



Perceived Organizational Support, Self-Efficacy, and Transformational Leadership Affect Change Readiness

Ade Arma Lestari¹; Agusdin²; Hermanto²

¹ Master of Management, Mataram University, Indonesia

² Master of Management Lecturer, Mataram University, Indonesia

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Abstract

This study aims to determine the effect of perceived organizational support, self-efficacy, and transformational leadership on readiness for change related to job transfer from structural echelon IV to functional positions in the Sumbawa Regency. The type of research is quantitative research, research respondents consist of: 266 echelon IV officials who were transferred to functional positions. Data collection using questionnaire techniques and data analysis methods using Partial Least Square Analysis (SmartPLS) which aims to predict the effect of variable X on Y and explain the theoretical relationship between the two variables so that the results of the study state that perceived organizational support has a positive and significant effect on readiness for change, self-efficacy has a positive and significant effect on readiness for change, and transformational leadership has a positive and significant effect on readiness for change. Employee readiness in facing change is strongly supported by perceived organizational support, self-efficacy, and transformational leadership felt by employees. Although this research shows positive results, support from the Regional Government is still very much needed in the transfer of structural positions from echelon IV to functional positions. This support can be in the form of budgeting for training, fostering functional positions by bringing in professional resource persons, as well as coordinating with the Guiding Agencies.

Keywords: *Perceived Organizational Support; Self-Efficacy; Transformational Leadership; Readiness for Change; And Bureaucratic Simplification*

Introduction

The President's direction at the MPR RI Plenary Session with the agenda of the inauguration of the elected president Jokowi-Ma'ruf on October 20, 2019, was stated in the Five Priorities of the Jokowi - Ma'ruf government's Strategic Program, namely Human Resource Development, Continuing Infrastructure Development, Simplification of Regulations, Simplification of Bureaucracy (bureaucratic trimming), and the fifth Economic transformation. Focusing on the four priority program points, namely the need to simplify the bureaucracy to only 2 (two) levels by shifting structural positions into functional positions based on certain expertise/skills and competencies, the Minister of State Apparatus

Empowerment and Bureaucratic Reform through SE No. 384 of 2019 provides strategic and concrete steps in simplifying the bureaucracy.

This transfer is expected to reduce unnecessary costs such as providing official facilities and office allowances. The abolition of structural positions aims to change the mindset of ASN who have tended to pursue positions without carrying out their duties optimally. This downsizing is also carried out in order to attract quality ASN who are able to serve the public well.

Bureaucracy simplification is actually not a new thing, because, during the administration of President Susilo Bambang Yudhoyono, a similar thing was planned under the name of debureaucratization of state administrators. The initial step was taken 10 years ago, through a process called organ restructuring and ministerial nomenclature, for all levels of echeloning positions. At that time, the Minister of State Apparatus Empowerment had given signs for the restructuring in the form of streamlining the organizational structure of the ministry, and at the same time changing the nomenclature according to the new tupoksi. So that at that time, the term "poor structure", but rich in function, was socialized. (State Civil Service Agency 2020)

The implementation of the simplification of the bureaucracy in Sumbawa Regency has been carried out in accordance with the Regulation of the Minister for the Empowerment of State Apparatus of the Republic of Indonesia number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions. Where the equalization of positions in the context of simplifying the bureaucracy has been proposed on June 30, 2021 and the validation process and issuance of the recommendation for the Minister's approval, as well as the appointment, inauguration and equalization in functional positions have been carried out on December 31, 2021.

Although the preparation for implementing organizational change has been running for two years, in its implementation there are still problems encountered by functional officials in Sumbawa Regency, including:

- 1) The process of collecting credit scores and preparing DUPAK, several functional positions had never existed before in Sumbawa Regency so that the credit score assessment team did not yet exist.
- 2) Career development process in which to increase the level of position, it is required to pass a competency test. The budget for the implementation of the competency test is not yet available either at the Sumbawa Regency Government or the Guiding Agency.
- 3) Some functional positions require a professional development credit score. This professional development includes the preparation of written works, translation/adaptation of books and others, as well as the preparation of guidelines/implementation/technical provisions. Some functional officials find it difficult to carry out this activity and some even feel that they are still unfamiliar with the activity.
- 4) Coordination with supervisory agencies is hampered. Whereas coordination is very important to encourage optimization of task execution and the smooth running of the personnel administration process for functional officials considering that each functional position follows different work procedures and staffing procedures. Of the 243 positions, there are 51 supervisory agencies.

