



IMPACT OF LEADERSHIP STYLE AND WORK CONFLICT ON PERFORMANCE IN THE MEDICAL FIELD AND HEALTH OF NORTH SUMATERA REGIONAL POLICE THROUGH JOB SATISFACTION

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Abstract

Employee performance in a government organization is an important component in achieving the goal of providing the best service to the community. As a result, leaders must effectively handle work conflicts that affect employee performance and job satisfaction. This research aims to analyze the influence of leadership style and work conflict on performance in the field of medicine and health in the North Sumatra Regional Police, as well as through job satisfaction. Leadership style and work conflict are identified as factors that influence individual performance in the organizational context. Data was collected through a survey using a questionnaire distributed to 83 respondents in the North Sumatra Regional Police's Biddokkes. Data were analyzed using descriptive analysis and SEM (Structural Equation Model) analysis. The research results show that leadership style has a positive and significant influence on performance in the field of medicine and health in the North Sumatra Regional Police. Work conflict has a negative and significant effect on performance. High work conflict tends to hinder individual performance. Job satisfaction can mediate the relationship between leadership style, work conflict, and performance. This means that if individuals feel satisfied with their work, the negative influence of work conflict can be reduced and the positive influence of leadership style can be increased. This research provides an important contribution to the understanding of the factors that influence performance in the field of medicine and health in the North Sumatra Regional Police. The practical implication of this research is the importance of developing an effective leadership style and good conflict management in improving individual performance. Apart from that, organizations also need to pay attention to job satisfaction as a factor that can mediate the relationship between leadership style, work conflict and performance.

Keywords : *Leadership Style, Work Conflict, Job Satisfaction, Employee Performance.*

1. INTRODUCTION

Human Resources are an important asset in a company. Human resources in a company need to be managed professionally to create a balance between employee needs and the company's demands and capabilities. This balance is the main key for a company to be able to develop productively. Views on human resources can be seen individually or as a group, this is because human behavior has different traits and characteristics. In an organization there is a process that changes input into certain output. This does not process by itself, in an organization of course there is a process of interaction and communication. The development of a nation requires the main capital, namely human resources. Human resources are the main factor in advancing the prosperity of a nation. The existence of human resources who are educated, skilled, disciplined, diligent and willing to work hard has succeeded in achieving enormous progress. Quality human resources are resources who have high integrity and are able to carry out their duties well in organizations, including in the Civil Service, especially in the National Police unit whose task is to serve and protect the community according to the laws that have been established.

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Cynthia Rut Vio Nanda Tarigan, Paham Ginting, Yeni Absah

Polda is tasked with carrying out Polri duties at regional level I, namely the Province. Polda is a direct extension of the National Police Headquarters. The Regional Police (Polda) is led by a Regional Police Chief (Kapolda) who has the rank of Inspector General of Police (Irjen Pol.). The Regional Police consists of the Resort Police (Polres), which oversees the Sector Police (Pol-sek), which oversees Bhayangkara, the Community Security and Order Advisor. The Medical and Health Sector (Biddokkes) is a supporting element under the Regional Police Chief. Biddokkes is tasked with carrying out medical and health development for the National Police which includes police medicine, police health, hospitals and polyclinics. In carrying out its duties, Biddokkes carries out functions: general administration planning, administration and internal affairs, personnel affairs, materials and infrastructure, as well as financial services within the Biddokkes environment. Development of forensic medicine, Disaster Victim Identification (DVI), and health, security and public order. Development of health equality, health services, and health facility materials. Implementation of police medical and health activities. Collection and processing of data, as well as presentation of information and documentation of Biddokkes activity programs.

The duties and responsibilities of the Sumatra Regional Police Biddokkes employees are not only related to being responsible for the health of members and families of Polri members, but the North Sumatra Regional Police Biddokkes employees must ensure and serve the health of the general public. In 2021-2023, the Sumatra Regional Police's Biddokkes must be able to guarantee and serve the availability of rapid Covid-19 vaccinations for members of the National Police and the general public and also in 2023, it must also play an active role in social stunting in children, the Sumatra Regional Police's Biddokkes will also play an active role in being able to providing services and prevention of the latest health problems. Apart from that, North Sumatra Regional Police Biddokkes employees must always be ready to be on the health committee for the recruitment of new members to the police and official schools every year. North Sumatra Regional Police Biddokkes employees are also tasked with always providing, updating and upgrading the latest drug needs to achieve health within the scope of the National Police and the general public who need it.

