

The Effect of Authoritarian Leadership Style and Employee Training on Employee Training on Employee Performance Mediated by Work Motivation at PT.Ume Persada Indonesia

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Abstract

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This research was conducted to find out what affects employee performance at PT Ume Persada Indonesia. This study aims to analyze the effect of Authoritarian Leadership Style on Employee Performance, Employee Training on Employee Performance, Authoritarian Leadership Style on Work Motivation, Employee Training on Work Motivation, Work Motivation on Employee Performance, Authoritarian Leadership Style on Employee Performance through Work Motivation as Mediation, and Employee Training on Employee Performance through Work Motivation as Mediation. The research method used in this research is quantitative research. The population in this study were all employees of PT Ume Persada Indonesia and a saturated sample of 149 respondents. Data analysis using Smart-PLS 4.0. The results showed that Authoritarian Leadership Style (X1) and Employee Training (X2) had a positive and significant influence on Employee Performance (Y). Authoritarian Leadership Style (X1) and Employee Training (X2) have a positive and significant influence on Work Motivation (Z). Work Motivation (Z) has a positive and significant influence on Employee Performance (Y). Authoritarian Leadership Style (X1) and Employee Training (X2) have a significant influence on Employee Performance (Y) through Work Motivation (Z) as mediation. From the research results PT Ume Persada Indonesia needs to combine leadership styles, namely combining authoritarian leadership styles with democratic and transformational leadership styles.

Keywords: *Authoritarian Leadership Style, Employee Training, Work Motivation, Employee Performance*

INTRODUCTION

In the era of globalization, increasingly tight business competition has many consequences in corporate competition. Companies are required to continuously increase their competitiveness. Companies must be able to quickly transform themselves to be stronger and able to respond to market needs. Companies are often faced with the phenomenon where employees have different characters and employee performance. Improving optimal employee performance requires companies to concentrate on the factors that influence these results. Improving employee performance involves handling such as how leaders run the company, employee abilities, and work motivation (Aditama 2020: 89). Human Resources (HR) in it has a very dominant role in the activities of companies or agencies. Sutrisno (2020) stated "Human resources are a resource that

is very much needed by an organization. Because human resources are resources that play an active role in the running of an organization and the decision-making process". PT. Ume Persada Indonesia is a Japanese-oriented company established on January 26, 1998, which is a maintenance and service company for the copper smelting and refining industry and also for sophisticated industries including rectification and modification work of machines and other plants with a focus on refractory, mechanical, piping, and corrosion maintenance located in Gresik Regency, East Java Province. PT. Ume Persada Indonesia prioritizes performance to provide good service to clients, therefore the company always tries to improve its performance to develop and for the company's goals. From the data above, it is known that from the Performance Appraisal data for the last 5 years, namely from 2019 to 2023. This performance assessment is used as a systematic evaluation of employee performance and employee capabilities. In 2019 with a PA value of 2.93 which means quite good. In 2020 with the addition of the number of employees, a PA value of PA 2.92 was produced, which means quite good. Furthermore, in 2021 with a PA value of 2.93 which means quite good. In 2022 the PA value decreased by 2.91 with a fairly good description and in 2023 increased by 2.97 with a fairly good predicate. From this it can be seen that the company is not satisfied with the performance of employees which is far from very good. This becomes a serious matter if employees do not develop in terms of performance. This is supported by research by Santi et al (2021) which states that employee performance has an important influence on the running of the company. Improving employee performance will bring progress for the company to be able to survive (Ulya et al., 2023). Another factor that can improve employee performance is work motivation. The following is motivation data in the form of rewards and allowances at PT Ume Persada Indonesia:

In an effort to improve employee performance, PT. Ume Persada Indonesia holds a career development program as a form of motivation provided by PT Ume Persada Indonesia. Of the 10 respondents in each department with a result of 50%, which means they agree that the leadership policy in the company is an authoritarian type of leadership. Authoritarian leadership style is a leadership style that has elements of power with coercion or violence from the leader towards his subordinates who must be obeyed (Wahyuni et al., 2022). With authoritarian leadership that can be implemented well and consistently, it is hoped that it will improve the performance of the company's employees.