The emergence of technical problems after the implementation of bureaucratic simplification raises questions. Are employees transferred to functional positions in Sumbawa Regency ready to face change? The author suspects that these problems arise because the implementation of bureaucratic simplification focuses more on organizational readiness, in this case the readiness of the central government and local governments in facing change, not on the readiness of the apparatus. The change of position is only based on the nomenclature of the work unit. However, ignoring existing personal

competencies. It can be seen from the series of activities carried out in the face of bureaucratic simplification. These activities include:

- 1) Mapping of administrative positions to be equalized
 - 2) Mapping of tasks and functions in accordance with functional positions
 - 3) Position family/job classification
- The type of functional position that corresponds to the equivalent administrative position
- 5) Determination of the type of equalization functional position
 - 6) Proposing and determining the type of equalization functional position
 - 7) Appointment and inauguration of functional positions (Kemenpan RB in 2021)

From the series of activities above, there are no activities that focus on the readiness of the apparatus such as the introduction of the functional positions to be occupied so that they can generate self-confidence and readiness to face changes in employees. Superiors who are representatives of the organization in providing support can provide understanding, support, and assistance during the change process carried out by the organization such as the introduction of a list of proposed credit score determinations (DUPAK) for functional positions, understanding of career development of Civil Servants in functional positions, and other activities. other activities that can lead to readiness to change the apparatus.

Armenakis, et al. (1993) explained that creating readiness for organizational change is an effort to support change that will precede resistance behavior. In addition, organizational change and readiness attitudes of organizational members are very closely correlated. This attitude will affect the behavior of employees. Meanwhile, according to Holt, et al. (2007) readiness to change is a change readiness as the extent to which individuals or individuals tend to be cognitively and emotionally to accept, embrace and adopt certain plans to intentionally change the status quo.

One of the factors that determine the success of organizational change is organizational support (Krausse, 2008). Employee perceptions of organizational support and commitment to change itself are important in shaping employee readiness for change (Armenakis, et al. 2009). Employees with high perceived organizational support will have a positive view of their organization (Kurtessis, et al. 2015). The support provided by the organization to employees will contribute to building employee trust and confidence that the changes that occur will have a positive impact on them (Barran et al., 2018).

Previous studies have revealed that perceived organizational support affects employee awareness and willingness to change and supports change readiness. Fradifta & Mulyana (2021), Putra, et al. (2021), Siregar, et al. (2021) these three studies show that perceived organizational support positively and significantly affects Readiness for Change. However, in a study conducted by Al-Hussami, et al. (2018) shows that perceived organizational support has an effect on Readiness for Change but is not significant. This is due to their relative understanding of perceived readiness for change. However, the very wide dispersion of scores reflects considerable variability in organizational support.

In addition to perceived organizational support, in dealing with changes, human resources are needed who have strong self-confidence and are ready to face organizational changes. Holt, et al. (2007) stated that self-efficacy is an individual's belief that change will benefit him/herself, support from superiors and belief that change will provide long-term benefits. Self-efficacy is also known as social cognitive theory, or social reasoning theory, referring to an individual's belief that he or she is capable of carrying out a task (Suherman & Savitri, 2018).

Self-efficacy is important for the development of employee performance because with the existence of Self-efficacy in the individual, it will bring up a strong belief in his ability to complete the assigned work. Self-efficacy on individual performance at work will also determine their motivation to perform (Cherian & Jacob, 2013). Employees who have strong self-efficacy will be more enthusiastic about achieving optimal results in their performance (Erez & Judge, 2001). Self-efficacy is also closely related and has an influence on employee readiness to change. Previous research Meria & Tamzil (2021), Handayani, et al. (2021), and Wilbert, et al. (2021) show that self-efficacy has a positive effect on readiness to change.

