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DESCRIPTIVE OF QUANTITATIVE DATA | RESEARCH ARTICLE

The Effect of Organizational Culture on Employee Performance

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Abstract: This thesis research aims to determine and test the influence of organizational culture on employee performance at the regional public company Tirta umbu drinking water company, Nias district, using quantitative research methods and the data analysis technique used is linear regression analysis. The population in the study were employees of the regional public drinking water company Tirta umbu, Nias district, totaling 60 people and a sample of 60 respondents. The results of the t test show (calculation) that organizational culture (X) is 8,465 and the significance is 0.000. Hypothesis decision-making conditions are accepted or rejected based on their level of significance. If the significance is less than or equal to 0.05 then the hypothesis is accepted. The research results obtained a significance value of 0.000 < 0.05. Thus, it can be concluded that variable X (Organizational Culture) has a significant influence on variable Y (employee performance). From the results of the coefficient of determination (R Square), the coefficient of determination obtained from the correlation of variable X and variable Y is 0.553. Thus, it can be concluded that the size of the influence of variable X (Organizational Culture) on variable Y (employee performance) is 55.3%.

Keywords: Organizational Culture, Employee Performance, Regional Public Company.

1. INTRODUCTION

Throughout the development of any company, fluctuations in performance—whether improvement or decline—are inevitable in the pursuit of achieving corporate objectives. One significant factor influencing employee performance is organizational culture. Organizational culture is a distinctive characteristic that defines an organization or company, serving as a guiding framework that differentiates it from others. It encompasses behavioral norms and values that are collectively understood and accepted by all members of the organization, forming the foundation for the behavioral standards within the organization. Organizational culture can also be described as a system of values cultivated within the organization, shaped by the founders' habits and fundamental philosophies, and subsequently established as guidelines for thinking and acting to fulfill organizational objectives. A strong and well-developed culture can propel an organization towards greater advancement. This culture fosters interactions among employees, shaping behavioral patterns that enhance professionalism by encouraging individuals to contribute their best in leveraging opportunities provided by the organization. Shared values within the organization create a comfortable working environment, increase commitment and loyalty, bolster professionalism, and maintain competitive advantage. According to Assens-Serra, Boada-Cuerva, Serrano-Fernandez, and Agullo-Tomas (2021), organizational culture is a set of fundamental values and assumptions shared and learned by a group while solving external adaptation and internal integration challenges.



Organizational culture significantly impacts employee performance, as it embodies the core beliefs that underpin the vision, mission, objectives, and values established by all members, from leadership to the lowest-level employees. This culture provides direction and behavioral guidelines within the organization, ensuring that employees do not act at will but rather adapt to the prevailing standards of conduct. By guiding the alignment of human resources, organizational culture enables individuals to carry out their tasks and responsibilities more effectively, thus enhancing their contribution to the organization. Performance, as defined by Sopiah and Sangadji in Paoki (2021), refers to "the quality and quantity of work achieved by an employee in performing tasks assigned to them." Performance is an essential measure of the degree to which expected work outcomes are realized in pursuit of an organization's vision, mission, and objectives. High employee performance, supported by a strong work ethic, helps companies meet targets and generate profits, while poor performance diminishes the company's success (Kristianti & Pengastuti, 2019). Performance can be viewed as the outcome achieved by individuals or groups within an organization in accordance with their respective authority and responsibilities, aimed at achieving the organization's objectives in a legal, ethical, and moral manner. From the explanations above, it can be concluded that organizational culture plays a critical role in supporting or enhancing employee performance, which in turn has a positive impact on the overall operations of the company. Therefore, this study was conducted at Regional Public Company (PERUMDA) Tirta Uumbu Drinking Water, Nias Regency, located at Jl. Tirta No. 37, Ilir Subdistrict, Gunungsitoli City.

This research focuses on the organizational culture and its influence on employee performance at Regional Public Company (PERUMDA) Tirta Uumbu Drinking Water, Nias Regency, Nias Regency. Observations revealed that low work discipline is one of the key issues, highlighting weaknesses in the implementation of an effective organizational culture. Indicators of organizational culture, such as innovation, attention to detail, results orientation, people orientation, teamwork, and stability, are expected to foster a productive work environment. However, at Regional Public Company (PERUMDA) Tirta Uumbu Drinking Water, Nias Regency, the application of these cultural elements has not been optimal, particularly in terms of discipline. The identified issues include a lack of discipline in executing innovation and planning, often resulting in unmet expectations. Furthermore, employees' lack of attention to detail negatively affects the quality of clean water services. An excessive focus on work processes rather than final outcomes suggests difficulties in maintaining results-oriented work practices. Teamwork is also suboptimal, with the need to improve discipline in employee collaboration. Lastly, non-compliance with rules and procedures disrupts operational stability and hampers the retention of high-potential employees. The impact of low discipline is evident in the company's performance, manifested in delayed task execution, reduced productivity, and postponed job completion. This situation leads to decreased operational effectiveness and efficiency, ultimately affecting the quality of services provided to the public.

