

## New Technology in GLC Employee Communication: Impact on Satisfaction Levels and Organisational Citizenship Behaviour Outcomes

Md Sham Samad<sup>1\*</sup>, Wardatul Hayat Adnan<sup>2</sup>, Suffian Hadi Ayub<sup>3</sup>

<sup>1</sup>Faculty of Communication & Media Studies, Universiti Teknologi MARA (UiTM), 40450 Shah Alam, Selangor, Malaysia.

Email: shamsamad@yahoo.com

<sup>2</sup>Faculty of Communication & Media Studies, Universiti Teknologi MARA (UiTM), 40450 Shah Alam, Selangor, Malaysia.

Email: wardatul@uitm.edu.my

<sup>3</sup>Faculty of Communication & Media Studies, Universiti Teknologi MARA (UiTM), 40450 Shah Alam, Selangor, Malaysia.

Email: suffianhadi@uitm.edu.my

### CORRESPONDING AUTHOR (\*):

Md Sham Samad  
(shamsamad@yahoo.com)

### KEYWORDS:

Communication  
Satisfaction  
Government Link Corporations  
Employees  
Organisational Citizenship  
Behaviour  
Malaysia

### CITATION:

Md Sham, S., Wardatul Hayat, A., Suffian Hadi, A. (2026). New Technology in GLC Employee Communication: Impact on Satisfaction Levels and Organisational Citizenship Behaviour Outcomes. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 11(5), e003965.  
<https://doi.org/10.47405/mjssh.v11i5.3965>

### ABSTRACT

The emergence of new technology has compelled many organisations to adapt to evolving communication trends. However, the inability to keep pace with these changes has widened the gap between employers and employees, particularly due to demographic differences such as age and gender. Ineffective use of modern communication tools often leads to miscommunication, which negatively affects organisational productivity. Government-linked corporations (GLCs), which contribute significantly to Malaysia's GDP, play a vital role in ensuring employee satisfaction and fostering a sense of belonging to sustain performance. This study aims to examine the factors influencing employee satisfaction and its impact on organisational citizenship behaviour (OCB). A quantitative research approach was adopted, involving 197 respondents selected through simple random sampling from an estimated population of 400 employees in Menteri Besar Incorporated (MBI), a GLC located in Selangor. MBI's organisation is chosen because its establishment is to drive economic growth, manage stake asset and facilitate strategic development projects. In addition, their key role is to strengthen public-private partnerships in Selangor. Data were collected through online questionnaires distributed via Google Forms to measure employee satisfaction and behavioural outcomes. Data analysis was performed using SPSS, including descriptive statistics, Pearson correlation, and regression analysis. The findings indicate a positive relationship between the use of online communication platforms and organisational facilities with employee satisfaction. Additionally, employee satisfaction is positively associated with a stronger sense of belonging within the organisation. Effective communication and strong employee-organisation relationships significantly influence

employee outcomes. Overall, technology adoption and employee satisfaction are key factors that contribute to improved productivity and organisational performance.

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**Contribution/Originality:** This study contributes to the current knowledge on the effects of the adoption of Online Communication Platforms in GLC Corporation on employee satisfaction. Furthermore, the current study extends the existing knowledge on the effects of GLC workers' satisfaction towards employee's organisational citizenship behaviour. It also contributes towards GLC's corporation efficiencies by identifying factors towards their employees satisfaction on its organisation.

## 1. Introduction

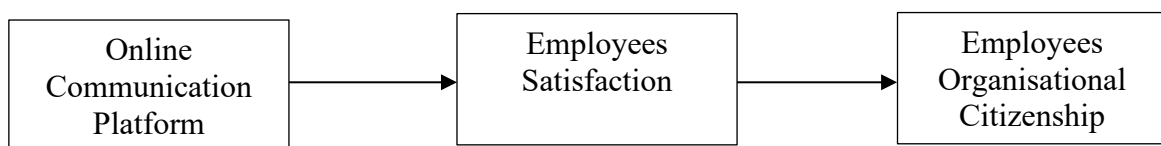
Communication hurdles or ineffective communication led to difficult situations that undermine organisational goals (Lindstrom, 2021). A notable disadvantage is the decline in worker morale and job satisfaction. Employees feel underappreciated, misinformed, or alienated when communication lacks clarity or consistency, which lowers motivation and productivity. Furthermore, poor communication can lead to decreased coordination and teamwork, as demonstrated by situations in which teams are presented with contradictory information (Gamil & Abdul Rahman, 2023). Additionally, a lack of open communication might create an environment that is conducive to the spread of rumours and gossip at work. Speculation and false information can spread quickly, adding needless stress and anxiety to the work environment for employees (Sajid, Ihsan & Reba, 2021). This weakens focus and concentration, which are essential for achieving peak performance, as well as improving the work atmosphere (Paais & Pattiruhu, 2020). Ineffective communication also leads to low capacity to work together productively and raises the possibility of mistakes being made during project execution or crucial decision-making processes. Referring to operational risks, poor communication will jeopardise project deliverables and timeframes. This further leads to delays and cost overruns.

