

# The Impact of Work Environment and Participatory Management on Performance Through The Motivation of Affiliated Personnel Office of The Permanent Secretary, Ministry of Education and The Area Responsible for Operation Regional Education Office No 14

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## Abstract

The purpose of this study is to 1. Study the impact of work environment participatory management and incentive measures on the performance of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14. 2. Study the impact of work environment and participatory management on performance of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14 Through motivation. 3. Study the impact of work environment and participatory management on motivation in the work of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14.

For example affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14 400 government officials permanent employees and temporary employees used the proportional sampling method.

1.The tools used include the survey results show that participatory management and work motivation have a direct impact on performance and work environment. 2. The work environment and participatory management indirectly affect performance. 3. The work environment and participatory management affect work motivation.

**Keywords:** Work Environment, Participatory Management, Work Motivation, Performance

## Introduction

The Office of the Permanent Secretary, Ministry of Education has the right and obligation to carry out general government affairs of the Ministry of Education and carry out supervision work that must comply with the provisions of the Administrative Regulations and Law of the Ministry of Education. B. E. 2003 or other legal provisions related to the National Education Law and implementing other actions stipulated in the Ministerial Regulations on the Division of Government Institutions. Office of the Permanent Secretary, Ministry of Education Therefore it is an institution with various tasks including government policy work that must be promoted to achieve results as soon as possible including work that must be integrated into the overall budget of the Ministry of Education. Government action plans and accelerated monitoring and evaluation of the department's performance to achieve goals. In all aspects.

Office of the Permanent Secretary, Ministry of Education In 2007 the government performance evaluation framework effectively reflected the performance of the Ministry of Education and the Office of the Permanent Secretary, Ministry of Education. According to the Presidential Decree No. 19/2017 of the National Peace and Order Commission on Regional Education Reform issued by the Ministry of Education on April 3, 2017 The goal is to address issues in national education management in the region including organizational structure and management systems. Ministry of education.

Human resources are crucial to the work of every organization serving as a crucial mechanism for achieving task success and advancing on an equal footing with other organizations. The overall focus of this organization is operational efficiency. The operational efficiency within an organization depends on many factors. But the most important factor is that the organization must have effective personnel.

The work environment is crucial for employees to achieve organizational goals including the physical environment. This is a characteristic or thing that makes employees feel safe and confident in their work. The workplace is proportional and organized. If the work environment is not appropriate it can pose dangers and risks to the work. This will affect the health of workers. The social environment promotes clear and standardized communication. There are clear communication forms and guidelines and good interpersonal relationships. And the psychological environment is the recognition support promotion assistance and freedom of thought of abilities to effectively achieve work results.

Participatory management is a popular form of management between management and employees today providing opportunities for all employees to participate in important decisions. In order to achieve the potential goals or issues that management may encounter and based on the concept of Swansburg (1996) participatory management elements were proposed. 4 elements: 1) Trust 2) Commitment 3) Goals and objectives 4) Autonomy is an important factor in supporting and promoting the effective operation of schools. Management must create incentives which is the process by which supervisors encourage subordinates to cooperate. And willing to work towards achieving common goals which aligns with Frederick Herzberg's ideas there are two important factors. 1) Motivational factors: Motivational factors are

work-related factors

According to the official performance certificate of the Regional Education Office No 14

in the 2019 fiscal year the overall performance of the government is better than the target value. Budget In 2020 the overall performance of the Regional Education Office No 14 far exceeded the target. In the fiscal year 2021 the evaluation criteria were changed from government performance certificates to indicator evaluations. The evaluation results of the Regional Education Office No 14 are only primary standards while the provincial education office in the region is responsible for the regional education office. Around 2019 the overall government performance was at an average level for Regional Education Office No 14 and around 2020 the average level was the highest. In the fiscal year 2021-2022 the evaluation criteria were changed based on the performance certificates of the regional and provincial education offices responsible by the regional education offices. Overall the government's performance has reached high standards but many institutions responsible for the Regional Education Office No 14 still have many improvement suggestions. For example.