2. RESEARCH METHODS

In this study, the researcher used a quantitative research method. Quantitative research is systematic scientific research or a type of data that can be measured with statistical techniques. "Quantitative research is defined as research that uses a lot of numbers, starting from the process of data collection, data analysis, and data appearance" (Yuni Septalia 2022).

2.1. Research variables

A research variable is a matter in any form that is determined by the researcher to be studied so that information about it is obtained and then a conclusion is drawn. According to Sugiyono (2017)

stated that; "A research variable is an attribute or trait or value of a person, object or activity that has a certain variation that is determined by the researcher to be studied and drawn conclusions.

1. The independent variable (X) in this study is organizational culture with indicators: Innovation and risk-taking courage, Attention to detail, Results-oriented, People-oriented, Team-oriented, Stability.
2. The dependent variable (Y) in this study is employee performance with indicators: Quality, Quantity, Punctuality, Effectiveness, Independence

2.2. Data Analysis Techniques

a. Validity Test

The validity test is used to find out how carefully an instrument or item is measured in measuring the questionnaire. Valid means that the instrument can be used to measure what is supposed to be measured. So, this aims to determine the level of volatility of the questionnaire instrument used in data collection, (Sugiyono, 2009).

b. Reliability Test

Reality tests are used to determine whether data collection tools show a level of accuracy, level of accuracy, stability or consistency in expressing certain symptoms, (Sugiono 2008). The minimum requirement that is considered eligible is if the alpha coefficient of Cronbach's obtained is 0.60. If the coefficient obtained is less than 0.60, then the research instrument is declared unreliable. If in the trial this instrument is valid and reliable, it can be used for measurement in the context of data collection.

c. Correlation Coefficient

According to Sukardi (2015), correlation analysis is a study that involves collecting data to find out whether there is a relationship and level between two or more variables. Bivariate partial correlation is used in this study, where one variable is considered to be the variable that affects and controls.

d. Normality Test

According to Ghozali (2021), the normality test aims to test whether in the regression model, the perturbrating or residual variable has a normal distribution. Good regression is data that is normally distributed. The basis for decision-making in this normality test is that if a variable does not follow the normal distribution, then the results of the statistical test exceed 5% or 0.05, then the data can be considered normally distributed. On the other hand, if the results of the Kolmogorov-Smirnow One Sample test produce a significance value of less than 5% or 0.05, then the data is considered not normally distributed.

e. Regression Analysis

The data processing and analysis techniques used in this study are simple linear regression analysis. A linear regression analysis is an analysis that measures both independent variables (X) and dependent variables (Y). This analysis is to find out the direction of the relationship between independent variables and dependent variables whether they are positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The linear regression formula is as follows:

$$Y = a + \beta X$$

Description:

- Y = Employee kineja variable
 X = Organizational Culture Variables
 a = constant
 β = Regression coefficients.

The regression result can be tested under the following conditions:

- If the probability $< 0,05$ then H_0 was rejected and H_a was accepted
- If the probability $> 0,05$ H_0 accepted and H_a rejected

f. *Partial test (T Test)*

According to Ghozali (2021), the t-test is used to test the significance of the coefficient partially to show the influence of each independent variable individually on the dependent variable. If the level of significance ($\text{Sig} \leq 0.05$), then the independent variable influences the dependent variable. This test can be done by comparing the t-count with the t-table or by looking at the significance column on each t-count. The decision-making criteria used in this test are as follows:

- If $t\text{-calculated} > t\text{-estimated}$ / $t\text{-calculated} < t\text{-estimated}$ or $\text{Sig} < \alpha$, then the independent variable has a significant effect on the dependent variable.
- If $t\text{-calculated} \leq t\text{-estimated} \leq t\text{-calculated}$ or $\text{Sig} \geq \alpha$, then the independent variable does not have a significant effect on the dependent variable.

g. *Coefficient of Determination (R^2)*

According to Priyatno (2022), the determination coefficient (R^2) aims to measure the magnitude of the regression model's ability to explain dependent or bound variables. Adjusted R^2 or the value of the determination coefficient ranges between zero and one:

- If the value of the determination coefficient (R^2) is close to one, then there is a large influence of the independent variable on the dependent variable and shows that the independent variable almost all the information needed is available for research purposes.
- If the value of the determination coefficient (R^2) is close to zero, then the influence of the independent variable on the bound variable is also smaller so that it can show the limitation of the ability of the independent variable to change the bound variable.

