

The Impact of Internal Communication Transparency and Top Management Support on Employee Performance: A Study at FAST Coffee & Bikewash

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ABSTRAK

This research attempts to investigate the impact of Internal Communication Transparency and Top Management Support on Employee Performance at FAST Coffee & Bikewash, both partially and simultaneously, and to identify the most dominant variable influencing employee performance. A quantitative methodology was used in this study, utilizing multiple linear regression analysis. The population consisted of all employees and management members, with a total sample of 38 total sampling was used to pick the respondents. Instrument testing, traditional assumption testing, and hypothesis testing with the t-test and F-test were used to examine the data. The results indicate that partially, Internal Communication Transparency and Top Management Support has a positive and significant effect on Employee Performance. Simultaneously, both variables significantly affect Employee Performance.

INTRODUCTION

Employee performance is widely acknowledged as a strategic determinant of organizational success, particularly in service-oriented industries that require accuracy, responsiveness, and consistent quality delivery. Performance refers to the extent to which employees achieve organizational standards in terms of quality, quantity, timeliness, efficient resource utilization, and collaborative capability (Sutedjo & Mangkunegara, 2018). High levels of performance not only enhance internal efficiency and cross-functional coordination but also strengthen an organization's external reputation through improved customer satisfaction and loyalty (Safitriani et al., 2024). From a theoretical perspective, employee performance is influenced by individual characteristics, job-related factors, and organizational as well as managerial dimensions, including work culture, leadership, training, compensation systems, communication effectiveness, and managerial support (Atatsi et al., 2019). Previous studies further emphasize that optimal performance contributes directly to operational efficiency and service quality, which ultimately drive positive customer experiences (Alfina et al., 2026; Chen et al., 2022; Supartini et al., 2025). In this study, employee performance is assessed through indicators of work productivity, quality of work outcomes, timeliness in task completion, and teamwork capability.

One organizational factor frequently associated with performance outcomes is the transparency of internal communication. Transparent communication allows information to be delivered clearly, openly, and in a timely manner, thereby minimizing misunderstandings, improving coordination, and fostering mutual trust among employees (Andi Miranda et al., 2023; Mubarak et al., 2020). When communication lacks transparency, employees may experience role ambiguity, misinterpret instructions, and exhibit lower levels of engagement. Alongside communication practices, top management support plays a crucial role in shaping employee performance. Managerial support provides strategic direction, organizational policies, adequate resources, training opportunities, and motivational reinforcement, all of which contribute to smoother operations, increased employee confidence, and improved work effectiveness (Cahyadi et al., 2020; Ikhsan & Bustamam, 2016).

Empirical research has consistently highlighted the importance of organizational variables—such as leadership style, organizational culture, managerial support, and communication systems—in influencing employee performance (Atatsi et al., 2019). However, most prior studies have examined internal communication transparency and top management support as separate constructs. As a result, limited empirical evidence exists regarding their simultaneous contribution to performance outcomes, particularly within highly interactive service environments. This gap indicates that the integrated effects of transparent communication and managerial support remain underexplored in contemporary human resource management literature.

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LITERATURE REVIEW

1. Internal Communication Transparency on Employee Performance

Internal communication transparency refers to the organization's openness in conveying information, instructions, and policies to all employees in a clear, accurate, comprehensible, and timely manner (Hadziahmetovic & Salihovic, 2022; Stranzl et al., 2021). Andi Miranda et al. (2023) emphasize that transparency serves as a fundamental basis for building trust, fostering effective coordination, and aligning employees' understanding with organizational goals. Open communication practices help prevent misunderstandings, enhance employees' sense of ownership toward their work, and strengthen interdepartmental relationships (Andi Miranda et al., 2023).

In this context, internal communication transparency is associated with the extent to which organizations provide accessible, comprehensive, and transparent information that enables shared understanding among employees, reduces operational errors, and reinforces trust within workplace relationships. The indicators of internal communication transparency used in this study include information clarity, openness in information delivery, timeliness of communication, and message consistency (Andi Miranda et al., 2023; Mubarok et al., 2020).