According to the official performance certificate of the Regional Education Office No 14 in the 2019 fiscal year the overall performance of the government is better than the target value. In the fiscal year 2020 the overall performance of the Regional Education Office No 14 far exceeded the target. Later in the fiscal year 2021. According to government performance certification the evaluation criteria have been changed to indicator evaluation. The evaluation Regional Education Office No 14 are only preliminary standards. The provincial education office in the region is responsible for the regional education office for a period of 14 years approximately 2019 overall the government's performance is at a very high average level. Around 2020 the overall standard for average level was the highest but later in the 2021-2022 fiscal year the evaluation criteria changed and the indicators were evaluated based on performance certificates from the provincial education department responsible for the region. Overall the government's performance has reached high standards but many institutions Regional Education Office No 14 still have many improvement suggestions. For example.

Due to these issues researchers are interested in studying the work environment participatory management and incentives that affect the performance of personnel in the Office of the Permanent Secretary, Ministry of Education. Regional Education Office No 14 Participate in management and motivation to enhance work potential. In addition the unit also uses it as a decision-making tool for formulating management policies. Be able to find ways to prevent and solve problems within the organization and retain high-quality personnel. Stay in the organization as long as possible and work happily and efficiently for the organization.

## Objective

1. Study the impact of work environment participatory management and incentive measures on the performance of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14.
2. Study the impact of work environment and participatory management on performance of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14 Through motivation.
3. Study the impact of work environment and participatory management on motivation. in the work of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14.

## Literature Review

### **Performance concept**

#### **Performance definition**

Siraon (2023) It is said that performance refers to the skills strategies or techniques that are performed to achieve a high level of work. Maximum benefit to the organization using energy costs And it doesn't take long.

Pantaengthai (2021) He said that work or create high-quality work use resources suitable for the job work accurately timely and orderly and standardize.

Kanchanakulpaisarn (2017) He said that performance refers to a person's ability to fully utilize their skills by using technology or experience to create work. The standards for work quality and workload. Work must be completed on time or to minimize work time and costs.

Through the review and research of relevant studies it can be concluded that performance refers to the use of strategies or techniques to wholeheartedly carry out work.

Create satisfactory high-quality work without wasting costs energy consumption and time.

### **Performance elements**

Thepho and Luangalongkot (2020) The key elements of the most effective work are work quality workload and operational time. And operating costs.

Thongnoi (2019) The four elements of performance measurement include work quality workload time and operating costs.

Peterson and Plowman (1989) Performance elements include quality quantity time and cost.

By reviewing and studying relevant research it can be concluded that performance factors include quality quantity time and operating costs. This is the key to leading an organization to achieve operational success.

### **Concept of Work Environment**

#### **Definition of Work Environment**

Aunsri (2021) Said that the work environment refers to the various circumstances surrounding employees. that promotes or facilitates the performance of duties and responsibilities Causes efficiency in work.

Suwannarat (2021) Said that work environment refers to the workplace that the organization should give importance to. Because there must be an environment that is suitable for working. In order to have a positive impact on personnel within the workplace both physically and mentally.

Mahanukulwongchai (2020) Said that work environment refers to the design and arrangement of work spaces air quality temperature noise lighting materials and equipment within the office. Location and access Including the atmosphere and green space around the building.

Through a review and research of relevant studies it can be concluded that the work environment means both living and non living things around us. Tangible and intangible. The physical chemical biological and organic environments affect performance and contribute to creating a better culture within the organization.

### **Work environment elements**

Piamnuan and Pimchangthong (2020) The work environment is an important factor that enables individuals to work effectively on the basis of satisfaction. It is directly related to the environment. It consists of physical environment, social environment, colleague relationships and cultural environment all of which are human made environments.