3. RESULTS AND DISCUSSION

3.1. *Statistical Result*

a. *Validity Test*

The number of respondents in this study is 60 respondents, so the degree of freedom (Df) is 58 ($Df=N-2$). The critical value (r-estimated) with a degree of freedom (df) of 58 at the 5% significance rate is 0.254. To declare that a questionnaire is valid, the correlation value (r) calculated must exceed the r-value of the table. The results of the questionnaire validity test in this study can be found in table 1 below:

Table 1. Results of the Organizational Culture Validity Test (X)

Organizational culture (X)			
Item question	R-calculated	R-estimated	Information
X1	0.305	0.254	Valid
X2	0.518		
X3	0.341		
X4	0.401		
X5	0.387		
X6	0.393		
X7	0.343		
X8	0.364		
X9	0.284		
X10	0.378		
X11	0.399		
X12	0.307		
X13	0.503		
X14	0.404		
X15	0.404		

Based on Table 1, the response rate to question items in the Organizational Culture (X) variable category reached 100%. This result was obtained from a total of 15 questions in the questionnaire that had been considered valid because the r value of the calculation exceeded the r value of the table. The value of the r -estimated at the degree of freedom (df) of 58 at the significance level of 5% is 0.254. Therefore, it can be concluded that the items in the questionnaire related to the Organizational Culture (X) variable are valid.

Table 2. Results of Employee Performance Validity Test (Y)

Employee Performance (Y)			
Item question	R-calculated	R-estimated	Information
Y1	0.379	0.254	Valid
Y2	0.570		
Y3	0.401		
Y4	0.281		
Y5	0.290		
Y6	0.357		
Y7	0.297		
Y8	0.327		
Y9	0.434		
Y10	0.358		
Y11	0.390		
Y12	0.472		
Y13	0.386		
Y14	0.495		
Y15	0.472		

b. Reliability Test

Table 3. Variable Reliability Test Results (X)

Cronbach's Alpha	N of Items
.600	15
.610	15

Based on the table 3, that the result of Cronbach's Alpha from the Y variable (employee performance) is 0.610, then the Y variable is declared reliable because the Alpha value is greater than 0.60. From the results of the reliability test for all questionnaire answer items, it can be seen that each

variable has a Cronbach Alpha of more than 0.60. The variable of organizational culture was 0.600 and employee performance was 0.610. So, the variables of organizational culture, and employee performance can be said to be reliable.

c. *Correlation coefficient*

Table 4. Correlation Coefficient Test Results

		Organizational Culture	Employee Performance
Organizational Culture	Pearson Correlation	1	.743**
	Sig. (2-tailed)		.000
	N	60	60
Employee Performance	Pearson Correlation	.743**	1
	Sig. (2-tailed)	.000	
	N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Based on table 4, it is known that the correlation value obtained between organizational cultures is 0.743. The correlation value is marked positively which shows that the relationship that occurs between the two is unidirectional. Where the better the organizational culture, the better the performance of employees. Based on the interpretation of the correlation coefficient, a value of 0.743 is included in the category of high relationships, in the interval class between 0.60-0.799.

d. *Normality Test*

**Table 5. Normality Test Results-Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		60	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.20857091	
Most Extreme Differences	Absolute	.080	
	Positive	.069	
	Negative	-.080	
Test Statistic		.080	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.422	
	99% Confidence Interval	Lower Bound	.409
		Upper Bound	.434
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 92208573.			

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov statistical method, as presented in Table 5, it is possible to determine whether the data used in this study follows a normal distribution. This assessment is made by comparing the Asymp. Sig. (2-tailed) value with the predefined significance level. The test results show a significance value of 0.200, which is greater than the significance level of 0.05, or $0.200 > 0.05$. Therefore, it can be concluded that the regression model in this study follows a normal distribution. In addition to employing the One-Sample Kolmogorov-Smirnov statistical method, the normality test can also be conducted through graphical analysis using the Histogram and Normal Probability Plot. A regression model is considered to follow a normal distribution if the histogram produced is symmetrical (bell-shaped) and neither skewed to

the left nor right. If the variables follow a normal distribution, the plot points will be distributed around and along the diagonal line. Based on the Normal Probability Plot, the variables in this study exhibit a normal distribution.