This authoritarian leadership assumes that leadership is his personal right (the leader), so that the leader does not need to consult with others and no one else should interfere (Agiansyah, 2021) Some employees find it difficult to convey the aspirations that employees want to put forward.

In improving employee skills, the company created an innovation program to form a new department in 2023, namely PT. Ume Persada Indonesia is not only engaged in factory maintenance but also engaged in pure construction. And the plan in 2025 is not only engaged in services and starting to produce roller conveyors.

PT. Ume Persada Indonesia in carrying out this training evaluates based on employee satisfaction with the training program that has been implemented through 5 satisfaction indicators. Based on Kirkpatrick, D.L. & Kirkpatrick, J.D "Evaluating Training Program: The Four Levels" including: Quality of Training Materials, Competence of Instructors, Number and Participation of Training, Facilities and Training Support and Suitability to Needs. Based on the data above for the last 3 years, in 2021 to 2023 it can be seen that the number and participation of employees participating in the training program tend to be small but increase every year. From the satisfaction value of employee training at PT. Ume Persada Indonesia shows that every year the quality of materials, competence of instructors, number of training participants, training support facilities, and suitability to needs increase every year. And the results of observations and interviews with the HR & GA department revealed that the training satisfaction graph increased every year, indicating employee enthusiasm for company training, but on the company side, the training schedule did not match the day of implementation where the number of training participants was not the same between the approved plan and the actual, and this was caused by the number of initial employees planned to take part in the training being selected again by their managers. Based on the explanation above and the existence of several gaps in previous studies, the researcher is interested in conducting a more in-depth study on "The Effect of Authoritarian Leadership Style and Employee Training on Employee Performance Mediated by Work Motivation at PT. Ume Persada Indonesia.

METHODS

This study is used to test the hypothesis and explain the influence of leadership style and training on employee performance through work motivation as a mediating variable at PT. Ume Persada Indonesia. This study uses a quantitative approach. This study uses a quantitative approach with the method used, namely the survey method. Sugiyono, (2022: 15), The quantitative approach is understood as research with a positivistic basis used to examine certain populations or samples. The analysis data in quantitative is statistical in nature with the aim of describing and testing predetermined hypotheses.

RESULTS AND DISCUSSION

The influence of authoritarian leadership style on employee performance from the original sample results of 0.422 is positive because it is above zero, the t-statistic value is more than the t-

table ($t\text{-stat} > 1.960$) which is 5.391 which means significant and the p-value is 0.000 which means less than 0.050 or significant. So it can be stated that Authoritarian Leadership Style has a direct effect on Employee Performance.

The results of the Authoritarian Leadership Style Variable Respondents above show a total mean of 3.00 with the criteria of quite agreeing while the mean for each indicator is divided into the lowest average of 2.61 with the criteria of quite agreeing regarding leaders rejecting employee input. While the highest average is 3.31 with the criteria of quite agreeing that leader supervision affects employees.

The indicator about leaders rejecting employee input has the lowest average of 2.61 with the criteria of quite agree, this shows that the authoritarian approach at PT Ume Persada Indonesia is quite agreed because it has an impact on a clear work structure and efficiency in decision-making, especially in urgent situations or when strategic decisions must be made without much intervention. Although the authoritarian style is effective in some contexts, the lack of opportunity for employees to provide input can reduce their level of job satisfaction or creativity. Here PT. Ume Persada Indonesia needs to implement a “two-tier decision-making” system where leaders still have the final authority, but employee input can be conveyed through formal mechanisms such as suggestion forums or monthly surveys. This maintains the leader's control while providing space for employees to contribute. The indicator about leader supervision influencing employees has the highest average of 3.31 with the criteria of quite agree, this shows that supervision carried out by leaders at PT Ume Persada Indonesia helps employees work more disciplined and focused. This is important to maintain the quality of work and achieve company targets. In addition, PT Ume Persada Indonesia also needs to improve the effectiveness of supervision through the "coaching supervision" approach, namely supervision that not only controls, but also guides employees to develop their skills. This creates a more productive working relationship and increases motivation.