Internal communication transparency has been shown to have a positive relationship with employee performance, encompassing both task performance

and contextual performance (such as extra-role behavior, proactivity, and employee advocacy). From a theoretical perspective, transparent communication ensures that employees receive sufficient information, reduces uncertainty, and clarifies work expectations, thereby enabling more effective task (Yue et al., 2019; Li, 2021). Hence, we propose the following hypothesis:

H1: Internal communication transparency positively influences work performance of FAST Coffee & Bikewash's employees.

2. Top Management Support on Employee Performance

Top management support refers to the extent to which senior organizational leaders actively provide direction, facilitation, and motivation to employees in carrying out their responsibilities (Boal & Hooijberg, 2000). Cahyadi et al. (2020) explain that such support encompasses the provision of facilities, policies, funding, training opportunities, and communication channels that enable employees to convey challenges directly to leadership. According to (Ikhsan & Bustamam, 2016), top management plays a strategic role in aligning organizational goals with their practical implementation, thereby ensuring effective operational coordination. Supportive leadership has a significant impact on employee motivation, organizational commitment, and workforce productivity (Ghosh et al., 2025). Conversely, limited managerial support may create uncertainty, reduce work enthusiasm, and increase the risk of operational errors. In this study, the variable is measured through several indicators, namely leadership involvement, resource provision, policy support, and attention to employee needs.

Top management support is positively associated with employee performance because it provides the resources, guidance, and work climate necessary for employees to perform effectively and sustain productivity (Dong et al., 2025; Dube & Ndofirepi, 2024; Men et al., 2022). Empirical findings indicate that supportive or empowering leadership has a positive influence on employee performance, including through improvements in work processes such as conflict management and the reinforcement of productive work behaviors (Wang, 2023).

H2: Top Management Support has a positive and significant effect on Employee Performance.

3. Internal Communication Transparency and Top Management Support on Employee Performance

The integration of transparent communication and strong managerial support creates a work environment that is conducive to enhancing individual performance (Men, 2014; Men et al., 2022). The availability of clear and accessible information, reinforced by managerial authority in providing adequate resources, can accelerate work processes and minimize miscommunication (Vrabcová et al., 2023). Empirical findings indicate that transparent internal communication has a positive effect on various employee outcomes that reflect contextual performance, such as positive work behavior, including proactivity and organizational supportiveness (Dhone & Sarwoko, 2022; Kim & Uysal, 2025; Vrabcová et al., 2023). Furthermore, other studies demonstrate that organizational support, as a manifestation of managerial backing, is positively associated with employees' task performance (Rezaei & Wei, 2024). Based on

these findings, it can be argued that higher levels of internal communication transparency combined with stronger top management support are likely to result in improved employee performance (Kim & Uysal, 2025). Based on the preceding discussion, the following hypothesis is proposed:

H3: Internal Communication Transparency and Top Management Support simultaneously exert a positive and significant effect on employee performance

4. Conceptual Framework

The conceptual framework of this study illustrates the relationships between Internal Communication Transparency (X1), Top Management Support (X2), and Employee Performance (Y) based on the theoretical arguments presented in the introduction and literature review.

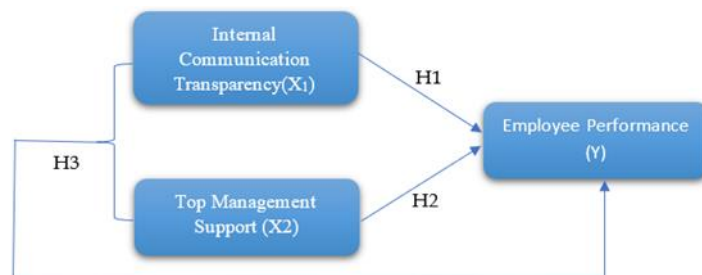


Figure 1. Conceptual Framework

Internal communication transparency is proposed to directly enhance employee performance (H1) by ensuring clarity of information, reducing uncertainty, and strengthening coordination among employees. Similarly, top management support is hypothesized to have a direct positive influence on employee performance (H2) through leadership involvement, resource provision, supportive policies, and attention to employee needs, which collectively foster motivation and work effectiveness. Furthermore, the model assumes that the simultaneous presence of transparent communication and strong managerial support creates a synergistic organizational environment that reinforces both task and contextual performance (H3). Thus, the framework positions employee performance as the primary outcome variable influenced individually and jointly by organizational communication practices and managerial support mechanisms within a service-based organizational context.