The success of a change is not only due to the role of employees as objects of change, but also the occurrence of an effective relationship between superiors and subordinates. The style of the leader in moving his subordinates in the change process will have an impact on the readiness for change. Therefore, leadership style also plays an important role in readiness to change. There are two leadership style approaches that have been widely discussed, namely transactional leadership and transformational leadership (Bass and Avolio, 1990).

Transactional leadership encourages subordinates to perform at their best and rewards them for their efforts. While transformational leadership focuses on achieving changes in values, beliefs, attitudes, behavior, emotions and the need for change with the aim of organizational efficiency and effectiveness. Several studies have seen leadership practices have a very important role in both business organizations and government organizations. Transformational leadership positively and significantly affects the readiness for change of employees in the industry. (Asbari, et al. 2020). This study supports previous research, namely the research of Katsaros, et al. (2019) which shows that leadership style is positively and significantly related to readiness to change. However, there is a gap in research (Susyanto, 2019) on the contrary stating that transformational leadership has no significant effect on employee readiness to change. Both transformational and transactional leadership variables are not seen in leaders during the organizational change process. This happens because all strategic policies are determined by top management and through the top-down decision hierarchy. These changes were only initiated by the top management team (CEO, BOD and staff) and did not involve management at the factory level. Management at the factory level (supervisor, area manager, senior manager,

This study consists of variable X that affects readiness for change, namely the first perceived organizational support, because the support provided by the organization to employees will contribute to building employee trust and confidence that changes that occur will have a positive impact on them; second, self-efficacy, the oath of Civil Servants is ready to be placed anywhere within the territory of the Republic of Indonesia, so that every employee must have confidence in the individual that he or she is able to carry out the tasks given in order to achieve organizational goals; Third, transformational leadership, readiness to face change is not only at the individual level, but change must start from the top level, namely the leader as a role model in the organization.

Method

This type of research is quantitative research. Quantitative research is research that describes phenomena that occur using quantitative data analysis and interpretation tools by collecting and analyzing data that is formulated following a standard rule as contained in the quantitative method. Quantitative research allows researchers to build hypotheses and test them empirically (Ferdinand, 2014). This study was conducted to determine the effect of self-efficacy, perceived organizational support, and transformational leadership on readiness for changes in Sumbawa Regency Government employees. This study uses a saturated sampling technique with a total sample of 266 respondents using SmartPLS as an analytical tool.

Results and Discussion

The measurement model or outer model is carried out on all variables involved in this study, namely the independent variable or exogenous variable, namely Perceived Organizational Support, Self-Efficacy, and Transformational Leadership on the dependent variable or endogenous variable Readiness for Change.

Figure 1. Initial Model



1) Construct Validity Test

The validity test of the reflective indicators with the SmartPLS program can be seen from the loading factor value for each construct indicator. The rule of thumb to assess convergent validity is that the loading factor value is more than 0.6 and the Average Variance Inflation Factor (AVE) value must be greater than 0.5.