Both indicators need to be maintained because they reflect important elements in authoritarian leadership that can support efficiency and discipline at PT. Ume Persada Indonesia. Overall, employees consider the implementation of an authoritarian leadership style to be quite pronounced in the work environment of PT. Ume Persada Indonesia. This shows that this leadership style is quite effective in encouraging performance achievement. However, through innovations such as suggestion forums for employee input and coaching supervision in supervision, the company can create a balance between effective control and employee empowerment.

The results of this study are supported by previous research by Iskandar et al., (2023) which stated that authoritarian leadership style has a positive and significant effect on employee performance. Other studies have revealed that Authoritarian Leadership Style has a significant effect on employee performance. In this context, it has an impact that the existence of an authoritarian leadership style can affect employee performance in carrying out work or other tasks effectively and efficiently with predetermined company standards. This is different from previous research conducted by Syahreza, (2021) which showed that an authoritarian leadership style did not have a significant effect on employee performance.

Employee Training on Employee Performance

The influence of employee training on employee performance from the original sample of 0.655 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 2.548 which means significant and the p-value is 0.011 which means less than 0.050 or significant. So it can be stated that Employee Training has a direct effect on Employee Performance.

The results of the Employee Training Variable Respondents above, obtained a total mean of 2.90 with the criteria of quite agreeing while for the mean of each indicator is divided into the lowest average of 2.59 with the criteria of disagreeing that employee abilities increase after training. While the highest average is 3.26 with the criteria of quite agreeing that employees need training.

The indicator of employee ability increases after training has the lowest value of 2.59 with the criteria of disagreeing. This shows that employees at PT Ume Persada Indonesia feel that the training that has been given has not been effective in improving their abilities. Despite having a low average value, this indicator is important because improving employee skills is one of the main objectives of training. A low value indicates an opportunity to improve the design and implementation of training to make it more relevant to work needs. PT. Ume Persada Indonesia needs to implement a project-based post-training evaluation program (Post-Training Project). Employees who have attended training are given real tasks or projects that are relevant to the training material to measure and ensure their ability improvement directly.

The indicator about employees needing training has the highest average of 3.26 with the criteria of quite agree, this shows that PT. Ume Persada Indonesia employees are aware of the importance of training for their self-development and career. This reflects the intrinsic motivation of employees to learn, which needs to be supported by PT. Ume Persada Indonesia. PT Ume Persada Indonesia needs to create a Personalized Training Platform where employees can choose training modules that suit their work needs and aspirations, both online and face-to-face.

Both indicators need to be maintained because they complement each other in measuring the effectiveness and training needs of employees. With a project-based post-training evaluation program and a personalized training platform, PT. Ume Persada Indonesia can increase the relevance and impact of training on employee skills and motivation.

The results of this study are supported by research conducted by Pamungkas & Winarno, (2023) which explains that training has a direct and significant effect on work motivation. Another study by Nurhalim & Fahmy, (2021) which states that training has a positive and significant effect on work motivation. Because with the increase in employee skills, knowledge, insight, and attitudes in their duties through training programs that have been implemented in the organization, it can improve the performance of the organization's employees. supported by research by Pratiwi et al., (2023) which states that training has an effect on employee performance. And reinforced by research conducted by Kosdianti & Sunardi (2021) that training partially has a positive and significant effect on employee performance. Other previous studies conducted by Pamungkas & Winarno, (2023), Rezekina, (2024) and Saefulloh & Ekowati, (2021) revealed that training has a positive and significant effect on work motivation.

Authoritarian Leadership Style on Work Motivation

The influence of authoritarian leadership style on work motivation from the original sample result of 0.204 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 2.413 which means significant and the p-value is 0.016 which means less than 0.050 or significant. So it can be stated that Authoritarian Leadership Style has a direct effect on Work Motivation.

The results of the Authoritarian Leadership Style Variable Respondents above show a total mean of 3.00 with the criteria of quite agreeing while the mean for each indicator is divided into the lowest average of 2.61 with the criteria of quite agreeing regarding leaders rejecting employee input. While the highest average is 3.31 with the criteria of quite agreeing that leader supervision affects employees.