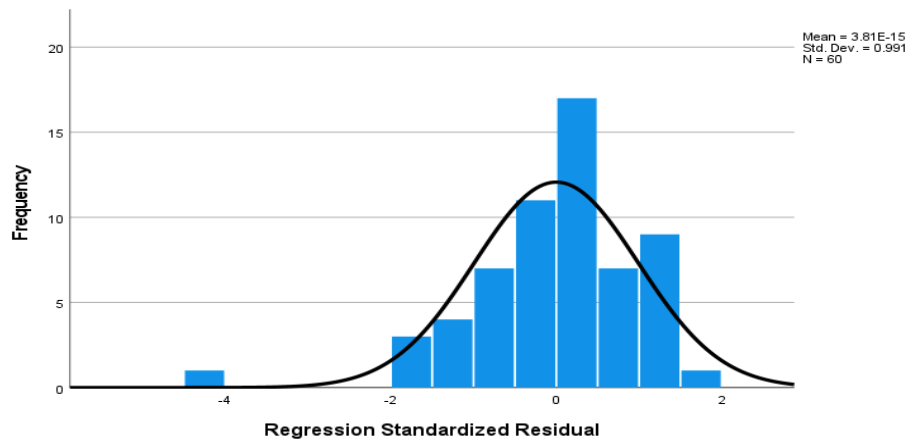


Figure 1. Normality-Histogram Test Results

Based on the histogram graph in figure 1, it shows that the curve line is symmetrical, not inclined to the left or tilted to the right. So, it can be concluded that the data used in this study is normally distributed.

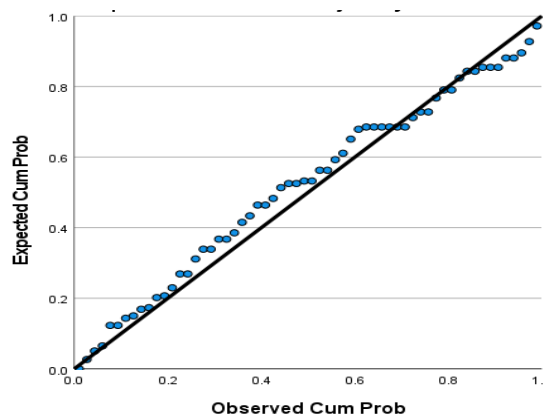


Figure 2. P-Plot

By looking at the normal graph display of the plot, it can be concluded that the histogram graph provides a normal distribution pattern. Meanwhile, in the plot graph, you can see the dots spread around the diagonal line. In principle, normality can be detected by looking at the histogram and its residual. That is, the regression model meets the assumption of normality.

e. *Linear Regression Analysis*

Table 6. Simple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	17.165	5.580	3.076	.003
	Organizational Culture	.724	.085	.743	.000

a. Dependent Variable: Employee Performance

Based on table 6, the coefficients for the regression equation above can be interpreted as follows:

1. Constant value of unstandardized coefficients. In this case, the value is 17,165 This number is a constant number which means that if there is an organizational culture (X) then the consistent value of employee performance (Y) is 17,165.
2. Regression coefficient figures. The value is 0.724. This number means that for every 1% increase in the level of organizational culture (X), the performance of employees (Y) will increase by 0.724.
3. Since the value of the regression coefficient is plus (+), it can therefore be said that organizational culture (X) has a positive effect on employee performance (Y). So that the regression equation is $Y=17.165 + 0.724 X$.

f. *T-Test*

Based on the test results in table 6, it can be concluded that organizational culture has a significant influence on employee performance, with a probability level of less than 5%. The statistical calculation using the t-table is explained as follows: The degrees of freedom (df) in this study is 58, calculated using the formula $Df = N - k$ (60 - 2). According to the t-table with a 95% confidence level, the critical t-value for $df = 58$ is 2.001. This value is then compared to the calculated t-value shown in Table 7. For the organizational culture variable (X), the calculated t-value is 8.465, with a significance level (sig) of 0.000, which is lower than the significance threshold of 0.05. When compared to the critical t-value, the calculated t-value for the organizational culture variable is much higher than the critical t-value of 2.001 ($8.465 > 2.001$). Based on this explanation, it can be concluded that organizational culture has a positive and significant impact on employee performance. This result confirms that the alternative hypothesis (H_a) is accepted, while the null hypothesis (H_o) is rejected.

g. *Coefficient of Determination (R^2)*

Table 8. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.553	.545	2.228
a. Predictors: (Constant), Organizational Culture				

Based on table 8, the magnitude of the correlation value (R) is 0.743. From the output, the determination coefficient (R Square) of 0.553 was obtained which contains the understanding that the influence of the independent variable (organizational culture) on the bound variable (employee performance) is 55.3%.