METHODOLOGY

a) Population and Sampling Technique

This study employed a quantitative explanatory research design. The population comprised all 38 employees of FAST Coffee & Bikewash, and a saturated sampling technique (census sampling) was implemented. Saturated sampling involves selecting the entire population as research respondents when the total number of individuals is relatively small, allowing researchers to obtain comprehensive and representative data without excluding any members of the population. By involving all employees, this approach minimizes sampling bias and enables a more accurate depiction of organizational conditions, thereby strengthening the validity of the research findings.

b) Data Sources and Data Collection Techniques

Both primary and secondary data sources are used in this investigation. The primary source of research information is primary data, and was collected directly from all 38 employees of FAST Coffee & Bikewash through on-site questionnaire distribution. Meanwhile, secondary data were obtained indirectly from previously available sources and were utilized to strengthen the theoretical framework and support the identification of new research insights.

Three principal techniques were applied to collect the research data: literature review, questionnaire survey, and documentation. The literature review focused on identifying and critically examining relevant scientific sources, including textbooks, reputable journal articles, prior empirical studies, three principal techniques were applied to collect the research data: literature review, questionnaire survey, and documentation. The literature review focused on identifying and critically examining relevant scientific sources, including textbooks, reputable journal articles, prior empirical studies,

c) Data Analysis Techniques

Multiple linear regression analysis, instrument testing, traditional assumption testing, and hypothesis testing were all used in this study's data analysis, as well as the evaluation of the coefficient of determination. Instrument feasibility was assessed through validity testing using the Pearson Product-Moment correlation, with criteria requiring the calculated r value to exceed the critical r table at a significance level of < 0.05 , and reliability testing using Cronbach's Alpha with a minimum threshold of 0.60. All statistical procedures were conducted using SPSS software. The regression model was evaluated through classical assumption tests, including residual normality using a Normal Probability Plot, heteroscedasticity based on scatterplot distribution patterns, and multicollinearity assessed through Tolerance values (> 0.10) and Variance Inflation Factor ($VIF < 10$). Multiple linear regression analysis was employed to examine the simultaneous influence of two or more independent variables on a dependent variable and to determine the direction of relationships, whether positive or negative. The analytical model applied in this study is formulated as follows: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$. Where: Y is employee performance, α = constant, β_1 = regression coefficient, X_1 = internal communication transparency, β_2 = regression coefficient, X_2 = top management support, and e is an error term.

To assess the impact of top management support and open internal communication on employee performance, hypothesis testing was done. The F-test was used to test for simultaneous effects, and the t-test, with a significance threshold of less than 0.05, was used to assess the partial effects of each independent variable. Additionally, the coefficient of determination (R^2) was used to evaluate the regression model's explanatory strength; values nearer one suggests a better explanatory capacity.

RESULT AND DISCUSSION

a) Validity and Reliability Test

Based on the data processing results presented in Table 1, it can be observed that all statements under the variables of Internal Communication Transparency, Top Management Support, and Employee Performance have

correlation values greater than the r-table value (0.320). This indicates that all questionnaire items in this study are considered valid and appropriate for further analysis.

Table 1: Validity Test Result

Variabel	Indikator	r _{hitung}	r _{tabel}	Ket
Transaparansi Komunikasi Internal (X ₁)	Kejelasan Informasi	0,837	0,320	Valid
	Keterbukaan Manajemen	0,809	0,320	Valid
	Ketepatan Waktu	0,805	0,320	Valid
	Konsistensi Pesan	0,824	0,320	Valid
Dukungan Manajemen Puncak (X ₂)	Keterlibatan Pimpinan	0,751	0,320	Valid
	Penyediaan Pimpinan	0,832	0,320	Valid
	Dukungan Kebijakan	0,799	0,320	Valid
	Perhatian pada Kebutuhan Karyawan	0,807	0,320	Valid
Kinerja Karyawan (Y)	Produktivitas /Output	0,808	0,320	Valid
	Kualitas hasil Kerja	0,835	0,320	Valid
	Ketepatan Waktu	0,819	0,320	Valid
	Kerjasama Tim	0,852	0,320	Valid

The reliability test results indicate that the total Cronbach's Alpha value for each research variable is 0.960, which exceeds the minimum threshold of 0.70. This suggests that the instrument used in this study demonstrates a high level of internal consistency. Therefore, all research variables are considered reliable, meaning that the questionnaire is capable of producing stable and consistent measurement results when administered at different times and under varying conditions.