Misunderstandings of duties and responsibilities also resulted from inconsistent communication (Morrison-Smith & Ruiz, 2020). This leads to duties being missed, done more than once, or done poorly, which could result in inefficiencies and compromise the calibre of goods or services that the organisation provides. In the domain of decision-making, inadequate communication might impede the congruence of organisational objectives and tactics. To make decisions that contribute to the overall success of the organisation, employees must have a comprehensive grasp of the company's vision and goals (Boudlaie et al, 2020). In the absence of efficient channels for communication, decision-makers could function independently, resulting in competing agendas and less-than-ideal results. Furthermore, poor communication might make it more difficult for the company to adjust or to change. For employees to be successfully transitioned via changes in internal procedures, market conditions, or leadership, open communication is essential (Nadim & Singh, 2019). Without this direction, change may be met with more opposition, which would impede organisational development and innovation. In summary, poor communication inside an organisation can have a variety of negative effects, including decreased employee satisfaction, decreased operational effectiveness, unsuccessful projects, poor decision-making, and decreased adaptability (Banks et al., 2019).

Since it enables individuals to understand themselves better, maintain relationships, and comprehend and anticipate others' reactions to situations, communication is also known as the foundation of social relationships (Byrne & Kirwan, 2019). Communicating

effectively is an art and must be practiced effectively at the workplace for better output and the achievement of the goals of an organisation. The capacity to effectively communicate with others at work and oral and written communication abilities were essential in predicting job success. Maintaining interpersonal connections, resolving workplace problems, and enhancing decision-making all depend on effective communication (Jackson & Jackson, 2019). In addition, the ability to maintain a strong and positive corporate culture requires addressing communication issues (Azeem & Mataruna, 2019). Therefore, the present study works towards solving issues of poor communication between employers and employees in government linked organisation in Malaysia by identifying the use of communication platforms in the organisation, facilities, and their effects on employee satisfaction and belongingness. A conceptual framework for the present study was developed to achieve the present study objectives as per Figure 1 below.

Figure 1: Conceptual Framework



### 1.1. Research Objectives

The present study aims to achieve the following objectives.

- i. Research objective 1: To identify the effects of Online Communication Platform use in GLC Corporation on employee Satisfaction
- ii. Research objective 2: To identify the effects of GLC employees' satisfaction to employee's Organisational citizenship behaviour.

## 2. Literature Review

### 2.1. Industry 5.0 ways of communicating

As of the last known update in January 2022, Industry 5.0 emerged as a progressive framework that builds on the foundations of Industry 4.0, emphasising the fusion of human intelligence and creativity with advanced technologies. While its precursor, Industry 4.0, concentrated on automation, data exchange, and the integration of the Internet of Things (IoT) within manufacturing, Industry 5.0 sought to transcend these boundaries by spotlighting the collaboration between humans and machines. Unlike Industry 4.0's primary focus on machine automation and communication, Industry 5.0 aimed to harmonise the strengths of both humans and machines. It aimed to harness human capabilities like creativity, adaptability, and problem-solving, in tandem with the precision, efficiency, and scalability offered by machines (Kumar, Kumar & Ramesh, 2024).

