Validity Testing

	Min	Max	Mean	Job Satisfaction	Transactional Leadership	Islamic work performance
JS01	1	5	3.58	0.871		
JS02	1	5	3.60	0.848		
JS03	1	5	3.62	0.853		
JS04	1	5	3.58	0.878		
JS05	1	5	3.68	0.871		
JS06	1	5	3.75	0.901		
JS07	1	5	3.77	0.885		
JS08	1	5	3.55	0.832		
TL01	1	5	3.69		0.831	
TL02	1	5	3.77		0.782	
TL03	2	5	3.81		0.727	
TL04	2	5	4.02		0.862	
TL05	2	5	4.19		0.785	
TL06	1	5	3.95		0.838	
TL07	1	5	3.70		0.702	
TL08	1	5	3.88		0.872	
TL09	1	5	3.78		0.818	
TL10	1	5	3.88		0.784	
WP01	1	5	3.84			0.858
WP02	1	5	3.83			0.816
WP03	2	5	4.03			0.787
WP04	1	5	3.97			0.838
WP05	2	5	4.06			0.767
WP06	1	5	4.05			0.827
WP07	1	5	3.70			0.745
WP08	1	5	3.72			0.712
WP09	1	5	3.95			0.772
WP10	1	5	4.07			0.786
WP11	1	5	4.11			0.874
WP12	1	5	4.02			0.912
WP13	1	5	3.93			0.859
WP14	1	5	4.24			0.815

The calculation results show that the job satisfaction variable has a factor loading value greater than 0.5. The transactional leadership and Islamic work performance variables have a factor loading value of more than 0.5. With these results, all variables have convergent validity, which meets the standards. The third stage tests the validity and reliability of the construct with the Average Variance Extracted (AVE) value, i.e., the value indicating the magnitude of the indicator variance contained by the latent variable. Meanwhile, composite reliability shows the stability of the indicator constructs in its latent variable. An AVE value greater than 0.5 indicates good validity for the latent variable, while the composite value must be greater than 0.7.

Table 4. Construct Validity and Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.953	0.961	0.753
Transactional leadership	0.938	0.947	0.643
Islamic work performance	0.960	0.965	0.662

The calculation results show that all research variable constructs show that all variables have an AVE value of more than 0.5. With these results, all latent variables and dimensions have good validity. The test results show that the constructs (variables) of all variables have Cronbach alpha and composite reliability values greater than 0.7. So that all variables are declared reliable. The structural stage of this model aims to determine whether there is an influence between variables. Testing was carried out using the t-test. A variable is said to influence if the significance value of t is smaller than 0.05. The calculation results can be seen in Figure 1.