Promsorn (2015) The work environment includes physical aspects such as sound light temperature and work equipment. Social aspects include. The employee relationship within the organization within sub departments and between departments is good and employees perform well towards others both physically and mentally. Psychological aspect. This is a factor that affects one's thinking work freedom and

Work related decisions including obtaining work feedback enable employees to use the information they receive to improve their work.

Moos (1994: 13) The work environment can be divided into three aspects: interaction progress maintenance and change. On an interactive level it means strengthening relationships and building trust. Mutual support and support. Reduce trouble and create a good working environment. Three aspects participation in work establishing connections willingness to work for the organization and interpersonal relationships. Enable employees to share opinions and decisions with the support of their supervisors. Provide support when problems arise at work. Dimensions of work progress. This means that the internal environment of the workplace has an impact. The dimension of work progress can be divided into three aspects. work freedom. The focus of work work pressure maintenance dimensions and job changes imply a clear understanding of organizational structure and a perception of job changes. Or location.

From reviewing and studying related research. It can be concluded that Components of the work environment include the physical environment. social environment psychological environment To increase performance encourage creativity create Relaxation at work creates a good culture within the organization.

The theory of Herzberg et al. (1959) suggests that the two factor theory is influenced by a theory that humans will have the hierarchy of needs invented by Maslow. When it was found that there was no reliable measure of satisfaction the two factor theory was created divided into two parts. The types are motivational factors and hygiene factors. 1) Motivational factors are factors directly related to work. They are the driving force behind work. Improve performance. It includes five aspects: success recognition and practice of work. Responsibility and career development 2) Supporting factors come from external factors. He is not satisfied with his job. It includes 10 things: salary means relationships

with supervisors subordinates and colleagues. Occupational status policies and management of working conditions personal life safety.

### **Participatory management philosophy**

#### **The meaning of participatory management**

Somjai (2018) Participatory management refers to the process in which managers teachers personnel or stakeholders directly or indirectly participate in expressing their opinions. Decision making responsibility planning operation and evaluation of using creative operations to achieve goals.

Kasemrad (2016) Participatory management refers to the process of individuals participating in expressing their opinions. Use creativity and professional knowledge for decision-making responsibility operational planning and evaluation to achieve goals.

Khunsri (2014) Participatory management refers to the management that emphasizes employee participation in collusion decision-making and work. And jointly responsible for the development of work building trust in society teamwork leads to achieving goals and objectives.

From a review of related documents and research. Makes it possible to summarize the meaning of participatory management meaning management that provides opportunities for workers to cooperate make decisions and carry out activities. monitoring and joint evaluation is carried out with freedom.

#### **The elements of participatory management**

Naksawat and Sirirak (2022) The elements of participatory management include participation in decision-making participation in operations and participation in welfare. Participate in evaluations and benefit from them

Konkaew (2019) There are four elements to participation. Participate in decision-making operations benefits and evaluations.

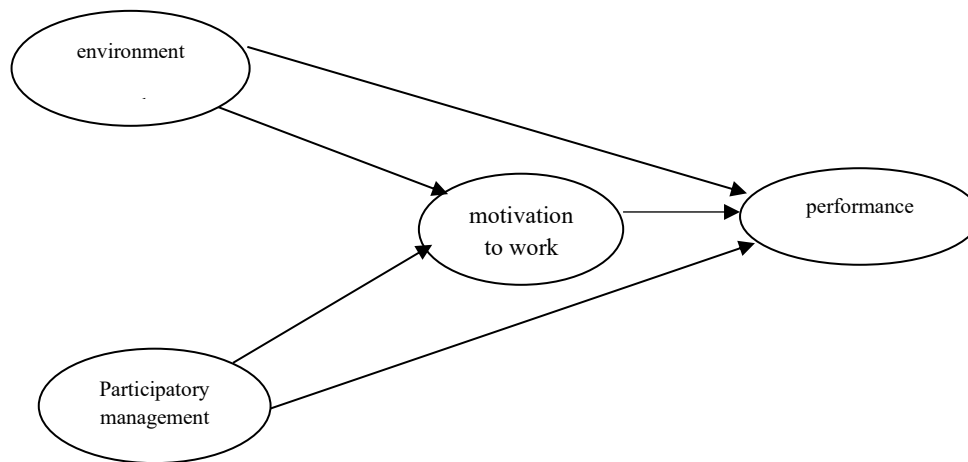
Swansburg (1996) The elements of participatory management include. Mutual trust commitment common goals and objectives independent responsibility.