Table.1 Initial loading factor

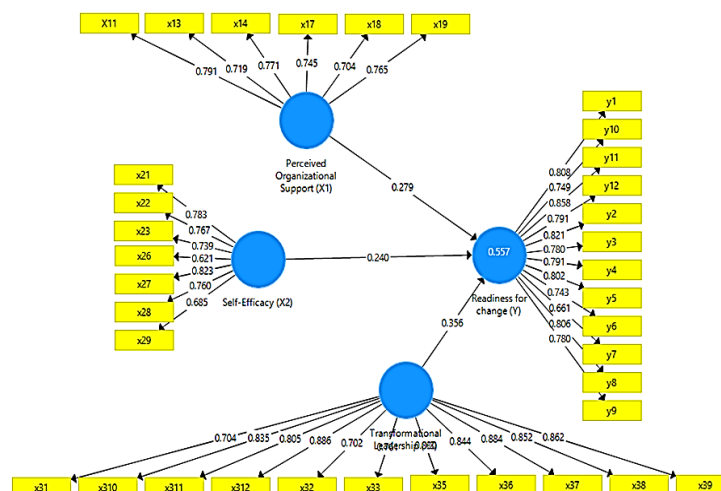
	X1	Y	X2	X3
X11	0.771			
x12	0.563			
x13	0.685			
x14	0.762			
x15	0.444			
x16	0.532			
x17	0.732			
x18	0.688			
x19	0.757			
x21			0.749	
x22			0.746	
x23			0.675	
x24			0.603	
x25			0.592	
x26			0.691	
x27			0.799	
x28			0.735	
x29			0.634	

x31				0.694
x310				0.830
x311				0.797
x312				0.883
x32				0.701
x33				0.760
x34				0.531
x35				0.833
x36				0.849
x37				0.885
x38				0.851
x39				0.860
y1		0.807		
y10		0.749		
y11		0.859		
y12		0.791		
y2		0.821		
y3		0.781		
y4		0.793		
y5		0.803		
y6		0.744		
y7		0.660		
y8		0.805		
y9		0.779		

Source: Research results, processed with SmartPLS

Based on the results of outer loading in table 1. above, it shows that there are still many items/indicators with red or insignificant values, namely indicators X12, X15, X16 on the Perceived Organizational Support variable, X24 and X25 on the Self Efficacy variable and Y34 on the Readiness for Change variable because loading factor that is less than 0.6 so it must be excluded in the model until the Composite Reliability value is completely green. The results of the re-estimation after the item/indicator is removed then the following results are obtained:

Figure 2. Loading Factor of the final model



Based on the loading factor value shown in Figure 2, it is known that the indicator has a strong enough validation to explain the latent construct or in other words, the indicator is declared valid.

2) Construct Reality

The reliability test was assessed based on the value of composite reliability and Cronbach's Alpha which was greater than 0.7. Based on the calculation results, it is found that the two reliability assessment indicators above meet the standard of more than 0.7 as shown in Table 2.

Table 2. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Perceived Organizational Support (X1)	0.844	0.885
Readiness for change (Y)	0.943	0.950
Self-Efficacy (X2)	0.863	0.895
Transformational Leadership (X3)	0.950	0.957

3) Analysis of Variant (R^2) or Test of Determination

Analysis of Variant (R^2) or Determination Test aims to determine the influence of the independent variable on the dependent variable. The value of the coefficient of determination can be shown in table 3:

Table 3. R-square . value

	R square
Readiness for change (Y)	0.557

Source: Research results, processed with SmartPLS

Based on the R-square value in table 4.9, it shows that perceived organizational support, self-efficacy, and transformational leadership are able to explain the readiness for change construct variable by 55.7% and the remaining 44.3% is explained by other constructs outside this study.

4) Hypothesis testing

Whether or not a proposed hypothesis is accepted, it is necessary to test the hypothesis using the Bootstrapping function on SmartPLS which includes R-square output, parameter coefficients, and t-statistics. Accepting or rejecting a hypothesis by looking at the significance value between constructs, t-statistics, and p-values. The hypothesis is accepted when the significance level is less than 0.05 and the t-statistic is greater than 1.96. R-square values of 0.75, 0.50, and 0.25 respectively indicate that the model is strong, moderate, and weak. The estimated value of R-square is 0.557 which indicates a moderate model.

