

The Effect of Job Transfer on Employee Satisfaction: A Study of Hospital Paramedic Staff

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Abstract

The current study aims to examine the effect of job transfer on the paramedic staff's job satisfaction in two district hospitals of the Kashmir division, Jammu and Kashmir, India. The data was collected through a cross-sectional survey using a questionnaire which was distributed among 200 respondents of paramedic staff with a response rate of 78.5%. The data was analysed using SPSS 24 and AMOS 24. The findings of the study revealed that job transfer positively influences the intrinsic and extrinsic job satisfaction of the employees. It was found that job transfer is an effective strategy for imparting training to employees and utilizing their full potential, which results in increased job satisfaction of the employees.

Keywords: Job transfer, job satisfaction, intrinsic satisfaction, extrinsic satisfaction, paramedic staff.

1. Introduction

Change is the law of nature that necessitates people to unlearn and relearn continually (Lewin, 1947). In the present-day world, employers and employees demand change in the work environment, bringing flexibility and dynamism. This has given a new beginning to the perception of job relocation. Employees cannot presume the duties to remain the same endlessly. They must be capable of acclimatizing to frequently changing environments (Jokela 1992). A career no more means a sequence of stages going up a hierarchy. It has become similar to a course of individual progress involving the enhancement of employee proficiency and knowledge. The organization's task is to provide means and a framework allowing employee progression (Ruohotie 1998). In the hospital context, the skills and expertise of Paramedic staff will be very restricted if they are familiar only with working in their own hospital setups.

There are various methods accessible to the administration of an organization that makes it feasible to transfer employees from one department unit or position to the other to acquire expertise and skills in other work areas (Nwachukwu CC, 1988). This type of training is inferred as job rotation. This ensues when employees are relocated from one Job, department, or assignment to another after spending some time in a specific job, task, assignment, or branch with a view of aiding the employees to attain more skills, talents, and comprehension. To a certain extent, job rotation is predisposed by coordination and is intended to broaden one's mindset, knowledge, skill, and connection. In defining job rotation, Nwachukwu, 1988 considered it as a training device that obligates the trainee to relocate from one division or unit to another. It has been identified as the highly efficient way of imparting for people's progress and development in organizations and other industrial sectors and even espoused in service-

oriented industries such as schools, hospitals, banks, offices, and the like. Job rotation empowers a worker to know and be equipped with the entire job process's essentials, making him adaptable and skilled to handle any task given to him under slight or no supervision. Hence, an employee who must have undertaken a complete job rotation program in an organization would have understood the whole functioning procedure and have gotten sufficient understanding to guide others as well.

Job rotation concerns the analogous loading of the Job. Fundamentally, it is envisioned to diminish a worker's dissatisfaction as there will be an upsurge of tasks each worker executes. Griffin, 1984 argues that job rotation gives each worker additional activities to accomplish by widening the process. It is anticipated that by broadening the Job, the employee will be inspired and motivated. Job rotation helps lessen job burnout by allowing employees to attain vital skills and develop their professional knowledge (Anil & Brian 2004, Davis et al. 2005, Jaturanonda et al. 2006). Triggs and King (2000) and Jorgensen et al. (2005) have proposed that backing employees to acquire professional knowledge and skills can generate significant competitive advantages. These studies also agree that job rotation helps uplift the low morale developing from the vastly repetitive or routine tasks obligatory in some jobs. Hence, other than elevating employees competently, job rotation might also reduce the glitches of fatigue and exhaustion that result from carrying out monotonous tasks over stretched periods, which would then escalate job satisfaction and organizational commitment (Chang et al. 2008, Mays et al. 2011).

Job satisfaction is a vital issue that has been deliberated in many organizations (James et al., 2007; Ipek, 2009; Miguel et al., 2014). It is often outlined as employees' encouraging feelings, stemming from their assessments concerning their job circumstances and job experiences (Jacob et al., 2010; Nick, 2012; Davis & Thomas 2012; Dimitrios et al., 2015; Hyun-Woo et al., 2015). Several research scholars such as Loreta & Aukse (2009), Patrick et al. (2009); Elizabeth & Zakkariya (2015), Dimitrios et al. (2015), Linda & Michael (2014), unveiled that employees who are contented with their Job are more prone to have a desirable attitude and provided more efforts to impart their expertise and knowledge with the organization. Many scholars believe that job satisfaction has been given added consideration in today's organization as job satisfaction will aid organization to maintain experienced, trained, and knowledgeable employees (Ahmad et al., 2012; Damiano & Nunzia, 2014; Elizeberth & Zakkariya, 2015; Nanjundeswaraswamy, 2013; Abu, 2013; Sarlaksha & Mangadu, 2014; Chih-Cheng et al., 2015). Furthermore, job satisfaction augments the level of motivation amid employees and its straight effect on the quality of employees' Job and productivity level (Ahmad et al., 2012; Seema & Maryam, 2013; Aaron et al., 2015). Moreover, job satisfaction generates loyalty, self-assurance, and commitment to the organization (Kasim & Ghaffar, 2012). It has led to enhanced efficiency and avoided damaging behavior such as absenteeism and turnover (Linda & Michael, 2014).