By reviewing relevant documents and research it is concluded that the elements of participating in management include participating in proposing ideas and opinions. Conduct activities monitor evaluate and make decisions on an equal basis and freely set goals and allocate work according to plans or projects. Improving Decision Quality.

The theory about intermediary variables Baron and Kenny (1986) states that intermediary variables mediators or mediating variables are variables that transmit influence from the primary variable to the dependent variable. There are 2 characteristics of transmission of variables: 1) complete transmission (Complete Mediation or Full Mediation) 2) partial transmission (Partial Mediation).

## Research Conceptual Framework

From reviewing the literature studying concepts theories and related research. The researcher has established a conceptual framework for the research as shown in Figure 1 as follows.



**Figure 1:** Research concept framework

## Research Methodology

**Population and sample** The population used in the research is civil servants permanent employees government employees. educational personnel of private schools Under the jurisdiction of the Office of the Permanent Secretary, Ministry of Education and the area of responsibility for the operations of the Regional Education Office No 14 there are a total of 42,692 people (Regional Education Office No 14, 2023).

The sample group in this research is government officials employees and private school personnel. Under the jurisdiction of the Office of the Permanent Secretary of the Ministry of Education and the area of responsibility for the operations of the Regional Education Office No 14 which used the sample size determination method of Hair et al. (2010) the sample size was 400 people using the stratified sampling method according to proportion divided Population using area as a stratification.

The research tool is a questionnaire divided into 6 sections as follows: Section 1: General information of the respondents. Section 2: Questions about the working environment. Section 3: Questions about participatory management. Section: 4 questions about work motivation part 5 questions about work performance part 6 suggestions.

**Questionnaire test** The researcher experimented with distributing a trial questionnaire (Try out) to personnel under the Office of the Permanent Secretary of the Ministry of Education and the area of responsibility for the operations of the Office of Education Region No 12 totaling 50 sets in order to find the reliability of the instrument before collecting data from the sample group being studied. By analyzing the confidence of each question checking the

consistency of each question. Has reliability The overall picture has a confidence value of 0.97 for the working environment. Has a reliability value of 0.96 participatory management has a reliability value of 0.97 Work motivation has a reliability value of 0.96 Performance has a reliability value of 0.92.

## Research Findings

The results of the analysis on general information include gender age education level. Monthly income job position work location area working age. It was found that a total of 400 respondents were female 57.80% were between 30 - 40 years old had a bachelor's degree and 75.5% had an income. Months from 10,001 - 20,000 baht 48.50 percent are civil servant positions 71.25 percent are personnel who are administrators teachers educational personnel in educational institutions in the area of responsibility of the Education Office Region No 14, 99.50 percent are in the area of Ubon Ratchathani province. 44.25 each with a working life of 5 - 10 years 43.50 percent.

**Table 1: Correlation coefficients to check the discriminant validity between variables.**

variable	WE	PM	MTW	EFFIC
work environment	1			
Participatory management	0.66**	1		
motivation to work	0.69**	<b>0.76**</b>	1	
performance	<b>0.53**</b>	0.64**	0.76**	1

\*\* Statistical significance level at 0.01 level

From Table 1 it is found that every independent variable namely work environment (WE) and participatory management (PM) has an effect on performance (EFFIC) through employee motivation to work (MTW). The values are statistically significantly related. Statistically at the .01 level when considering the relationship between the variables it was found that the correlation coefficient (r) was between 0.53 and 0.76 (when  $r \leq 0.80$ ) so no problems were found. Multicollinearity and all observable variables are on a common component. Therefore the obtained data are suitable for further multiple regression analysis.