Table 4. Direct Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/S TDEV)	P Values
(X1) -> (Y)	0.279	0.285	0.060	4.625	0.000
(X2) -> (Y)	0.240	0.247	0.055	4.338	0.000
(X3) -> (Y)	0.356	0.349	0.068	5.266	0.000

Source: Research results, processed with SmartPLS

Based on Table 4, it is found that based on the direct effect, it can be explained as follows:

- 1) H1: The higher the perceived organizational support, the higher the readiness for change. The test results show that the beta coefficient of perceived organizational support (X1) on readiness for change (Y) is 0.279 and the t-statistic is 4.625. The test results state that perceived organizational support (X1) has a positive and significant effect on readiness for change (Y) because t-statistic > 1.96 and P values < 0.05 so that the hypothesis is accepted. The results of this study indicate that perceived organizational support has a positive and significant effect on readiness for change, meaning that the higher the perceived organizational support, the higher the readiness for change. Contrary to research Hussami, et al. (2018) which shows that organizational support has an effect on readiness for change but is not significant. Research conducted on nurses in Jordan concluded that a person's readiness to change cannot be predicted through perceptions of organizational support because it shows insignificant results. However, this study is in line with research (Siregar, et al., 2021; Fradifta, et al., 2021; Putra, et. al., 2021) which shows that perceived organizational support has a positive and significant effect on readiness for change. et al., 2021; Fradifta, et al., 2021; Son, et. Al., 2021) which shows that perceived organizational support has a positive and significant effect on readiness for change. et al., 2021; Fradifta, et al., 2021; Son, et. Al., 2021) which shows that perceived organizational support has a positive and significant effect on readiness for change.
- 2) H2: The higher the self-efficacy, the higher the readiness for change. The test results show the beta coefficient of self-efficacy (X2) to readiness for change (Y) is 0.240 and the t-statistic is 4.338. The test results state that self-efficacy (X2) has a positive and significant effect on readiness for change (Y) because t-statistics > 1.96 and P values < 0.05 so that the hypothesis is accepted. The results of this study indicate that self-efficacy has a positive and significant effect on readiness for change, meaning that the higher the self-efficacy, the higher the readiness for change of employees. This research supports research (Angkawijaya, et al., 2017; Meria & Tamzil., 2021; Wilbert, et. Al., 2021; Handayani et. Al., 2021). This can be reflected in the enthusiasm of employees who want to learn new things, namely following the socialization of the development of functional positions. Respondents believe that with their competence and work experience they are able to face the challenges of change because if employees cannot carry out their duties, it will affect their rank and position.
- 3) H3: The higher the transformational leadership, the higher the readiness for change. The test results show the beta transformational leadership (X3) coefficient on readiness for change (Y) is 0.356 and the t-statistic is 5.266. The test results state that transformational leadership (X3) has a positive and significant effect on readiness for change (Y) because t-statistic > 1.96 and P values

<0.05 so that the hypothesis is accepted. The results of this study indicate that transformational leadership has a positive and significant effect on readiness for change, meaning that the higher the perceived transformational leadership, the higher the employee's readiness for change. The results of this study show different results from Susyanto's (2019) research which on the contrary states that transformational leadership has no significant effect on employee readiness to change because all strategic policies are determined by top management and through the Top-Down decision hierarchy. These changes were only initiated by the top management team (CEO, BOD and staff) and did not involve management in the field. However, this study supports previous research, namely research conducted (Katsaros et al., 2019; Masduki et al., 2020) which showed that leadership style was positively and significantly related to readiness to change.

Conclusion

This research is expected to provide an understanding of the factors related to organizational change in the context of the transfer of echelon IV into functional positions. Based on the results of the analysis, the conclusions obtained from this study are as follows:

- 1) Perceived Organizational Support has a positive and significant effect on Readiness For Change, Employees who are transferred to functional positions try to follow changes in the organization and try to run them according to directions, they get motivation from superiors to be able to follow changes that occur. Because the organization has implemented these changes fairly.
- 2) SelfEfficacy has a positive and significant effect on Readiness For Change, because the implementation of tasks in functional positions will have an impact on promotion and position, so respondents grow their belief that they are able to face the challenges of change supported by their competence and work experience.

Transformational Leadership has a positive and significant effect on Readiness For Change, the presence of a leader is very supportive of employees in dealing with change. In addition to providing good examples, problem solving from the leadership related to the problems faced is a source of respondents' strength in dealing with organizational change.

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