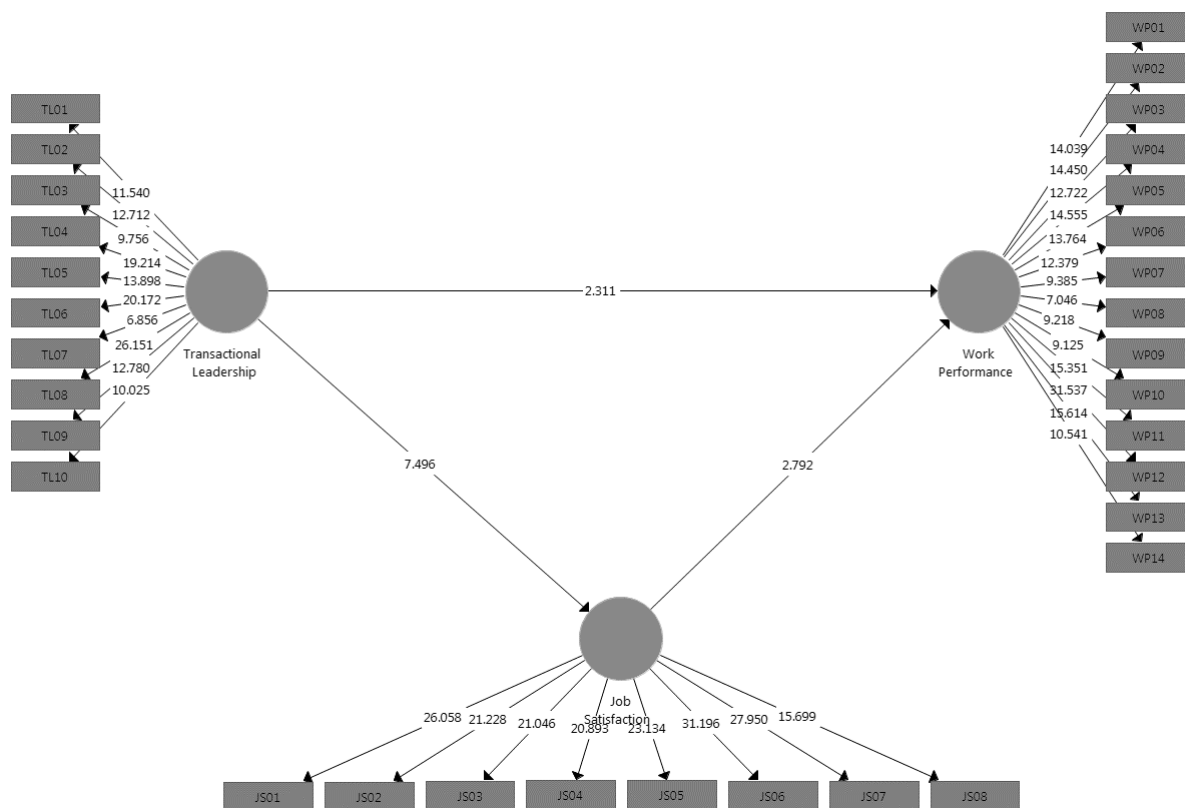


Figure 1. Inner / Structural Model Test

Table 5 shows the estimated values, calculated t values, and p values for each relationship between research variables. It also shows the R square and adjusted R square values.

Table 5. Estimate Value and Direct & Indirect Hypothesis Testing

Relationship between Variables	Coefficient	T Statistics	P Values	R <sup>2</sup>	R <sup>2</sup> Adjusted
Direct Influence					
Transactional leadership → Job satisfaction	0.677	7.496	0.000	0.458	0.452
Job satisfaction → Islamic work performance	0.463	2.792	0.005		
Transactional leadership → Islamic work performance	0.395	2.311	0.021	0.619	0.610
Indirect Influence					
Transactional leadership → Job satisfaction → Islamic work performance	0.314	2.576	0.010		

Testing the direct effect shows that the direction of the relationship is positive. Positive influence means a unidirectional relationship; as the exogenous variable increases, the endogenous variable also increases. With these results, if the transactional leadership style increases, it will increase employee job satisfaction. Then, increased job satisfaction will increase Islamic work performance. Increased transactional leadership also improves Islamic work performance. The most considerable estimated coefficient value is transactional leadership on job satisfaction. With these results, transactional leadership significantly impacts job satisfaction in terms of the relationship between variables.

The results of hypothesis testing show that transactional leadership has a significant positive effect on job satisfaction with a significance value of 0.000 ( $p < 0.05$ ). Then, job satisfaction significantly positively affects Islamic work performance with a significance value of 0.005 ( $p < 0.05$ ). Then transactional leadership also has a direct effect on Islamic work performance, with a p-value of 0.021 ( $p < 0.05$ ). Apart from testing the direct effect, this research also tested the indirect effect. Indirect test results show that job satisfaction mediates transactional leadership on Islamic work performance with a significance value of 0.010 ( $p < 0.05$ ).

The research results show that the influence of transactional leadership on job satisfaction is 45.8%. Meanwhile, the magnitude of the influence of transactional leadership and job satisfaction on Islamic work performance is 61.9%. The next stage is to ensure the model fits or corresponds to Q square and GoF. The predictive relevance value is symbolised by Q<sup>2</sup>, shown in Table 6.

Table 6. Fit Model Testing

Value	The Calculation Result
Predictive Relevant (Q-square)	$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2)$ $Q^2 = 1 - (1 - 0,458) (1 - 0,619) = 0,7935$
GoF	$GoF = \sqrt{AVE \times R^2 \text{ square}}$ $GoF = \sqrt{0.686 \times 0.539} = 0,608$

Based on the Q-square calculation applied to the model in question, a Q-square value of 0.7935 was obtained. This value exceeds the threshold of 0; thus, the model fits suitably. This further confirms that there is agreement between the data and the model. The Goodness of Fit (GoF) value measures the model's accuracy. The GoF value was calculated to be 0.608, considering an average AVE value of 0.686 and an average R<sup>2</sup> value of 0.539.

*The influence of transactional leadership on job satisfaction*

The results of this study show that transactional leadership significantly impacts job satisfaction. These findings are consistent with previous studies by [Jameel & Ahmad \(2020\)](#)



and [Nurlina \(2022\)](#), indicating that transactional leadership is an effective leadership style. Transactional leadership is when a leader rewards or punishes employees based on their performance and completion of assigned tasks. This leadership style usually involves clear communication about expectations, goals, and tasks that employees must perform. In practice, transactional leadership reduces ambiguity and confusion in the workplace, helps employees understand what is expected of them, and provides clear guidance for achieving goals. This level of involvement in task explanations can increase employees' sense of control and clarity in their work, ultimately leading to greater job satisfaction. Transactional leadership rewards good performance, while poor performance is corrected or punished. While this approach is tied to external incentives, consistent and fair rewards and punishments can motivate employees to achieve desired results. When employees feel that their efforts are appreciated and fairly rewarded for their performance, this can contribute to greater job satisfaction. Sharia Retail implements transactional leadership, with clear targets and goals set for employees. This leadership style ensures that employees' achievements are rewarded fairly and transparently, leading to greater job satisfaction amongst them.