**Table 2: Results of direct influence analysis Indirect influence and total influence**

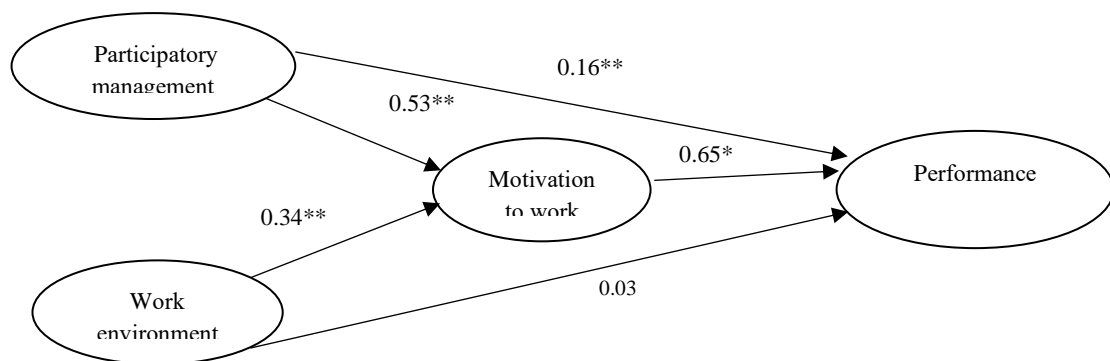
Type Effect	Path	Estimate	SE	$\beta$	z	p
<b>Direct</b>	WE $\Rightarrow$ EFFIC	0.03	0.05	0.03	0.73	0.46
	PM $\Rightarrow$ EFFIC	0.16	0.05	0.16	3.22**	0.00
	MTW $\Rightarrow$ EFFIC	0.60	0.04	0.65	12.24**	0.00
<b>Component</b>	WE $\Rightarrow$ MTW	0.41	0.04	0.34	8.54**	0.00
	PM $\Rightarrow$ MTW	0.56	0.04	0.53	13.42**	0.00
<b>Indirect</b>	WE $\Rightarrow$ MTW $\Rightarrow$ EFFIC	0.25	0.03	0.22	7.00**	0.00
	PM $\Rightarrow$ MTW $\Rightarrow$ EFFIC	0.34	0.03	0.35	9.04**	0.00
<b>Total</b>	WE $\Rightarrow$ EFFIC	0.21	0.05	0.19	3.77**	0.00
	PM $\Rightarrow$ EFFIC	0.51	0.04	0.51	10.30**	0.00

F= 191 Sig. = .000 R = 0.76 R<sup>2</sup> = 0.59 R<sup>2</sup><sub>adj</sub> = 0.58

\*\* Statistical significance level at system 0.01



From Table 2 it was found that the direct influence (Direct) found that participatory management (PM) and work motivation (MTW) had a direct influence on performance (EFFIC) with statistical significance. Level 0.01. The work environment (WE) does not have a direct influence on work performance. Indirect influence: It was found that the work environment (WE) and participatory management (PM) have an indirect influence on work performance, through motivation to work (MTW) with statistical significance at the 0.01 level by the path of Influence of work environment (WE) and participatory management (PM) on work performance. Through the motivation to work of personnel as follows:



**Figure 2.** Path of the impact of work environment and participatory management on performance through the motivation of affiliated personnel Office of the Permanent Secretary, Ministry of Education and the area responsible for operation Regional Education Office No 14.

## Discussion

From the results of the study of direct influence it was found that Participatory management (PM) and work motivation (MTW) have a direct influence on work performance (EFFIC) at the 0.01 level (accepting hypotheses H2, H3). As for work environment (WE) has no influence on work performance (EFFIC) (H1 hypothesis not met). As for the study of indirect influences it was found that work environment (WE) and participatory management (PM) have an influence on Work efficiency (EFFIC) through motivation to work (MTW) with statistical significance at the 0.01 level (accepting hypotheses H4, H5) and the study found that Work environment (WE) and participatory management (PM) have a significant effect on motivation to work (MTW) at the 0.01 level (hypotheses H6, H7 accepted).