Maintaining performance to achieve optimal targets and organizational goals must be carried out. Employee performance is not only the work results achieved by a person in carrying out the tasks assigned to him but also includes the process of how work takes place to achieve work results. Employee performance is said to be important, because it can be used to find out and assess the extent to which employees can carry out the tasks and work that have been given by a government organization. Employee performance is real behavior displayed by each person as work performance produced by employees in accordance with their role in the organization. So if employee performance in the organization is low, the organization will become unproductive.

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According to Yanti (2019), the job satisfaction that Civil Servants receive will encourage them to carry out these functions as well as possible. The decline in the performance of Civil Servants can be seen from the large number of employees who leave the office (during office



hours) without a definite reason, working only carelessly, this will reduce the level of professionalism development as Civil Servants themselves, besides that it will also reflect lack of responsibility and weakness in realizing their role as a Civil Servant. Susanto (2019) and Rosmaini & Tanjung (2019) which results in job satisfaction influencing employee performance, with these results companies must provide job satisfaction in the form of incentives or by giving awards for the work that has been done to employees in order to further improve work discipline in employee.

The development of an organization is not determined largely by commitment itself, but rather the role of leadership can be a trigger for employees to work well. The leadership style approach focuses on developing strong relationships between leaders and team members. Leaders actively engage with team members, listening to their concerns, providing constructive feedback, and helping them overcome challenges. They create strong emotional bonds with team members, thereby building trust and mutual respect. The North Sumatra Regional Police Department has just undergone a change of leadership. The current phenomenon is that employees have to face changes in leadership, with various leadership styles, new policies or regulations without any specified time limit.

So leaders must be able to understand how to choose the best leadership style to use to improve performance. Robins (2021), leadership style can influence employee performance, leaders who provide clear directions, provide constructive feedback, and provide support to employees can improve employee performance. The role of a leader in all organizational situations is a very strategic factor. Until now, the results of research conducted by many scientists show leadership style as an effort to increase the efficiency and effectiveness of organizational work. Leaders manage the mindset of their employees to obey and carry out every job in accordance with applicable norms and rules. Leaders convey the vision and mission of the organization persuasively in language that is easy to understand and comprehend so that performance increases.

Every leader has a leadership style that is different from one another. The results of Sugiono's research, Darmadi (2021) concluded that leadership style has not been able to have an impact on improving employee performance. This is supported by several studies such as research (Rompas, 2018) which states that leadership style does not have a significant effect on employee performance. Martaleni (2020) leadership style has a positive effect on performance, in the future leaders need to collaborate more on leadership styles so that the strategies that have been determined can be implemented to achieve even better employee performance.

Sasandaru (2018), job satisfaction does not mediate leadership style on employee performance, due to the lack of interaction between leaders and subordinates in making decisions about work at the company, giving rise to a lack of employee job satisfaction at work. Anisa (2021), based on results on descriptive statistics. Job satisfaction can mediate the influence of leadership style on employee performance. The research results above show appropriate results according to (Tambunan, 2020) proving that there is a positive and significant influence between leadership style on employee performance through job satisfaction. The results of this research are in line with research (Tahir et al., 2017) which proves that there is a positive and significant indirect influence between leadership style on ASN performance through job satisfaction. Research from (Latif, 2018) also proves that there is an indirect influence of leadership style on performance through job satisfaction.

Managing employees is not an easy thing, because everyone has desires, thoughts, feelings, status and background that they bring to the organization. The existence of personality differences in humans allows conflict to occur in an organization and this is something that cannot be avoided. Conflict is a situation where there are various goals or various emotions that are incompatible with each other, within several individuals or between several individuals which then causes conflict to arise. Conflict in companies occurs in various forms and patterns, which hinder individual relationships with larger groups or groups. Conflict is a natural and unavoidable organizational phenomenon (O'Neill and McLarnon, 2017).