3.2. Discussion

Organizational culture has a significant influence in contributing to the factors that affect employee performance. This indicates that when the level of organizational culture improves, the performance of employees at the Regional Public Company (PERUMDA) Air Minum Tirta Umbu, Nias Regency, will also increase. This is evident from the t-test result, where the t-value of 8.465 is greater than the t-table value of 2.001 (at a significance level of 0.05), with the significance level being less than $\alpha = 0.05$. This demonstrates a significant influence of the organizational culture variable (X) on employee performance (Y), with a determination coefficient of 55.3%, while the remaining percentage is not explained by the variables studied. This study is supported by previous research conducted by Tsani Karimatu Nnisa (2020) titled "The Influence of Organizational Culture and

Commitment on Employee Performance at PT. Angkasa Pura I (Persero) Adi Soemarmo Airport Branch Office." The research revealed that organizational culture and commitment variables could explain 34.3% of employee performance, with the remaining 65.7% being explained by other variables not included in the study. This research is also consistent with a study by Ronaldo Sitorus (2019) titled "The Influence of Organizational Culture on Employee Performance at the Fire Prevention and Extinguishing Department of Medan City." The study concluded that the regression coefficient of the organizational culture variable was positive and significant (0.227), indicating that each increase in organizational culture would lead to an improvement in employee performance.

Additionally, A. Pamungkas (2020), in his research titled "The Influence of Organizational Culture and Work Discipline on Employee Performance at PT. Telkom Akses Surabaya Kebalen Region," stated that there is a significant influence of organizational culture and work discipline on employee performance. In the context of improving service quality in education, employee performance becomes one of the key factors in addressing this issue. The research findings show that organizational culture and work discipline have a partial and significant influence on performance. The researcher asserts that organizational culture has a significant relationship in contributing to factors affecting employee performance. Rationally, employee performance is influenced by how well employees perform their duties, and employees can perform well when driven by both internal motivation and external factors, such as a positive and constructive organizational culture. One of the efforts to enhance employee performance effectively is by improving the values and rules within the organizational culture to make them more positive and constructive. This indicates that there are numerous factors that can influence human resources in performing their duties, including discipline, work motivation, compensation or incentives, leadership style, and the work environment. Each employee has abilities based on knowledge and skills, as well as competencies that align with their job and the organizational culture. However, employees also possess personality traits, attitudes, and behaviors that can influence their performance. Therefore, a positive organizational culture can encourage employees to be more motivated, which in turn can improve their performance. Based on these findings, it can be concluded that organizational culture has a significant impact on employee performance at the Regional Public Company (PERUMDA) Air Minum Tirta Umbu, Nias Regency.

4. CONCLUSION

The results of the t-test in this study indicate that there is a positive and significant influence of organizational culture on employee performance at the Regional Public Company (PERUMDA) Air Minum Tirta Umbu, Nias Regency. The t-value for the organizational culture variable (X) is 8.465, with a significance level of 0.000. The decision to accept or reject the hypothesis is based on the significance level, where if the significance value is less than or equal to 0.05, the hypothesis is accepted. In this study, the significance value obtained is 0.000, which is smaller than 0.05. Therefore, it can be concluded that the organizational culture variable (X) is statistically proven to have an effect on the employee performance variable (Y). Based on the calculation of the coefficient of determination, a value of 0.553 was obtained, indicating that the influence of the organizational culture variable (X) on the employee performance variable (Y) is 55.3%. The researcher recommends that the Regional Public Company (PERUMDA) Air Minum Tirta Umbu, Nias Regency, enhance the implementation of organizational culture, particularly in reinforcing the values of discipline. This can be achieved through regular training, the development of fair and firm policies, and consistent monitoring of the enforcement of discipline. For employees, it is suggested that they improve discipline in carrying out their duties and responsibilities by managing work time more effectively, adhering to company regulations, and maintaining consistent work performance. For future

researchers, it is recommended to expand upon this study by incorporating additional relevant variables.

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