At the core of Industry 5.0 lies the integration of advanced cognitive technologies such as artificial intelligence (AI), machine learning, and natural language processing (Raja Santhi & Muthuswamy, 2023). These innovations empowered machines to comprehend, learn from, and adapt to human behaviour and preferences. This marked a significant departure from previous industrial revolutions by placing a profound emphasis on the cognitive

abilities of machines, aligning them more closely with human interactions and responses. An integral facet of Industry 5.0 was its drive towards customisation and personalisation. In fostering greater collaboration between humans and machines, products and services could be tailored more intricately to individual preferences, enhancing user experiences across various industries (Singh & Kumar, 2024). Furthermore, Industry 5.0 sought to reshape work environments. Instead of aiming to replace human labour with machines, its focus lay in augmenting human potential with technology. The goal was to create environments where humans and machines complemented each other, leveraging technology to enhance human capabilities rather than supplanting them (Wiggins et al., 2020). Ethical considerations were pivotal in the discourse surrounding Industry 5.0. Addressing concerns such as potential job displacement, privacy issues, ethical AI utilisation, and ensuring technology served the globe, countries at the forefront of adopting Industry 5.0 principles included Germany, renowned for its strong manufacturing base and innovative approach to human-machine collaboration.

## **2.2. Government-linked organisation in Malaysia**

The term "government-linked corporation" (GLC) refers to a company in which the government owns a significant stake, thereby having substantial control over its operations and policies. These corporations are often established to achieve specific economic, social, or strategic objectives that align with government policies. The term "GLC" in Malaysia stands for Government-Linked Company. These are companies in which the Malaysian government has a direct controlling stake. This control is typically exercised through ownership of more than 50% of the company's shares or via influence in management decisions, often achieved through significant shareholding or key positions held by government representatives. The government, through various entities such as Khazanah Nasional, Permodalan Nasional Berhad (PNB), and the Ministry of Finance, holds significant stakes in these companies (Gomez, Elsa & Aun, 2014). GLCs play a critical role in the Malaysian economy, contributing significantly to GDP and employment. They operate in various sectors, including banking, telecommunications, energy, utilities, and infrastructure. The GLC Transformation Programme (GLCT), launched in 2004, aimed to enhance the efficiency, transparency, and competitiveness of these companies. GLCs often have social mandates, such as supporting Bumiputera (indigenous Malays) participation in the economy, promoting national development projects, and ensuring essential services are accessible to the public (Lee, 2022). Beyond just making profits, these organisations play a crucial role in pushing forward national strategic goals. They lead the charge in investing in new industries and promoting sustainability, which helps strengthen the country's long-term environmental and economic stability (Yahoo et al., 2024). GLCs face challenges such as political interference, the need for greater efficiency, and competition from private sector companies. Government-linked companies are integral to Malaysia's socio-economic landscape, balancing commercial objectives with national interests (Roknifard, 2023). Thus, with the significance and relevance to the country. The employees, who are one of the stakeholders of GLC, are needed to qualify and be loyal to ensure the quality and stay productive at all costs.

## **2.3. Communication issues in the organisation**

Effective communication has become crucial, as many studies have proven that the failure to manage good communication within the organisation can lead to severe damage in the future. Communication skills are regarded as indispensable for the success of any type of

organisation or workplace. In most cases, it is comprehensively understood that in order to carry out one's job duties well and achieve organisational goals, effective communication is the lifeline, but there are a number of reasons that consider communication skills to be of utmost significance to the success of the workplace. The primary goals of any organisation are to increase productivity and profitability. In order to lead to an increase in productivity and profitability, it is indispensable for individuals to communicate in an effective manner (Kaydos, 2020). Hence, in order to lead to an increase in productivity and profitability and achieve organisational goals, it is vital to hone communication skills. All the members of the organisation, irrespective of their job positions in the hierarchy, need to be well-aware in terms of communication skills and ways of improving them.

The new communication platform is extensively utilised in organisations, including new media platforms like Facebook and Instagram, as well as online communication platforms such as WhatsApp and Email, among others (Sahu et al., 2022). Research has demonstrated that male employees exhibit a greater inclination towards adopting new technologies compared to their female counterparts. Thus, the gap has resulted in the emergence of hierarchical preferences between superiors and subordinates, ultimately leading to employee happiness inside a company. Subsequent studies have consistently shown that age plays a significant role in determining employees' acceptance of communication platforms. Younger generations, who are comfortable with technology such as WhatsApp, video calls, and online conferencing platforms like Microsoft Teams and Google Meet, are more likely to use these tools (Ray, Kuber & Aviv, 2024). On the other hand, employers from older generations, such as baby boomers or Generation X, tend to prefer in-person meetings and phone calls (ibid).