### Discussion of research results

The researcher presents a discussion about the research study, work environment and participatory management that influence performance Through the work motivation of personnel under the Office of the Permanent Secretary Ministry of Education and the areas of responsibility for the operations of the Regional Education Office No 14 as follows:

The results of the work environment analysis indicate that the work environment (WE) has no direct impact on performance (EFFIC) but also has an indirect impact on efficiency. Working through Motivation at Work (MTW) is an intermediate variable. The problem may

not be an impact on performance. Units can manage and create the physical environment of each unit as well as the problem conditions or needs of different personnel in each area. The analysis results also found that the work environment (WE) has a direct impact on employee work motivation (MTW) indicating that the work environment has a positive impact on employee work motivation and an increase in employee work motivation is a result of the increase in work environment. Promote institutional support for projects or activities that create a good and appropriate working environment. Arrange budget personnel in information, equipment appliances and facilities. that's enough. This will generate a motivation for individuals to work actively with determination and willingness to complete their tasks.

According to Julertrakul (2021) this study investigated the factors that influence the performance motivation of Generation Y employees in Bangkok. Research has found that the relationship between supervisors and colleagues as well as work environment factors affect the performance motivation of Generation Y employees in Bangkok. Prajit and Taweepaiboonwong (2020) studied the impact of work environment and employee pursuit on employee performance. Chonburi Buakao (2018) studied the physical environment and safety management that affect employee motivation at Nongbulamp Hospital. Kingi and Kalai (2018) studied the results of teacher engagement in physics resource and material incentive education in Kenya. (Kenya)

The results of work environment analysis indicate that work environment (WE) indirectly affects performance (EFFIC) through work motivation. (MTW) is an intermediate variable that indicates that when employees are in a good and appropriate work environment it increases work motivation and affects their performance. According to Tairian and Sakulkitkarn (2023) work environment and motivation are associated with performance and happiness among private hospital employees. In Bangkok Lis et al. (2022) studied the effects of career development and work environment on motivating employees to work as intervention variables at the Agricultural and Livestock Office in Aceh. (Indonesia) Sisang et al. (2022) studied the relationship between personal characteristics environment and work motivation and employee performance. The motivation of Dewi and Sukarno (2021) from the Thai Electricity Authority is to mediate the relationship between corporate culture and work environment. The Impact of BJB Surabaya Branch (Cambodia) Erawati, Sitiari and indiani (2019) on Employee Performance The Impact of Pressure and Work Environment Mediated by Motivation on Employee Performance a restaurant Case Study.

Participatory management: The analysis results indicate that participatory management (PM) has a direct impact on performance. It indicates that management must encourage personnel to create works based on knowledge abilities and professional knowledge grant work freedom and provide supervision and coordination freedom. The management will provide assistance or advice on how to proceed at any time. According to the research of Rakpram and Phuwittayathorn (2022) the involvement management that affects officer performance was studied. Thitawan and Boonmeepit (2020: 447-558) studied the participatory management that affects the academic performance of schools under the Office of the Education Service Area of Surat Thani Prefectural Air Force No. 7. Sivilai and Techawattanasirimrong (2021) studied the involvement of school administrators in the management of the performance motivation of teachers in the office of primary education service areas in Oita Prefecture, District 3. Johari and Yahya (2016) studied the job description, engagement, and performance of government officials (Malaysia). It was also found that participatory management (PM) has a direct impact on personnel's work motivation (MTW), indicating the implementation of participatory management. Helps motivate employees. When employees have motivation, it can better impact their performance. Promote and support projects or activities, involve employees,

brainstorm existing ideas and potentials, think together, plan to obtain various opinions and comprehensive decisions, jointly monitor, evaluate and solve problems, which will help to solve problems and make decisions more carefully and effectively. According to Sivilai and Techawattatasirimrong's (2021) study, the involvement of school administrators in the management of the work motivation of teachers in the Office of Education Services in the Otsunaga Elementary School was investigated. Somjai (2018) from Zone 1 studied the relationship between participatory management and teacher motivation in Qinglai City.