#### *The influence of job satisfaction on Islamic work performance*

The findings of this study indicate that job satisfaction plays a crucial role in determining Islamic work performance. This discovery supports previous research by [Jameel & Ahmad \(2020\)](#) and [Nurlina \(2022\)](#). The influence of job satisfaction on Islamic work performance is consistent with the values upheld by Islam. The religion teaches that work performed with sincerity and good intentions can be regarded as a form of worship. When individuals are happy with their work and view it as a means of gaining approval from Allah, they are motivated to do their best and achieve their spiritual objectives.

Job satisfaction that stems from a sense of accomplishment and inner fulfilment can provide a robust intrinsic drive. Satisfied individuals are more motivated to give their best and derive happiness and a sense of achievement in their daily tasks. High job satisfaction helps establish a better work-life balance, enhancing Islamic work performance. When employees are instilled with religious values from the outset of their work, they become empowered to implement these values since the organisation supports their implementation. Satisfaction can arise from the physical environment and positive support from coworkers, which can lead to improved work performance. When people are satisfied with their work, they are more likely to experience happiness and exhibit joyous energy in their work activities.

#### *The influence of transactional leadership on Islamic work performance*

This research demonstrates that transactional leadership significantly impacts Islamic work performance. Leadership that focuses on the day-to-day management of employees, such as setting clear expectations, providing guidance and feedback, and rewarding good performance, can improve the quality and efficiency of work done in an Islamic context. The findings of this research reinforce and build upon earlier studies conducted by [Jameel & Ahmad \(2020\)](#) and [Nurlina \(2022\)](#), which also showed that transactional leadership can positively impact employee performance. However, this study specifically measured Islamic work performance, a unique aspect of work in organisations that emphasise religious values.

In an Islamic organisation, transactional leadership encourages employees to perform their duties with integrity and adherence to rules. This is essential for an organisation emphasising religious values and Sharia compliance principles. According to Islamic moral and ethical standards, rewards and punishments are based on performance assessments, which ensures that employees are held accountable for their actions and decisions. The transactional approach in an Islamic context provides employees with certainty and control over the rewards or punishments they receive based on their performance. This can create a sense of fairness and

certainty among employees, encouraging them to perform their duties under religious teachings. Transactional leadership can also remind employees of their responsibilities towards their work and their duty to serve God.

Accountability for performance and rewards is an essential part of this leadership practice. In transactional leadership, rewards and punishments are also subject to the principles of Islamic business ethics. This means that making decisions about incentives and sanctions based on the principles recommended by Islam can enhance employees' work performance and improve Islamic work performance. By adhering to these principles, organisations can improve the quality and efficiency of their work and create a culture of excellence consistent with their religious values.

#### *The influence of transactional leadership on Islamic work performance through job satisfaction*

The results of this study shed light on the critical role that job satisfaction plays in facilitating the impact of transactional leadership on Islamic work performance. By mediating the influence of transactional leadership on employee performance, job satisfaction has emerged as a critical factor in enhancing organisational effectiveness. These findings are consistent with earlier research conducted by [Jameel & Ahmad \(2020\)](#), [Nurlina \(2022\)](#), and [Darmanto & Supriyani \(2022\)](#), which emphasise the significance of job satisfaction in fostering employee engagement and productivity. The study found that transactional leadership, which utilises contingent reward (CR) and management by exception (MBE) strategies, positively impacts job satisfaction. This implies that leaders who actively monitor employee performance and provide feedback and rewards for outstanding work can positively influence their job satisfaction levels, enhancing their Islamic work performance. The study highlights that employee job satisfaction is critical because it impacts their perception of working conditions and influences their motivation to excel. Therefore, organisations must concerted effort to create favourable working conditions that meet employee expectations and enable them to maximise their abilities. By doing so, they can enhance employee engagement, productivity, and Islamic work performance.

#### **Conclusion**

Thus, it has been determined that implementing a transactional leadership style can significantly enhance the work performance of Sharia retail employees and contribute to their overall job satisfaction. It was also observed that job satisfaction plays a crucial role in mediating the positive effects of transactional leadership on Islamic work performance. The study was conducted at Sharia Retail in Surabaya, and further analysis is necessary to identify the precise elements of contingent reward (CR) and management by exception (MBE) that impact job satisfaction and Islamic work performance. Future research may explore the impact of these two dimensions of transactional leadership in greater depth.

#### **Author Contribution**

Ari Prasetyo: Writing the draft, Literature review, data collection and analysis, result discussion, and transleter.

Zakik: Data collection and analysis, result discussion, and transleter.

All authors have read and agreed to the published version of the manuscript.

#### **Declaration of Competing Interest**

We declare that we have no conflict of interest.

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