Table 2: Reliability Test Result

Variable	Cronbach's Alpha	Standard	Result
Tranparansi Komunikasi Internal	0,958	0,70	Reliable
Dukungan Manajemen Puncak	0,959	0,70	Reliable
Kinerja Karyawan	0,958	0,70	Reliable

b) Classical assumption tests normality

The normalcy test's findings indicate that the residual points are distributed closely follow the approximate direction of the diagonal line. This pattern suggests that the data are approximately normally distributed, meaning that the regression model's normalcy assumption has been satisfied. Consequently, the model is considered appropriate for further analysis and hypothesis testing.

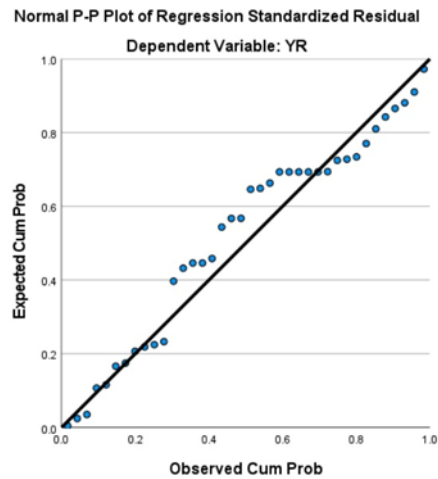


Figure 2. Normality Test Result
Source: SPSS output results

c) Multicollinearity Test Result

Based on the Multicollinearity Test Table, the Tolerance values for Internal Communication Transparency (X1) and Top Management Support (X2) are 0.534, while the VIF values are 1.871. Since the Tolerance values are greater than 0.10 and the VIF values are below 10, it can be concluded that there is no multicollinearity problem among the independent variables.

Table 3: Multicollinearity Test Result

Model	Tolerance	VIF
X1	0.534	1.871
X2	0.534	1.871

Source: SPSS output results

d) Heteroscedasticity Test Result

This study's data was analyzed using multiple linear regression. The t-test was used to determine the influence of each independent variable on the dependent variable. A multicollinearity test was also conducted by assessing the Tolerance and Variance Inflation Factor (VIF) values. The findings show that all variables have tolerance levels more than 0.10 and VIF values less than 10. Therefore, we can conclude that the regression model does not suffer from multicollinearity.

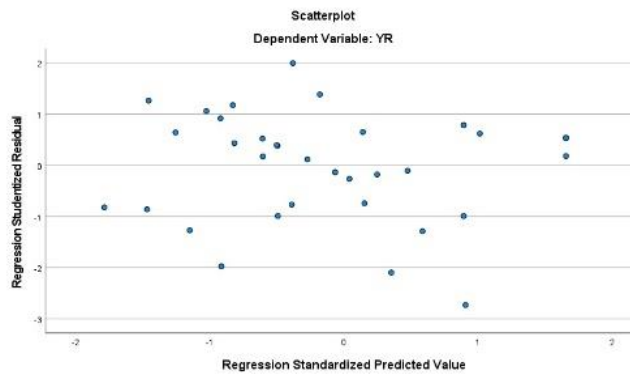


Figure 3. Heteroscedastisity Test Result
 Source: SPSS output results

e) Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the direction and magnitude of the influence of X1 and X2 on Y, both simultaneously and partially.

Table 5: Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.953	3.430		2.319	.026
	X1	.379	.135	.411	2.812	.008
	X2	.439	.147	.435	2.979	.005

Source: SPSS output results

The regression equation is as follows: $Y = 7.953 + 0.379 X1 + 0.439 X2$.