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Cynthia Rut Vio Nanda Tarigan, Paham Ginting, Yeni Absah

An effective leadership style can create a work environment that motivates and supports employees. Meanwhile, work conflict can affect employee well-being and motivation, and hinder their performance. One factor that can influence the influence of leadership style and work conflict on performance is job satisfaction. Job satisfaction is the general response of employees to their work, including their level of satisfaction with the leadership style applied and the level of work conflict they experience. High job satisfaction can positively influence employee motivation, engagement and performance. However, in the context of the North Sumatra Regional Police in the field of medicine and health, further research still needs to be carried out to explore the influence of leadership style and work conflict on performance through job satisfaction. This research will help better understand the factors that influence employee performance in these environments and provide valuable insights into improving performance and quality of care in the medical and health sectors.

The solution that can be taken to overcome the problems identified is to carry out an assessment of the leadership style applied in the work environment of the North Sumatra Regional Police in the field of medicine and health. This can be done through surveys or interviews with employees to understand how leadership style and work conflict affect their performance and job satisfaction. Identifying factors that can increase employee job satisfaction in the field of medicine and health at the North Sumatra Regional Police. This can involve improving communication between leaders and employees, increasing employee participation in decision making, and increasing recognition and rewards for good performance.

Carrying out training and development of leadership styles for leaders in the medical and health fields. This can help leaders develop effective leadership style skills, including the ability to motivate and support employees, so as to increase job satisfaction and performance. Implementing effective conflict management strategies in the work environment, this can involve a mediation approach, collaborative conflict resolution, and developing good communication skills. By implementing these solutions, it is hoped that the influence of leadership style and work conflict on performance can be understood through job satisfaction, and steps can be taken to improve employee performance in the medical and health fields of the North Sumatra Regional Police. In addition, these solutions can also create a more harmonious work environment, motivate employees, and increase overall job satisfaction.

2. IMPLEMENTATION METHOD

The type of research in this research is associative research with quantitative techniques. This research was conducted at the North Sumatra Regional Police, Jl. Tanjung Morawa Km. 10.5, Timbang Deli, Medan Amplas, Medan City, North Sumatra. The Medical and Health Sector Section. This research was conducted from August 2023 to December 2023. In this study, the population used was all 83 North Sumatra Regional Police Biddokkes employees. The sampling technique used is the census technique so that the number of samples to be studied is 83 employees. This research uses an interval scale. The data analysis technique used in this research uses descriptive statistical analysis and partial least square analysis with Smart-PLS



3. RESULTS AND DISCUSSION

Result

Data Analyst Result

Table 1 Direct and Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values	Ket
Leadership Style -> Employee Performance	0.810	0.809	0.032	25,042	0.000	Accepted
Leadership Style -> Job Satisfaction	0.706	0,707	0.060	11.742	0.000	Accepted
Work Conflict -> Employee Performance	-0.153	-0.157	0.059	2.586	0.005	Accepted
Job Conflict -> Job Satisfaction	-0.142	-0.150	0.071	2,055	0.024	Accepted
Job Satisfaction -> Performance	0.343	0.345	0.088	4.007	0.000	Accepted
Leadership Style -> Employee Performance -> Job Satisfaction	0.243	0.243	0.063	3,887	0.000	Accepted
Work Conflict-> Employee Performance -> Job Satisfaction	-0.049	-0.052	0.029	1,697	0.045	Accepted

Based on Table 1, the following results were obtained:

1. The Effect of Leadership Style on Employee Performance
Based on Table 1, it explains that there is an influence between leadership style on employee performance (pvalues $0.000 < 0.05$) and (tstatistic $25.042 > 1.66$) and also a coefficient value of 0.810, which means, there is a positive and significant influence between leadership style and employee performance. -wait at 0.810 by assuming other variables are constant.
2. The Effect of Leadership Style on Job Satisfaction
Based on Table 1, it explains that there is an influence between leadership style on job satisfaction (pvalues $0.000 > 0.05$) and (tstatistic $11.742 > 1.66$) and also a coefficient value of 0.706, which means, there is a positive and significant influence between leadership style on job satisfaction. of 0.706 assuming other variables are constant.
3. The Effect of Work Conflict on Employee Performance
Based on Table 1, it explains that there is an influence between work conflict on employee performance (pvalues $0.005 > 0.05$) and (tstatistic $2.586 > 1.66$) and also a coefficient value of -0.153, which means there is a negative and significant influence between work conflict and employee performance. of 0.153 assuming other variables are constant.
4. The Effect of Work Conflict on Job Satisfaction
Based on Table 1, it explains that the influence of work conflict on job satisfaction is (pvalues $0.024 < 0.05$) and (tstatistic $2.055 > 1.66$) and also the coefficient value is -0.142, which means that every occurrence of work conflict can influence a decrease in job satisfaction. of 0.142 assuming other variables are constant.
5. The Effect of Job Satisfaction on Employee Performance
Based on Table 1, it explains that the influence of job satisfaction on employee performance is (pvalues $0.000 < 0.05$) and (tstatistic $4.007 > 1.66$) and also the coefficient value is 0.343,

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Cynthia Rut Vio Nanda Tarigan, Paham Ginting, Yeni Absah

which means there is a positive and significant influence between job satisfaction and performance of 0.343 assuming other variables are constant.

6. The Effect of Leadership Style on Employee Performance Through Job Satisfaction
Table 1 shows empirical evidence that leadership style affects employee performance through job satisfaction. Thus, there is an indirect effect of leadership style on employee performance through job satisfaction of 0.243 if other variables are considered constant with a p value of $0.000 < 0.05$ and t statistic $3.887 > 1.66$. So leadership style indirectly has a positive and significant effect on employee performance through job satisfaction.
7. The Effect of Work Conflict on Employee Performance Through Job Satisfaction
Table 1 shows empirical evidence that work conflict has a negative and significant effect on employee performance through job satisfaction. Thus, there is an indirect effect of work conflict on employee performance through job satisfaction of -0.049 with the values of other variables considered constant, with a p value of $0.045 < 0.05$ and a t statistic of $1.697 > 1.66$. So work conflict indirectly has a negative and significant effect on employee performance through job satisfaction.

Discussion

1. Leadership Style Has a Positive and Significant Influence on Employee Performance

Based on the results of hypothesis testing, it shows that the leadership style variable has a positive and significant effect on employee performance. This indicates that in carrying out the work duties of North Sumatra Regional Police Biddokkes employees, the performance they produce is determined by the leadership style applied by the Head of North Sumatra Regional Police Dokkess. Based on the loading factor table, the leadership style variable in the operational leadership dimension has an influence of 0.899, indicating that variations or information in leadership style can be explained by the operational leadership dimension. These results are in accordance with the phenomenon that occurs where employees feel that the Head of Health Services has full trust in employees in carrying out operational activities but still provides input in carrying them out so that employees are more confident in carrying out the operational tasks carried out so that they can improve the performance of the North Sumatra Regional Police Health Services Department. .

Leadership style is the method used by leaders to influence subordinates to carry out their duties and obligations in accordance with company goals. In leadership, the quality of encouragement, enthusiasm, direction and support are factors that must be considered. Good leadership is needed to produce high employee performance, where leaders can provide clarity in giving assignments and responsibilities to their employees. In order for company goals to be achieved, the main capital that needs to be considered is employee performance. Quality employees determine optimal work results so leaders must have a leadership style that can influence employee performance. Human resource management requires an appropriate leadership style pattern so that it can form synergy between superiors and subordinates. Wesselink et al., (2017), leadership style has a positive relationship with performance. (Eide et al., 2020) . Pauceanu et al. (2021) emphasize the contribution of leadership style to improving organizational innovation performance and employee creativity and, consequently, the overall sustainable performance of the organization.