A study of current literature relating to organizational behavior focusses that job satisfaction has two prominent features: intrinsic satisfaction and extrinsic satisfaction (Kasim & Ghaffar, 2012; Ahmad et al., 2012; Elizabeth & Zakkariya, 2015). As stated by many scholars such as Ning-Kuang et al. (2009), Ahmad et al. (2012), Seyed & Fatemeh (2011), and Nanjundeswaraswamy (2013), intrinsic satisfaction is the situation where personnel attains job satisfaction from core jobs factors. It also pertains to the motivation factors such as appreciation, accomplishment, opportunity to consume and develop human capabilities, progression, and accountability. The employees satisfied with these will be driven to do their role successfully and efficiently. Nevertheless, if the employees are not satisfied with these, they will be demoralized, leading to inefficient and ineffective work performance (NingKuang et al., 2009; Ahmad et al., 2012, Seyed & Fatemeh, 2011). Contrarily, extrinsic satisfaction is frequently explained as external job aspects and the working atmosphere affecting employee

mental attitudes and behavior

Doctors' job satisfaction has progressively reaped research attention (Aasland OG et al., 2010). There are several research pieces on doctor's job satisfaction globally (Davidson JM et al., 2002, 2007, 2014). Kaur et al. (2009) and Atif K et al. (2015) observed that job satisfaction was interrelated to the factors like age, educational background, and income. Job satisfaction creates a gratifying emotional state to the healthcare professionals that often proceeds to an optimistic work attitude and enhanced performance and facilitates them to be humane, flexible, pioneering, and loyal (Aasland OG et al., 2010). Healthcare leaders targeting to enhance job satisfaction levels should emphasize workforce advancement and training efforts (Adegoke AA et al., 2015, Davidson JM et al., 2002). According to health system reform initiated in 2009, health insurance changes have made health care further inexpensive at all levels, bringing about an increased assignment load for doctors, even for slight illness (Wu D et al., 2014). Under these circumstances, time for consultation and diagnosis is short, and doctor-patient interaction is not adequate.

This study is the result of an experimental observation and persistently voiced expressions of the paramedic staff discontent about the rotation system being applied in the hospitals of Jammu and Kashmir. The study proposed to examine the effect of job rotation on the job satisfaction of the paramedic staff. It is essential to comprehend the link between job rotation and job satisfaction among the paramedic staff, taking into consideration that satisfaction is associated with healthier performance, better organizational outcomes, and patient care maximization (Lu H et al., 2012).

This study investigated the socio-demographic and proficient attributes of the paramedic staff, their transfer-level, and the extent of satisfaction. The rationale of this study is to contribute to progressing information in this domain and providing a foundation for more detailed studies.

1.1 Purpose of the research:

This study is intended to investigate the influence of Job Transfer on Job satisfaction as a whole and intrinsic and extrinsic satisfaction in particular. The study was conducted on the Paramedic staff in three district hospitals of Kashmir.

2. Conceptual framework and hypothesis development

Anil and Brian (2004) described job rotation as a prearranged modification in an employee's job responsibilities to increase job satisfaction and organizational commitment and enhance career projections (Jaturanonda et al., 2006). Job relocation provides workers with opportunities to learn new skills and upgrades the organization's labor utilization effectiveness. Additionally, job rotation satisfies workers' requirements by permitting them to explore diverse tasks and determine the work that they realize to be most gratifying (Jans & Frazer-Jans 2004). Job rotation can boost workers' self-confidence and morale while enhancing their job satisfaction and sense of accomplishment (Jaturanonda et al. 2006, Ho et al., 2009).

Job rotation should be perceived as an essential way of upgrading staff flexibility and making working life more zestful and adaptable. The principles should be noted in the employee plan, and each employee must have the privilege to take part in job rotation at consistent intervals (Hernesniemi et al. 1995). Effective job rotation demands that participants become involved in it of their own decision. Seniors must also be steadfast to job rotation.