The regression equation indicates that the constant value of 7.953 implies that when Internal Communication Transparency (X1) and Top Management Support (X2) are equal to zero, Employee Performance (Y) remains at 7.953. The regression coefficient of Internal Communication Transparency (X1) is 0.379, meaning that for every one-unit increase in Internal Communication Transparency, assuming other variables remain constant, Employee Performance will increase by 0.379 units. Furthermore, the regression coefficient of Top Management Support (X2) is 0.439, indicating that for every one-unit increase in Top Management Support, assuming other variables remain constant, Employee Performance will increase by 0.439 units. Based on these regression coefficients, it can be concluded that Top Management Support (X2) has a greater influence on Employee Performance compared to Internal Communication Transparency (X1).

f) Partial Hypothesis Testing

Table 5 presents the results of the partial hypothesis testing using the t-test, which indicate that both independent variables – Internal Communication Transparency (X1) and Top Management Support (X2) – have significance values below the 0.05 threshold. This outcome confirms that each variable individually exerts a statistically significant effect on Employee Performance (Y). Accordingly,

the null hypothesis (H0) is rejected, while the alternative hypotheses (H1 and H2) are accepted, demonstrating that both predictors contribute independently to explaining variations in employee performance within the proposed research model.

The first hypothesis (H1) testing reveals that Internal Communication Transparency (X1) has a positive and significant influence on Employee Performance (Y) at FAST Coffee & Bikewash. The statistical results show a *t*-value of 2.812 with a significance level of 0.008 (< 0.05), indicating that the hypothesis is supported. This finding suggests that transparent communication practices—characterized by clarity, openness, and consistency of information—enhance employees' understanding of their roles, work expectations, and organizational goals. Improved transparency reduces the likelihood of misinterpretation and operational errors while strengthening coordination among work units. Furthermore, transparent communication fosters trust between employees and management, which in turn supports a more productive work environment. These results are consistent with the arguments of Andi Miranda et al. (2023), Yue et al. (2019), and Li (2021), who highlight the strategic importance of transparent internal communication in improving work effectiveness and overall employee performance.

The second hypothesis (H2) testing demonstrates that Top Management Support (X2) also has a positive and significant effect on Employee Performance (Y), as evidenced by a *t*-value of 2.979 and a significance level of 0.005 (< 0.05). This indicates that stronger managerial involvement contributes directly to improved employee outcomes. Support from top management—manifested through leadership engagement, provision of adequate resources, supportive policies, and responsiveness to employee needs—plays a crucial role in fostering motivation, enhancing morale, and sustaining productivity. Employees who perceive strong backing from organizational leaders tend to exhibit higher levels of commitment and greater responsibility in completing their tasks. These findings align with previous research by Cahyadi et al. (2020) and Ikhsan and Bustamam (2016), (Dong et al., 2025; Dube & Ndofirepi, 2024; Men et al., 2022) which emphasize that managerial support functions as a key driver of employee performance improvement.

Overall, the partial testing results indicate that both Internal Communication Transparency and Top Management Support independently contribute to strengthening employee performance. The empirical evidence suggests that organizations seeking to improve performance outcomes should not only develop clear and open communication systems but also ensure active and consistent involvement from top management in supporting employees' work processes.

g) *F-test (Simultaneous Hypothesis Testing)*

The statistical significance of the regression model is demonstrated by the simultaneous hypothesis testing with the *F*-test. With a significance level of 0.000, the analysis yielded an *F*-value of 26.395, which is significantly below the 0.05 cutoff. This result confirms that Internal Communication Transparency (X1) and Top Management Support (X2) collectively exert a meaningful influence on

Employee Performance (Y). In other words, the independent variables, when considered together, contribute significantly to explaining variations in employee performance, proving the suitability of the suggested regression model and has adequate explanatory power. As a result, the null hypothesis is rejected and the third hypothesis (H3) is accepted.

Table 7: F-simultaneous Test Result

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	466.069	2	233.035	26.395	.000 ^b
	Residual	309.010	35	8.829		
	Total	775.079	37			

Source: SPSS output

h.) From a theoretical perspective, the simultan

From a theoretical perspective, the simultaneous significance suggests that employee performance is not shaped by a single organizational factor but rather by the combined presence of effective communication practices and strong managerial support. Transparent communication ensures clarity of information flow, reduces ambiguity in task execution, and strengthens coordination among employees, whereas top management support provides strategic direction, resources, and motivation that enable employees to perform more effectively. When these two elements operate together, they create a synergistic organizational environment that enhances both task performance and contextual performance. This finding is consistent with (Dhone & Sarwoko (2022), Kim & Uysal (2025), Vrabcová et al. (2023), and Kim & Uysal (2025).