**Participatory management:** The analysis results indicate that participatory management (PM) has an indirect impact on performance. By using motivation as an intermediate variable it indicates the implementation support relationship of participating in management. A good organization such as organizing relationships and activities creates positive organizational values that are conducive to organizational cooperation. This will help motivate work. Therefore institutions must develop policies and organize effective personnel management systems to respond to strategies. Motivation to enhance flexibility and focus on achievement. According to the research of Sivilai and Techawattanasirimrong (2021) the participation of school administrators in management affects the performance motivation of school teachers in the Office of Education Service Area of Oita Prefecture Primary School. Upwattananan and Sirisukantha (2020) studied the effects of motivation organizational participation and engagement on personnel performance in the first district. Taghipour and Dejban (2022) conducted a study at the Office of Education Services in Nanbang Province. Work motivation influenced the relationship between work participation and awareness supervisor support and performance. (Iran)

The analysis of work motivation shows that work motivation (MT) directly affects performance (EFFIC) from the most important issue. It refers to the ability of personnel to complete assigned tasks until responsible work is completed resulting in personal pride and a better social status. Colleagues help each other very well which is a more influential issue in terms of work motivation than other issues. According to Silaon (2023) research the motivation behind the performance of government officials was studied. Generation Y Buapong and Chianwattanasuk (2021) from the province of Ayutthaya studied the organizational support awareness and achievement motivation that affect the performance of researchers at the Thai Institute of Science and Technology. Thongnoi (2019) studied motivation relationships with subordinates and colleagues and working conditions that affect employee performance at the Batuntani hydraulic cylinder factory. Jufrizen and Hutasuhut (2022) studied the role of corporate citizenship behavior in mediating the effects of job motivation and job satisfaction on employee performance. Efendi et al. (2020) from Indonesia studied the impact of work motivation mediation on work discipline and employee performance compensation. Indonesian Yogyakarta wax printing small and medium-sized enterprises

## Conclusion

In terms of motivation executives must create strategies that can create motivation to work because of motivation. It is an important variable in helping the organization achieve its goals. The agency must praise Promote work Create pride in work The work must have value and make personnel feel loved proud and always want to improve their work. Promote activities that allow personnel to help each other have clear management policies and create morale and encouragement to work at full efficiency.

Work environment Agencies must support facilities integrate them quickly have activities or projects that support improving the landscape around the office building to make

it shady. There is a beautiful decoration. Set a suitable temperature for working so that personnel feel comfortable working. The environment will result in There is a driving force that makes personnel enthusiastic committed and willing to work until they are successful.

Participatory management Agencies must encourage personnel to work with independence in supervision. Follow up and coordinate the performance of assigned tasks yourself. Let personnel create creative work Get full knowledge of the three The executives will be there to help. or give advice Always support work in order to create performance.

## Suggestion

In terms of motivation executives must create strategies that can create motivation for work. Create pride Provide personnel who are important to the success of the organization Because of personnel who take pride in their work There will be more determination and determination to work. Create a positive attitude towards the organization Help and support among co-workers should be encouraged and cultivated. And tasks must be clearly assigned to ensure a common understanding. The work will be completed successfully. according to the organization's objectives

Work environment Executives should promote and support the creation of a good and appropriate working environment. There are adequate and adequate facilities to meet work needs. Promote the improvement of the environment both inside and outside the building. In terms of beauty shady and livable control the temperature to an appropriate level. To create satisfaction and motivation in work This will affect performance.

Participatory management Executives should encourage creativity. Give freedom to work Promote self-development Allow personnel to fully learn and develop themselves in various areas. And executives should provide assistance and advice to subordinates appropriately to the situation and needs of subordinates. So that subordinates can work efficiently and achieve the organization's goals.

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