Job rotation is infrequently functional in the public sector, including hospitals. Surveys have revealed that once individuals begin working in the public sector, they generally get caught in it. Specifically, the workforces are compensated for seniority rather than for overall work experience (Salminen, 1992). Employees are transferred to a new workplace at interludes of, for example, five years intended to upgrade the employee's readiness to change and their moldability, i.e., reducing the incidents associated with boredom at work. Such job rotation principles must always be stated in the staff plan, the personnel policy program, or the workplace's personnel strategy. The rationale of job rotation is to generate variety in job content. Job rotation also offers employees opportunities to acquaint themselves with work practices beyond their units (Aho 1992).

Moreover, people are being rotated often at the commencement of their careers, but seldom as they approach retirement. Job rotation advances individual self-assurance of being able to deal with different tasks. An additional encouraging aspect is improved flexibility. Primarily, less motivating assignments can become more attractive as an employee becomes familiar with them (Hammersten et al. 1999)

Kuburović et al. (2016) found that the leading causes of health care professionals' dissatisfaction in Serbia were wages, equipment, the possibility of continuous medical education or training, and professional development opportunities. Work satisfaction is a vital issue for the private or public sector alliances in developing countries. A worker is persuaded through job satisfaction to shape their efficiency, organizational accountability, resignation intentions, and increase their passion for the work. In this respect, supervisor backing plays an essential role in generating job satisfaction and diminishing negative behaviors (Brohi et al., 2017, 2018; Ahmed et al., 2018; Qureshi et al., 2018). According to Lu et al., 2011), the factors that are strongly related to nurses' job satisfaction are job anxiety, organizational commitment, hopelessness, operational empowerment, job alternation, and role pressure. Relocation appears to have a constructive impact on job satisfaction and organizational commitment. (Ho et al., 2009) opinionated that nurse's role strain has an undesirable impact on job satisfaction as well as on organizational commitment.

Based on the literature, the following hypothesis is proposed:

(H1): Job transfer would have a positive influence on the Job satisfaction of paramedic staff of the Kashmir division.

2.1. Job Rotation and Job Satisfaction (Intrinsic and Extrinsic

Herzberg (1966) proposed The "two-factor theory" of job satisfaction, which is one of the most acclaimed theories to comprehend job satisfaction. This theory postulates a group of motivation and hygiene factors that impact job satisfaction and dissatisfaction (Holmberg C et al., 2018) and is also identified as the motivation-hygiene theory or dual-factor theory (Herzberg F, 1966). According to this theory, job satisfaction depends on a group of "motivational factors" intrinsic or fundamental to the Job, such as a chance for individual growth, acknowledgment for achievement, and career progression (Herzberg F, 1968, Purohit B et al., 2014) Concerning healthcare provision, the employees reap benefits from job rotation by acquiring competence in their own specialty, hence increasing their job satisfaction (Järvi e Uusitalo (2004). Motivation is the basis for an effective job rotation. The morale-boosting by seniors, thorough planning of job rotation, and the time professionals devote working in each unit is essential. Hence, the organization earns innovative professionals and surpasses its learning principle (Järvi & Uusitalo, 2004).

Thus, the following hypothesis is proposed:

H1a: Job transfer would have a positive influence on the intrinsic Job satisfaction of paramedic staff of the Kashmir division.

Contrarily, another group of factors that cause dissatisfaction with the Job are denoted as "hygiene factors." These are extrinsic or extraneous to the Job and incorporates organizational policies, affiliation with others, personal life, reimbursement, and job security (Ullrich RA, 1978). This theory was brought forward in 1966, and many scholars (Holmberg C et al., 2018, Hunt SR et al., 2012, Goetz K et al., 2012, Labiris G et al., 2008, Sharp TP et al., 2008) profess that the theory is rational even now. They have used it to more in-depth cognizance and have applied it to understand healthcare professionals' satisfaction levels. Taking into consideration that satisfaction is allied with improved performance, healthier organizational results, and advanced patient care (Lu et al., 2011), it is essential to understand the connection between job rotation and job satisfaction of the paramedic staff. Primarily, it is vital to apprehend the influence on job satisfaction and organizational commitment due to stress and efficiently utilize the job rotation structure to improve employees' job satisfaction so as to encourage competitive advantages (Ho et al., 2009).

Thus, the following hypothesis is proposed:

H1b: Job transfer would have a positive influence on the extrinsic Job satisfaction of paramedic staff of the Kashmir division.