#### **2.4. The Importance of Effective Communication**

Efficient communication ensures that messages spoken between management and staff members are comprehensively understood and that any required actions are carried out accordingly (Eke, 2020). Interpersonal communication possesses a significant capacity to function as a potent instrument for persuading or exerting influence on others. It also possesses significant influence as a persuasive instrument by leveraging human connection. By engaging in successful discourse, individuals can express persuasive arguments, evoke emotional responses, and build trust (Men, Yue, & Liu, 2020). The subtleties of in-person communication, such as nonverbal cues and vocal inflections, amplify the effectiveness of the message. This individual involvement promotes a more profound comprehension, increasing the likelihood of influencing or persuading others. Interpersonal communication possesses authenticity and provides instant feedback, which enhances its effectiveness in influencing ideas and motivating action. According to Reddy & Gupta, good communication is characterised by being proactive, courteous, innovative, inventive, creative, constructive, professional, forward-thinking, enthusiastic, enabling, transparent, and technology-friendly (Gupta, 2019).

Effective communication is essential for every organisation because it directly affects how information is shared, leading to improved organisation, collaboration, and synergy among departments. It is highly advantageous for organisations, whether considered from an individual or organisational standpoint. According to various experts, effective communication has numerous benefits, such as improving comprehension (Zeng, Parks, & Shang, 2020). For efficient communication to take place, it is imperative that all parties involved can understand the messages being transmitted. In addition, effective and

precise communication helps avoid misunderstandings and ambiguity. This fosters cohesion within the organisation and cultivates a collective understanding among employees. Moreover, effective communication creates an environment in which employees feel valued, listened to, and included, thereby increasing employee engagement (Nienaber & Martins, 2020). Employee engagement and motivation are enhanced when employees receive clear and timely communication regarding the organisation's aims, plans, and developments (Govender & Bussin, 2020). Thus, effective communication within an organisation facilitates the development of strong relationships among personnel, and proficient communication is vital for long-term survival. Recent research even shows that when communication is open and transparent, we start to trust each other more, show more mutual respect, and truly feel like we belong (StartupNation, 2024). These feelings are incredibly important because they spark our creativity and push us to innovate. Additionally, employees are able to communicate effectively and feel more motivated and engaged in their work, which naturally leads to greater productivity and, ultimately, more job satisfaction (Al-Tokhais, 2020; Rahman et al., 2022).

## **2.5. Organisational Citizenship Behaviour (OCB)**

Organisational Citizenship Behaviour (OCB) refers to the voluntary actions that employees undertake that are not expressly recognised by the official incentive structure but that contribute to the business's efficient operation. Organisational Citizenship Behaviour (OCB) is influenced by a variety of organisational, social, and cultural factors in the Malaysian context. There are several critical factors that must be considered (Ndoja & Malekar, 2020). The cultural influences of Malaysia, which are characterised by a strong emphasis on harmony and connections, a high power distance, and collectivism, significantly influence Organisational Citizenship Behaviour (OCB). Employees in Malaysia may exhibit Organisational Citizenship Behaviours (OCB) that promote group cohesion, respect for authority, and the development of amicable working relationships. Organisational Citizenship Behaviour (OCB) in Malaysia may be affected by social and cultural norms (Kay et al., 2023). One illustration of this is the concept of "gotong-royong" (mutual aid), which is prevalent and encourages employees to exhibit altruistic and cooperative behaviours. Organisational Citizenship Behaviour (OCB) may be influenced by the organisational context, which encompasses the type of organisation, its leadership style, and its HR procedures. It's likely to be observed in Malaysian firms that prioritise supportive leadership, employee recognition, and a healthy organisational culture.

Employer-employee. Leader-member interchange, the interaction between employees and their supervisors, can greatly impact OCB. Establishing strong interpersonal ties and fostering trust between employees and executives may increase Organisational Citizenship Behaviour (OCB) in Malaysia (Kusi, Zhao & Rasoanirina, 2021). Malaysia's heterogeneous workforce complicates workplace diversity. Organisational cultural diversity helps OCB comprehend and manage workers' diverse perspectives and attitudes, which boosts company success. Religious ethics can promote generosity, conscientiousness, and help. Employees' organisational commitment (OCB) is improved by transformational and ethical leadership (Supriyanto & Ekowati, 2020). Job satisfaction strongly predicts Organisational Citizenship Behaviour (OCB) in Malaysia. However, the right setting has to take place to obtain the high OCB among employees in the organisation.