The indicator about leaders rejecting employee input has the lowest average of 2.61 with the criteria of quite agreeing. This shows that employees at PT. Ume Persada Indonesia feels helped by the leader's direct and firm decisions. Without much discussion, they get clear work directions so they are more focused and not confused about work priorities. From this, employees have clear guidelines for completing tasks, reducing uncertainty in work so that work motivation increases. Although the average is low, this indicator is relevant because the authoritarian leadership style prioritizes full control by the leader. In certain situations, such as crises or strategic decisions, rejecting employee input can speed up the decision-making process and maintain organizational

stability. Although the authoritarian style has a positive impact on work motivation, this style needs to be balanced with a more participatory approach, such as democratic or transformational leadership. PT Ume Persada Indonesia can use an authoritarian approach in urgent situations, but provide space for employees to be creative and discuss in more flexible situations. The indicator on leader supervision influencing employees has the highest average of 3.31 with the criteria of quite agree. This shows that strict supervision from the leader of PT Ume Persada Indonesia provides encouragement for employees to stay focused and motivated in completing tasks. This can create a better sense of responsibility and discipline in carrying out work. PT Ume Persada Indonesia needs to improve the effectiveness of supervision by implementing the "Development-Oriented Supervision" approach, namely supervision that not only focuses on control but also involves coaching. This can increase employee engagement while providing motivation to develop. Leaders can provide constructive feedback during supervision to help employees improve deficiencies and increase motivation.

Both indicators need to be maintained because they reflect important aspects of an authoritarian leadership style that can increase employee work motivation. With innovations such as balancing authoritarian leadership styles with other leadership styles (democratic or transformational) and Development-Oriented Supervision, PT. Ume Persada Indonesia can maintain the efficiency of authoritarian leadership while increasing employee engagement and motivation.

The results of this study are in line with research that has been conducted by Previous research conducted by Wulandari et al., (2024) explained that authoritarian leadership style has a direct and significant effect on work motivation. Another study by Pamungkas & Winarno, (2023) stated that authoritarian leadership style has a positive and significant effect on work motivation. Other previous research conducted by Rifa'i et al., (2024), Ulya et al., (2023), Mutiya et al., (2022), and Iskandar, Setiawan, & Tamba, (2023) revealed that authoritarian leadership style has a positive and significant effect on work motivation.

Employee Training on Work Motivation

The influence of employee training on work motivation from the original sample results of 0.332 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 3.745 which means significant and the p-value is 0.000 which means less than 0.050 or significant. So it can be stated that Employee Training has a direct effect on Work Motivation.

The results of the Employee Training Variable Respondents above, obtained a total mean of 2.90 with the criteria of quite agreeing while for the mean of each indicator is divided into the

lowest average of 2.59 with the criteria of disagreeing that employee abilities increase after training. While the highest average is 3.26 with the criteria of quite agreeing that employees need training.

The indicator of employee ability increases after training has the lowest value of 2.59 with the criteria of disagreeing. Employees of PT Ume Persada Indonesia feel that training has quite an influence, but is not fully effective in improving ability and motivation. Although it has a low value, this indicator is very important because it reflects one of the main objectives of training, which is to improve employee skills and abilities at PT Ume Persada Indonesia, but this indicator also shows a gap between the training provided and employee perceptions of the results, so this indicator needs to be a priority for evaluation and improvement in improving skills and motivation. PT Ume Persada Indonesia needs to implement a Post-Training Action Plan, where after training, employees are asked to make a specific action plan on how they will apply new skills in their work. Supervisors can monitor their progress to ensure real improvement in skills after training. The indicator about employees needing training has the highest average of 3.26 with the criteria of quite agree, this shows that employees at PT Ume Persada Indonesia are aware of the importance of training for their development, both individually and professionally which can increase employee intrinsic motivation. This perception provides a strong basis for PT Ume Persada Indonesia to continue investing time and resources in training programs. Where useful training can increase job satisfaction, thus encouraging long-term work motivation. PT Ume Persada Indonesia needs to implement Personalized Training Programs for its employees, namely by creating a training system based on individual employee needs. Employees can choose training modules according to the competencies they want to develop, both technically and non-technically, through a digital training platform or workshop.

Both indicators are important to maintain because they complement each other in measuring the effectiveness and needs of employee training. With innovations such as the Post-Training Action Plan to improve the application of new skills and Personalized Training Programs to meet individual needs, PT. Ume Persada Indonesia can improve employee perceptions of training results and support work motivation in a sustainable manner.