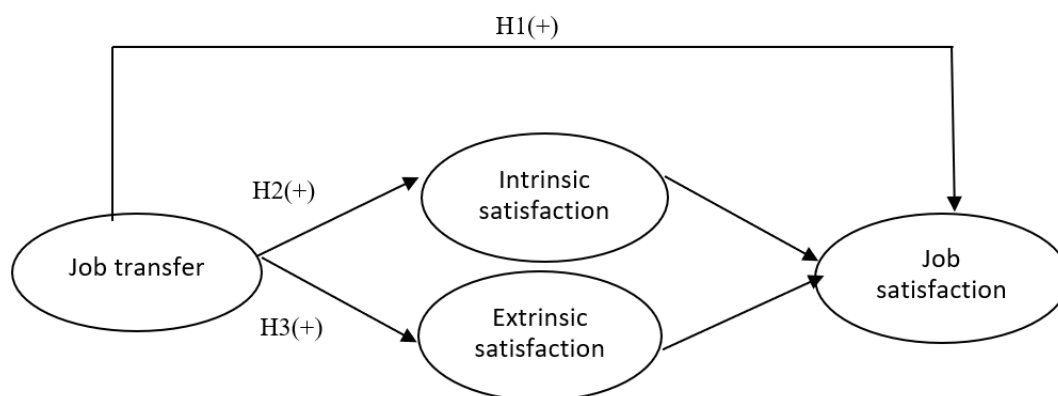


Figure 1: Conceptual framework of the relationship among job transfer, intrinsic satisfaction, extrinsic satisfaction and job satisfaction.

3. Methodology

3. Research design

This research was a cross-sectional study and included paramedic staff of two district hospitals of the Kashmir division.

3.1. Sample and data collection

The convenience sampling method was utilized to gather data. It included 200 questionnaires, which were distributed to paramedic staff with job transfer experience, out of which 165 were retrieved between February 2020 to March 2020. Eight of them were omitted due to incomplete and missing answers. There was a response rate of 78.5%.

3.1.2. Instrument

The data was compiled using a questionnaire that consisted of three parts. The first part was Job rotation, which included 6 items and was based on scales developed by Chang et al. (2008). The second part was intrinsic job satisfaction, which included 5 items, and the last part

was extrinsic job satisfaction, which also included 5 items. The items on job satisfaction were based on scales developed by Judge and Bono (2001) and Best and Thurston (2004). A five-point Likert scale stretching from 1 (strongly disagree) to 5 (strongly agree) was used to record the responses.

A pilot study was performed before going for the actual data collection. The questionnaire was distributed among 35 paramedic staff members, out of which 32 were retrieved. The factor loadings ranged from .07 to .89 (not counted in the study), which is considered adequate according to the minimum factor loading value (.07) recommended by Hair et al. (1998) and by Chang et al. (2011). Hence, no items were omitted.

Table 1

Construct/ variable/ question item	Factor loading (>0.7)	Cronbach's α (>0.7)	Composite reliability (>0.6)	AVE (>0.5)	References
Job rotation					
Skill-oriented perception to demonstrate the needs of broadening knowledge and the skill of nursing personnel for job rotation system.		0.83	0.80	0.68	Anil and Brain (2004), Campion et al. (1994), Chang et al. (2008)
1. I believe job rotation is a type of job training	0.81				
2. Job rotation broadens my knowledge and skill in other fields.	0.83				
3. I believe job rotation is an excellent training system.	0.82				
Willingness-oriented perception to demonstrate the sense of consent and recognition of nursing personnel for job rotation system.		0.90	0.88	0.77	
4. Before job rotation, the organization seeks my consent.	0.88				
5. I am willing to accept job rotation now.	0.84				
6. Overall, I like a fair job rotation system.	0.82				
Goodness of fit: $\chi^2/df = 3.01$, GFI = 0.89, AGFI = 0.84, NFI = 0.89, RMSR = 0.04					Bagozzi and Yi (1998) Bentler and Bonnet (1980) Browne and Cudeck (1993)
Job satisfaction					
Internal satisfaction/the opportunities to demonstrate abilities, sense of achievement obtained from work, ethical values of the work, opportunities to provide services.		0.85	0.84	0.72	Judge and Bono (2001) and Best and Thurston (2004).
1. My Job provides me the chance to fulfill my ability.	0.79				
2. I can derive a sense of achievement from my job.	0.84				
3. I am satisfied with my self-development from my Job.	0.82				
4. I am competent to do my present Job.	0.76				
5. I find my Job meaningful.	0.80				
External satisfaction/job content, salary, unobstructed channels for promotion, work environment and equipment.		0.82	0.79	0.74	
6. I am satisfied with my present Job's environment and facilities.	0.72				
7. Compared with other nursing personnel, I am content with my salary.	0.78				
8. My present Job provides me a chance for Promotion.	0.81				
9. I get along well with my colleagues.	0.71				
10. I would get complimented when I do well on my Job.	0.70				
Goodness of fit: $\chi^2/df = 2.89$, GFI = 0.89, AGFI = 0.82, NFI = 0.89, RMSR = 0.03					Bagozzi and Yi (1998) Bentler and Bonnet (1980) Browne and Cudeck (1993)