### 3. Research Methods

A quantitative study was conducted to identify the effects of Online Communication Platform use in GLC Corporation on employee Satisfaction and Organisational Citizenship Behaviour.

A probability sampling method adopt in the present study using simple random sampling, 197 samples was selected from an estimated population of 400 used in the present study using Krejcie and Morgan Table 1970. Data collection collected in the Menteri Besar Incorporated (MBI) office, as this is one of the state government agencies in Selangor, Malaysia. This location was selected to collect the data for the present study because MBI is a strategic investment and development arm of the state of Selangor. Its primary responsibilities include managing commercial assets to finance specific community welfare programmes throughout Selangor, implementing high-impact infrastructure and technology initiatives, and promoting sustainable economic growth.

The questionnaires was developed based on previous studies that consisting of 5 sections including Section A (Demographic), Section B (Employees Communication Platform), Section C (Employees Communication Facilities), Section D (Employees Satisfaction) and Section E (Employee Organisational Citizenship Behaviour) as per Table 1. Survey questions will be disseminated electronically, and the present study will employ a 5-point Likert scale to assess participants' views and behaviours on variables to be measured as per Table 1. Additionally, pilot testing was performed on a set of 30 samples to assess the instrument's validity and reliability. Additional analysis was conducted, encompassing descriptive statistics, Pearson correlation, and regression. The study utilised SPSS to obtain the results. The study aimed in determining both efficient communication and employee organisational relationships had a substantial influence on employees' satisfaction in the organisation.

Table 1: Instrument Development

Section	Variable Items	Sources
Section A (Demographic)	A1 Department A2 Age A3 Gender A4 Marital Status A5 Position	Stacho et al., 2019
Section B Employees Communication (Platform)	B1 The organisation delivers information through physical and online platforms  B2 Employees are easily access to the information given by the organisation's top management.  B3 The organisation offers two-way communication for employees to respond and give ideas.	Stacho et al., 2019

	B4 The organisation updated and notified all staff of any urgent information.	
	B5 The organisation uses language that is understandable by employees to avoid any miscommunication.	
Section C Employees Communication (Facilities)	C1 The organisation provides employees with internet at the office and on mobile duty.	Marikyan & Papagiannidis, 2021
	C2 The organisation uses the internet to inform of the latest communication from the management office.	
	C3 The organisation uses social media platforms for fast delivery of information, such as WhatsApp, Telegram, or other social media platforms.	
	C4 The management is using an online platform to communicate and deliver information, and uses less physical contact/face-to-face.	
	C5 The organisation uses technology such as video calls or video conferencing in order to conduct a meeting.	
Section D Employees Satisfaction	D1 The organisation provides good incentives to employees from time to time.	Fitrio et al., 2019
	D2 The organisation communicates effectively with all levels of employees.	
	D3 The organisation provides a system that supports employees to communicate via an online platform.	
	D4 The management accepts complaints from employees and responds to the complaints.	
	D5 The management ensures staffs able to use the online system by providing upskilling training.	
Section E Employee Organisational Citizenship Behaviour	E1 I feel safe and happy working with the organisation.	Gupta, 2019
	E2 I freely express my opinion while working in the organisation.	

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E3 I feel the contribution given was always valued by the organisation.

E4 I feel the organisation always cares for me as a person.

E5 I will continuously contribute and give the best for my personal and organisational growth.

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The pilot study results indicate that the reliability and validity of the variables measured are within acceptable ranges. Specifically, the reliability coefficient for the variables is greater than 0.50, suggesting that the measurements are consistent and reliable for this preliminary phase. Additionally, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is 0.788, which is well above the minimum threshold of 0.6, indicating that the data is suitable for factor analysis and that the sampling is adequate for the study's purposes.

Furthermore, the skewness and kurtosis values fall within acceptable ranges, with skewness between 0.500 and 0.700 and kurtosis between 0.843 and 1.255. These values indicate that the data distribution is approximately normal, which is a critical assumption for many statistical analyses. The pilot data, collected from a sample of 30 respondents, demonstrates that the instruments used in the study are both reliable and valid, providing a solid foundation for further research. These initial findings support the robustness of the data collection methods and suggest that the full study will yield meaningful and interpretable results.