2. Leadership Styles Have a Positive and Significant Influence on Job Satisfaction

Based on the results of hypothesis testing, it shows that the leadership style variable has a positive and significant effect on job satisfaction. This means that this indicates that in carrying out the work duties of the North Sumatra Regional Police's Health and Medical Services employees, the job satisfaction they feel or increase is determined by the leadership style applied by the Head of the North Sumatra Regional Police's Health and Medical Sciences Department. Based on the loading factor table, the leadership style variable has an influence of 0.891 on the leadership style



variable, meaning that the organizational leadership dimension has a large contribution in shaping or influencing the overall leadership style. A positive and effective leadership style can help create a pleasant work environment and meet the needs of subordinates. Leaders who pay attention, listen, and provide support to subordinates can increase their level of job satisfaction. This can have a positive impact on psychological well-being, motivation, and innate commitment to work and the organization. A collaborative and communicative leadership style allows leaders to build strong relationships with subordinates. Leaders who pay attention to and appreciate the contributions of subordinates, and facilitate effective teamwork, can create a positive and mutually supportive work climate. A good relationship between leaders and subordinates can have a positive impact on job satisfaction and subordinate involvement in their work. Hakim (2023), the influence of leadership style on job satisfaction produces a positive and significant value for ASN employees of Region I North Sumatra Higher Education Service Institutions.

3. Work Conflicts Have a Negative and Significant Influence on Employee Performance

Based on the results of hypothesis testing, it shows that the work conflict variable has a negative and significant effect on employee performance. This means that if work conflicts increase among employees of the North Sumatra Regional Police Biddokkes Unit Office, this will significantly reduce the performance of the employees and vice versa. Haryati's results (2021), conflict within an organization must be handled well, because differences in status and because of different values or perceptions can result in absenteeism among employees who feel under pressure. The existence of conflict can cause pressure on other individuals or groups so that it can disrupt or hinder employee performance, as well as carry out unethical actions. Conflicts usually occur if related work is not done well. Many bad relationships between co-workers can also make workers feel stressed. Misunderstandings between superiors and subordinates make subordinates always feel oppressed and in an uncomfortable zone

4. Work Conflicts Have a Negative and Significant Influence on Job Satisfaction

Based on the results of hypothesis testing, it shows that the work conflict variable has a negative and significant effect on job satisfaction. This means that if work conflicts increase among employees of the North Sumatra Police Biddokkes Unit Office, this will significantly reduce employee satisfaction at work, and vice versa. Conflict within the organization cannot be avoided but can be minimized for organizational goals so that employees think critically, are not apathetic and are productive. Aprilia (2022), work conflict has a significant negative effect on job satisfaction, because employees feel a dilemma in determining an action due to conflicting work goals, based on one of the indicators used in the research, namely the indicator of goal differences. The results of this research are also supported by Wakhyuni and Andika (2019) that work conflict has a partial effect on employee job satisfaction. Leadership must understand how to manage work conflict, both now and in the future, because if you manage work conflict appropriately, with good procedures and systems, you will be able to maintain employee job satisfaction. Furthermore, Mora, Junaida, and Fuad (2017) stated that job satisfaction is partially negatively and significantly influenced by conflict. The assessment process prioritizes female employees. Institutional leaders can evaluate working time rules, distance, communication between leaders and employees or fellow employees and the burden given.

5. Job Satisfaction Has a Positive and Significant Influence on Employee Performance

Based on the results of hypothesis testing, it shows that the job satisfaction variable has a positive and significant effect on employee performance. This means that if job satisfaction increases among employees of the North Sumatra Regional Police Biddokkes Unit Office then this will significantly increase the performance of the employees and vice versa. Based on the loading factor table, the statement on the job satisfaction variable that has the strongest influence is access to training and self-skill development. These results are in accordance with the phenomenon that

IMPACT OF LEADERSHIP STYLE AND WORK CONFLICT ON PERFORMANCE IN THE MEDICAL FIELD AND HEALTH OF NORTH SUMATERA REGIONAL POLICE THROUGH JOB SATISFACTION

Cynthia Rut Vio Nanda Tarigan, Paham Ginting, Yeni Absah

occurs in the Bi-dookes Unit of the North Sumatra Regional Police, namely that employees need and feel the importance of training and developing personal skills. Employees at the Bidokke Unit of the North Sumatra Regional Police also feel that the job guarantees provided so far are quite satisfactory and make them comfortable at work. Based on brief interviews conducted by researchers with several employees who often work in the field, they are quite calm and comfortable carrying out their duties because they are given good job guarantees such as work accident insurance and health insurance. Therefore, with a sense of calm and comfort at work, employee performance becomes more optimal.