The results of this study are in line with research conducted by Pamungkas & Winarno, (2023) which explains that training has a direct and significant effect on work motivation. Another study by Nurhalim & Fahmy, (2021) which states that training has a positive and significant effect on work motivation. Other previous research conducted by Pamungkas & Winarno, (2023), Rezekina, (2024) and Saefulloh & Ekowati, (2021) revealed that training has a positive and significant effect on work motivation.

Work Motivation on Employee Performance

The influence of work motivation on employee performance from the original sample results of 0.206 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 2.413 which means significant and the p-value is 0.016 which means less than 0.050 or significant. So it can be stated that Work Motivation has a direct effect on Employee Performance.

The results of the Work Motivation Variable Respondents above, obtained a total mean of 3.03 with the criteria of quite agreeing while for the mean of each indicator is divided into the lowest average of 2.79 with the criteria of quite agreeing that the Company provides old age and death insurance. While the highest average is 3.21 with the criteria of quite agreeing that Employees are respected by fellow coworkers and leaders.

The indicator of the company providing old age and death insurance has the lowest value of 2.79 with the criteria of quite agreeing. This indicator shows that the old age and death benefits provided by PT Ume Persada Indonesia are important extrinsic motivational aspects to increase employee security and loyalty to the company. This program provides a sense of security for the future of employees and their families, which has a positive impact on loyalty and performance. PT Ume Persada Indonesia can improve the quality and communication of the Old Age and Death Benefits Program by improving communication about the benefits and mechanisms of this guarantee program to employees. This can increase employee understanding of existing programs while increasing their trust.

The indicator about employees being respected by fellow co-workers and leaders has the highest average of 3.21 with the criteria of quite agree. This shows that respect between co-workers and leaders at PT Ume Persada Indonesia is an important factor that drives employee intrinsic motivation. Respect creates a conducive work environment, strengthens interpersonal relationships, and increases team spirit which has a positive impact on individual and collective performance. PT Ume Persada Indonesia needs to implement a reward system where employees can appreciate each other for their contributions and professional attitudes through digital platforms or special sessions at team meetings. This strengthens a culture of mutual respect and increases reciprocal appreciation.

Both indicators are important to maintain because they reflect extrinsic motivation (old age and death security) and intrinsic motivation (respect between employees and leaders). With innovations such as the Digital Benefits Transparency System and the Peer-to-Peer Recognition Program, PT. Ume Persada Indonesia can increase employee satisfaction with these two indicators, strengthen work motivation, and ultimately support sustainable performance improvement. The results of this study are in line with research conducted by Agiansyah, (2021) which states that

work motivation has a positive and significant effect on employee performance. Another study by Feri Supriyanto, (2021) which explains that work motivation has a significant effect on employee performance. The more employees are motivated, the better their performance will be. Other previous studies conducted by Adinda et al., (2023), Ulya et al., (2023), Neza & Harif Amali Rivai, (2020) and Diana Amalia, Mulyadi, (2024) stated that work motivation has a positive and significant effect on employee performance.

Authoritarian Leadership Style on Employee Performance Through Work Motivation

The effect of authoritarian leadership style on employee performance through work motivation from the original sample result of 0.068 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 1.991 which means significant and the p-value is 0.047 which means less than 0.050 or significant. So it can be stated that Authoritarian Leadership Style has an indirect effect on Employee Performance through Work Motivation. When viewed from the T-statistic value, the influence of H1 of 5.391 is greater than the T-statistic value of H6, the indirect effect of 1.991, then it can be interpreted that there is a partial mediation effect. Authoritarian leadership style can directly improve employee performance without the need for aspects of work motivation. Authoritarian leadership style has a stronger direct influence on employee performance than the indirect influence through work motivation. This shows that in the context of PT. Ume Persada Indonesia, strict supervision, clear instructions, and full control from leaders at PT. Ume Persada Indonesia have a real impact on improving employee performance, especially in a work environment that requires high compliance, discipline, and productivity. Work motivation still plays a role in mediating the relationship, but its contribution is smaller. This means that work motivation is not the main factor that drives increased employee performance when authoritarian leadership is applied.