#### 4. Findings

The Pearson correlation measures the strength of the linear relationship between two variables. It has a value between -1 to 1, with a value of -1 meaning a total negative linear correlation, 0 being no correlation, and + 1 meaning a total positive correlation. Findings show a positive correlation between 1. Employee Communication use platform and employees' satisfaction (.643), the same goes for Employee Communication Facilities and employees' satisfaction. Therefore, it can be concluded that both factors, such as organisation communication platform use, and organisation communication facilities provided by the organisation, specifically GLC in Malaysia, show a positive effect on their employee's satisfaction. This was followed by the significant impact of GLC employees' satisfaction and their citizenship behaviour. Results of the study were further detailed in Table 2 below.

The Pearson correlation coefficient measures the strength and direction of the linear relationship between two variables, ranging from -1 to 1. A value of -1 signifies a perfect negative linear correlation, 0 indicates no correlation, and +1 denotes a perfect positive correlation. In this context, the findings reveal a positive correlation between employees' use of communication platforms and their satisfaction, with a correlation coefficient of 0.643. This strong positive relationship suggests that as the use of communication platforms by employees increases, their satisfaction levels also rise. Similarly, the availability of communication facilities provided by the organisation shows a positive correlation with employee satisfaction.

Table 2: Summary of the Pearson Correlation &amp; Regression Analysis Results

Variable Relationship	Pearson Correlation ( <i>a</i> )	Regression (R <sup>2</sup> )
Employees Communication Platform - Employees Satisfaction	.643	.413 (41.3%)
Employees Communication Facilities - Employees Satisfaction	.648	.420 (42.0%)
Employees Satisfaction - Employees Organisational Citizenship Behaviour	.771	.594 (59.4%)

## 5. Conclusion

These results indicate that effective organisational communication, through both platforms and facilities, significantly enhances employee satisfaction in Government-Linked Companies (GLCs) in Selangor, Malaysia. Satisfied employees are more likely to exhibit positive citizenship behaviour, contributing to the overall health and productivity of the organisation. The study highlights the importance of investing in robust communication infrastructure to foster a satisfied and engaged workforce. Consequently, GLCs in Selangor, Malaysia, should prioritise the development and maintenance of efficient communication systems to promote a positive organisational culture and enhance employee satisfaction, leading to improved performance and employee retention. This positive effect underscores the critical role of communication in organisational success.

Multiple studies have emphasised that proficient online communication greatly improves an organisation's efficiency (Touriano et al., 2023; Pitafi et al., 2020; Antoni, Jie & Abareshi, 2020). Moreover, cultivating a feeling of inclusion within the organisation is essential. When employees have a sense of connection and appreciation, they are more inclined to embrace and contribute to a positive work culture and engage in high-quality work practices. This welcoming environment not only boosts overall team performance and sparks greater creativity by tapping into diverse viewpoints, but it also plays a crucial role in cutting down employee turnover. This leads to a more stable, engaged, and resilient workforce (Deli & Ramadani, 2021; Varghese et al., 2026). Therefore, it is crucial to prioritise employee satisfaction in order to attain optimal organisational productivity. Meeting the organisation's mission and vision while ensuring a contented and productive workforce necessitates a deliberate strategy (Singha, 2024). Organisations should allocate resources to acquire efficient communication tools and foster a nurturing atmosphere that fosters employee recognition and integration into the organisational structure. The combination of prioritising effective communication and fostering a sense of belonging can result in a workforce that is more motivated and engaged, ultimately propelling the organisation towards its objectives and guaranteeing long-term success. This study contributes to the current knowledge on the effects of the adoption of Online Communication Platforms in GLC Corporation on employee satisfaction. Furthermore, the current study extends the existing knowledge on the effects of GLC workers' satisfaction towards employee's organisational citizenship behaviour. It also contributes towards GLC's corporate efficiencies by identifying factors towards their employees' satisfaction with the organisation.

## Ethics Approval and Consent to Participate

The present study has obtained Ethic Approval from Research Ethics Committee Universiti Teknologi MARA, REC approval no: REC/03/2025 (PG/MR/153) All procedures performed in this study involving human participants were conducted in accordance with the ethical standards of the institutional research committee. Informed consent was obtained from all participants according to the Declaration of Helsinki.

## Funding

This study received no funding.

## Conflict of Interest

The authors reported no conflicts of interest for this work and declare that there is no potential conflict of interest with respect to the research, authorship, or publication of this article.

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