The research results are in line with those conducted by Nasution (2021) concluding that job satisfaction has a positive and significant effect on employee performance. The better or higher the job satisfaction obtained by employees will be able to influence the performance provided to the company, so that the job satisfaction of employees really needs to be paid attention to by the company in order to improve the performance produced by each employee. High employee job satisfaction will usually improve employee performance.

6. Leadership Styles Have a Positive and Significant Influence on Employee Performance Through Job Satisfaction

An effective leadership style has a positive and significant influence on employee performance through job satisfaction. Effective leadership style creates a positive work environment: Leaders who implement an effective leadership style, tend to create a positive work environment. They inspire, motivate and empower their subordinates. This creates a pleasant work atmosphere, triggers self-confidence, and increases employee job satisfaction.

Job satisfaction influences employee motivation and loyalty: Job satisfaction is a positive evaluation that employees make of their work. When employees feel satisfied with their work, they tend to be more motivated, enthusiastic, and dedicated to achieving good performance. Job satisfaction can also influence the level of employee loyalty to the organization, so that they are more committed to providing their best contribution. High levels of job satisfaction are associated with better employee performance. Employees who feel satisfied with their work tend to be more enthusiastic, productive, and strive to achieve better results. They are also more likely to face challenges with a positive attitude and look for ways to innovate in their work. As a result, employee performance increases overall.

In this context, job satisfaction acts as a mediating factor that connects leadership style with employee performance. Leaders who apply an effective leadership style can build employee job satisfaction through motivation, recognition, appreciation, and providing clear direction. As a result, employees become more motivated and perform better. Thus, an effective leadership style has an important role in shaping employee job satisfaction which in turn has a positive impact on their performance. Putra, I. A. (2021), job satisfaction mediates the influence of leadership style on employee performance.

7 Work Conflict Has a Negative and Significant Influence on Employee Performance Through Job Satisfaction

Based on the results of hypothesis testing, it shows that work conflict has a negative and significant effect on employee performance through job satisfaction as an intervening variable. This means that the lower the level of work conflict experienced by employees, the higher the level of job satisfaction felt by employees, so this will increase employee performance and conversely, if the higher the level of work conflict experienced by employees, the lower the job satisfaction felt by employees, so this will decrease performance.

These results indicate that there is an indirect influence of job satisfaction on the relationship between work conflict and employee performance. In this way, work conflict can influence employee performance at the North Sumatra Regional Police Biddokkes Unit Office through job



satisfaction. These results have the implication that managing work conflict well will be able to increase employee performance to the maximum if supported by a high level of job satisfaction. The results of this research are in line with the research of Kurniati et al. (2022), work conflict has a negative and significant effect on performance with job satisfaction as an intervening variable. For this reason, companies need to always pay attention to the conditions of work conflict experienced by employees that occur in the company so that employee performance increases. Apart from that, companies also need to increase employee job satisfaction so that employees are not too fixated on the work conflicts they experience in order to improve their performance.

4. CONCLUSION

Based on the analysis and discussion, several conclusions and suggestions can be drawn as follows:

1. Leadership style has a positive and significant effect on employee performance at the North Sumatra Police Biddokkes Unit Office.
2. Leadership style has a positive and significant effect on job satisfaction at the North Sumatra Police Biddokkes Unit Office.
3. Work conflict has a negative and significant effect on employee performance at the North Sumatra Police Biddokkes Unit Office.
4. Work conflict has a negative and significant effect on job satisfaction at the North Sumatra Police Biddokkes Unit Office.
5. Job satisfaction has a positive and significant effect on employee performance at the North Sumatra Police Biddokkes Unit Office.
6. Work conflict has a negative and significant effect on employee performance through job satisfaction at the North Sumatra Police Biddokkes Unit Office.
7. Leadership style has a positive and significant effect on employee performance through job satisfaction at the North Sumatra Police Biddokkes Unit Office.

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IMPACT OF LEADERSHIP STYLE AND WORK CONFLICT ON PERFORMANCE IN THE MEDICAL FIELD AND HEALTH OF NORTH SUMATERA REGIONAL POLICE THROUGH JOB SATISFACTION

Cynthia Rut Vio Nanda Tarigan, Paham Ginting, Yeni Absah

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