PT. Ume Persada Indonesia can apply the "Structured Feedback Mechanism" approach, where leaders at PT. Ume Persada Indonesia maintain strict control and supervision (characteristics of authoritarian leadership), but add a structured feedback mechanism to increase employee motivation. Such as leaders providing regular feedback on employee performance, accompanied by appreciation or improvements needed, feedback is carried out in formal sessions such as weekly meetings or monthly evaluations, and employees are given limited space to provide suggestions regarding obstacles in completing work. The benefits are that employees still feel firm direction, but also get recognition and direction for improvement, which can increase their intrinsic motivation. This approach also maintains the effectiveness of authoritarian leadership in driving performance but also creates a balance between control and motivational support.

So the "Structured Feedback Mechanism" approach will help PT. Ume Persada Indonesia maintain the strength of the authoritarian leadership style to improve employee performance, while strengthening employee work motivation through constructive appreciation and feedback mechanisms. This can maximize short-term and long-term results in work productivity. Previous research conducted by Syahreza, (2021) explained that authoritarian leadership style has an indirect and significant influence on employee performance through work motivation as a mediating variable. In contrast to research conducted by Soepalman et al., (2023) which states that motivation is unable to mediate the relationship between authoritarian leadership style and employee performance supported by research by Fitri et al., (2023) which states that motivation is unable to mediate authoritarian leadership style on employee performance.

Employee Training on Employee Performance Through Work Motivation

The effect of employee training on employee performance through work motivation, the original sample result of 0.217 is positive because it is above zero, the t-statistic value is more than the t-table ($t\text{-stat} > 1.960$) which is 3.127 which means significant and the p-value is 0.002 which means less than 0.050 or significant. So it can be stated that Employee Training has an indirect effect on Employee Performance through Work Motivation. When viewed from the T-statistic value, the influence of H2 of 2.548 is smaller than the T-statistic value of H7, the indirect influence of 3.127, then it can be interpreted that there is a full mediation effect. So that work motivation plays a crucial role in bridging the relationship between employee training and employee performance, where employee training is more effective in improving employee performance when work motivation is managed properly.

At PT. Ume Persada Indonesia, the training carried out has contributed, but the impact is more significant when the training succeeds in building intrinsic and extrinsic employee motivation. Motivation acts as a catalyst that enables employees to apply the skills and knowledge gained from training to their work more optimally

CONCLUSION

Based on the analysis, data processing and discussion of the research results that have been described previously, the researcher can draw the following conclusions:

1. Authoritarian leadership style has a direct influence on employee performance. This means that a firm, very controlling and disciplined leadership style at PT Ume Persada Indonesia has a direct impact on improving employee performance.
2. Employee training has a direct influence on employee performance. This means that the training provided by PT Ume Persada Indonesia to employees can improve employee

abilities, knowledge and skills in carrying out work tasks so that it can improve employee performance.

3. Authoritarian leadership style has a direct influence on work motivation. This means that a firm authoritarian leader at PT Ume Persada Indonesia can create a disciplined work environment, so that employees are more motivated to work according to the targets and rules set.
4. Employee training has a direct influence on work motivation. This means that the training provided by PT Ume Persada Indonesia to employees has directly increased employee enthusiasm and desire to work so that employees feel more motivated.
5. Work motivation has a direct influence on employee performance. This means that the higher the motivation given by PT Ume Persada Indonesia to its employees in working, the higher the results or quality of the work done.
6. Authoritarian leadership style has an indirect influence on employee performance through work motivation as a partial mediation variable. This means that with the existence of work motivation in an authoritarian leadership style at PT Ume Persada Indonesia, employee performance will increase.
7. Employee training has an indirect influence on employee performance through work motivation as a full mediation variable. This means that work motivation is a bridge between training and improving employee performance at PT Ume Persada Indonesia. the goods sold, and there is free shipping offered by Shopee. With the discounts offered by Shopee, buyers consider that the price offered by Shopee is cheaper than the price offered in the market, and free shipping is not a barrier to shopping at Shopee with a wide range. With the flash sale, Shopee customers are addicted and become consumptive by often shopping at Shopee during flash sales.

Some people prefer to shop online because it is easy, practical, and saves time. For further research related to this topic, researchers can then add several variables to be studied.

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