AVE, Average variance extracted; χ^2/df , ratio of chi-square; GFI, goodness of fit index; AGFI, adjusted GFI; NFI, normal fit index; RMSR, root mean square of standardized residual.

3.1.3. Analysis

The data was analyzed and examined through SPSS 24 (Statistical Package for Social Sciences) and AMOS 24 (Analysis of Moment Structures).

Reliability and Validity Analysis: Exploratory factor analysis was done, and it was found that all the factor loadings and Cronbach alpha values were above the range of .07 (Nunnally 1978, Hair et al. 1998). Therefore, all the items were included.

Confirmatory factor analysis, as exhibited in Table 1, shows that the t values for the factor loadings were statistically significant, i.e., ($P < 0.01$; $t\text{-value} > 2$), which exhibits satisfactory convergent validity (Bagozzi & Yi 1988, Chang et al. 2011). Furthermore, all the values of composite reliability for the constructs surpassed 0.06, and the values of Average variance exceeded 0.05 (Fornell & Larcker, 1981).

Sample characteristics were analyzed using descriptive statistics. SEM was used for the purpose of path analysis and testing the hypothesis. The fitness of the proposed model was evaluated by chi-square ratio (0.9), adjusted goodness of fit index ($AGFI > 0.8$), normal fit index ($NFI > 0.9$), and root mean square of standardized residual ($RMSR < 0.08$) (Bagozzi and Yi, 1988, Bentler and Bonnett, 1980, Browne and Cudeck, 1993)

4. Results

4.1. Sample characteristics

The participants were both male and female, and each one of them had been transferred at least once in their Job. The demographic data revealed that 48.2% of the participants were between the age group of 31 to 40 years, 57.4% were married, 44.5% of the respondents had a bachelor's degree or lower and, 30.2% of respondents had 6 to 10 years of experience (Table 2)

Table 2: Descriptive statistics of sample (n = 165)

Variable/item	Frequency	Percentage
Gender		
Male	95	57.5
Female	70	42.4
Age (years)		
30 or less	43	26.0
31 to 40	82	49.6
41 to 50	40	24.24
Marital status		
Married	97	55.15
Single	68	41.2
Education		
Bachelors	98	59.3
Master or higher	67	40.6
Seniority (years)		
<3	25	15.1
3 – 6	71	43.03
6 – 10	47	28.48
More than 10	22	13.33

4.1.2. Path analysis and hypothesis verification

The path coefficient from job transfer to job satisfaction was $0.61 > 0$ (t-value 8.76), which indicated that job transfer would positively influence the job satisfaction of Kashmiri doctors ($p < 0.05$). The path coefficient from job transfer to intrinsic job satisfaction was $0.25 > 0$ (t-value 3.28), which indicated that job transfer would positively influence the intrinsic job satisfaction of Kashmiri doctors ($p < 0.05$). Also, the path coefficient from job transfer to extrinsic job satisfaction was $0.42 > 0$ (t-value 6.12), which indicated that job transfer would have a positive influence on the extrinsic job satisfaction of Kashmiri doctors ($p < 0.05$). Therefore, all the hypotheses were supported.

Hypothesis	Path coefficient	t-value	Decision
(H1): Job transfer would have a positive influence on the Job satisfaction of paramedic staff of the Kashmir division.	0.61	8.76*	Supported
(H1): Job transfer would have a positive influence on the Job satisfaction of paramedic staff of the Kashmir division.	0.25	3.28*	Supported
H1b: Job transfer would have a positive influence on the extrinsic Job satisfaction of paramedic staff of the Kashmir division	0.42	6.12*	Supported

* $p < 0.05$.

$\chi^2/df = 2.11$, goodness of fit index (GFI) = 0.93, adjusted goodness of fit index (AGF) = 0.84, normal fit index (NFI) = 0.92, root mean square residual (RMSR) = 0.029.

5. Discussion

The present study was intended to corroborate the relationship between Job Transfer and Job Satisfaction among the paramedic staff in two district hospitals of the Kashmir division. Job transfer is an integral part of every organization, and it can add to one's career. It is predominantly a part of personnel development and is the employer's responsibility to transfer employees from time to time. Nevertheless, both the employee and the employer benefit from job transfer. The employer gets benefitted from the new proficiencies of the employee, which includes capability to work in a varying and ambiguous environment; aptitude to resolve new difficulties; competence to make conclusions and take charge; teamwork and communication; persistence, and ability to take a universal approach (Juuti 1992).

This study investigates how paramedic professionals' job satisfaction can be enriched and progressed by job transfer practices. The significant findings are that job transfer is positively associated with job satisfaction (intrinsic and extrinsic). The results of the survey supported all hypotheses proposed in this study. The eventual goal is to increase the paramedic staff's efficiency by increasing the job satisfaction and morale of the employees.

This study explored the issues of job transfer practices of healthcare organizations in terms of their effects on paramedic staff's job satisfaction. Expectantly, the study's findings will be relevant to future researchers in health care organizations.

6. Conclusion

The results of this study present a new vision into the impact of healthcare refinement on job satisfaction of Paramedic healthcare professionals.

It is irrefutable that job transfer influences the employees' job performances positively and significantly. Job transfer should be made to work in agreement with additional factors like

the approach of employees towards the job, time devoted on the job, healthier remuneration and impetus, and other correlated matters that impact employee performance. The course of job transfer helps reskill employees and empowers them to attain more expertise, information, and talents required for the job. Job transfer is the instrument with the help of which the hospitals allow the paramedic staff to learn new skills from an array of tasks executed. It ensures that the paramedic staff should not face boredom by doing the same kind of work every day. When implemented accurately, job transfer can bring a competitive edge to the organization. Job transfer practices have an optimistic impact on motivating the paramedic staff to perform the tasks efficiently.

Before administering the practice of job transfer, hospitals should inform the paramedical staff about the expected results of such activities. Utmost productivity can only be accomplished when the employees are sufficiently and suitably trained and motivated. For instance, a hospital can educate the paramedic staff of the possible outcomes of the job transfer activity before seeking their consent to augment their job satisfaction. Furthermore, by depicting job transfer as job training, it can aid in broadening the specialized knowledge and skills of the paramedic staff by increasing their approval of job transfer. The conclusions of this study suggest that a hospital can improve the job satisfaction of paramedical staff by assisting them to comprehend the objectives and policies of the hospital, e.g., how their work performance is evaluated and how the decisions are implemented.

The study suggests that job transfer is the worthiest and inexpensive training method, which can be adhered to by any organization to make their employees professionally sound by making them perform several tasks and acquire more knowledge. Given this, one concludes that job transfer contributes enormously, constructively, and favourably to employee's accomplishments in a given place.

7. Implication of the study

Some of the measures which are suggested for implementation by the Healthcare authorities to improve the job satisfaction of paramedic staff and the overall efficiency of the healthcare system are: Clarifying the intent and significance of job transfer practices by explaining how job transfers can enhance their expertise and decision making skills, explain the advantages of job transfer practices and escalate the overall performance of the paramedic staff, providing opportunities to take part in the decisions related to job transfers and its administration so that the employees can understand the functioning of the system, and also provide recommendations for improvement (Jorgensen et al. 2005, Jaturanonda et al., 2006). Lastly, job transfers should be taken into consideration while being evaluated for promotion. This will increase the acceptance of such practices and improve the organizational processes overall (Chang et al. 2008, Ho et al. 2009).

8. Limitations

The findings in this study are subjected to several limitations. This study was performed on a moderately small sample (n = 165 paramedic staff) in two district hospitals of the Kashmir division, J and K, so generalization of findings and conclusions can be probed. The respondents in this study were only the paramedic staff of the hospitals, which raises the query that if their participation in job transfer results could be generalized to other employees working in other organizations. Hence, the generalization of the outcomes should be made cautiously to all the paramedic staff working in different hospitals in J and K and other organizations. Since the nature of this study is quantitative and descriptive, the only use of a questionnaire to collect

data about paramedic staff's perception towards job transfers might not obtain the actual response of the respondents. To improve the study's overall findings, questionnaires and interviews should be used in combination to collect data.

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Conflicts of Interest:

The authors declare no conflict of interest.

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