In the context of FAST Coffee & Bikewash, the findings imply that improvements in communication transparency and leadership support should be implemented simultaneously rather than independently. Operational issues such as miscommunication, delayed service, and inconsistent work discipline are likely to be addressed more effectively when clear information dissemination is reinforced by active managerial involvement. Therefore, the F-test results not only validate the statistical model but also provide practical insight that integrated organizational strategies are essential for achieving sustainable improvements in employee performance.

i.) Coefficient of determination (R²)

The percentage of variance in employee performance that can be accounted for by the two independent variables in the model is shown by the coefficient of determination (R²).

Table 8: Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	.601	.579	2.971

Source: SPSS

An Adjusted R Square value of 0.579 is provided via the coefficient of determination analysis, indicates that Internal Communication Transparency and Top Management Support jointly account for 57.9% of the variation in Employee Performance. This result suggests that the regression model possesses a relatively strong explanatory capacity, as more than half of the changes in employee performance can be explained by the two independent variables included in this study. The remaining 42.1% of the variance is attributed to other factors that were not incorporated into the research model, such as individual characteristics, organizational culture, leadership style, compensation systems, or work environment conditions.

From a theoretical perspective, this finding confirms that organizational communication practices and managerial support are important determinants of performance outcomes; however, employee performance is inherently multidimensional and influenced by a broader set of variables. The Adjusted R Square value also reflects that the model has been adjusted for the number of predictors, meaning that the explanatory strength remains reliable even after considering potential model complexity. In the context of FAST Coffee & Bikewash, the results imply that efforts to improve performance through enhanced communication transparency and stronger managerial support can produce substantial improvements, although complementary strategies addressing other organizational and individual factors are still necessary to achieve optimal performance levels.

CONCLUSION AND RECOMMENDATION

1. Conclusion

The purpose of this study was to investigate the impact of Internal Communication Transparency and Top Management Support on Employee Performance at FAST Coffee & Bikewash. The empirical findings provide several important conclusions. First, the simultaneous hypothesis testing confirms that Internal Communication Transparency (X1) and Top Management Support (X2) collectively exert a statistically significant and favorable effect on Employee Performance (Y). This is supported by the F-test result, which produced an F-value of 26.395 with a significance level of 0.000 (< 0.05), indicating that the proposed regression model is valid in explaining performance outcomes.

Second, the independent variables significantly enhance the model's explanatory ability, as indicated by the coefficient of determination. The R^2 value of 0.601 indicates that 60.1% of the variance in employee performance can be explained by Internal Communication Transparency and Top Management Support, while the remaining 39.9% is influenced by other factors beyond the scope of this research. This discovery emphasizes that although organizational communication and managerial support play a central role, employee performance remains a multidimensional construct shaped by additional organizational and individual determinants.

Third, the partial hypothesis testing reveals that each independent variable has a favorable and noteworthy impact on Employee Performance. Internal Communication Transparency (X1) shows a significant influence, as reflected by a t-value of 2.812 and a significance level of 0.008 (< 0.05). This

indicates that clear, consistent, and open communication enhances employees' understanding of work expectations and improves coordination, ultimately contributing to better performance outcomes. Similarly, Top Management Support (X2) demonstrates a significant positive effect, with a t-value of 2.979 and a significance level of 0.005 (< 0.05). Leadership involvement, resource provision, and supportive policies are shown to strengthen employee motivation and productivity.

Furthermore, Top Management Support emerges as the most dominant factor influencing Employee Performance, as indicated by its partial coefficient of determination (r^2) of 0.318 (31.8%), which exceeds that of Internal Communication Transparency (0.300 or 30.0%). This suggests that while transparent communication is essential, the presence of strong managerial backing plays a slightly greater role in driving performance improvements within the organizational context examined. Overall, the acceptance of the third hypothesis confirms that the integration of transparent communication practices and robust managerial support creates a conducive environment for enhancing employee performance in service-based organizations.

2. Recommendations

Based on the findings and discussion, several practical and theoretical recommendations are proposed. From a managerial perspective, FAST Coffee & Bikewash is encouraged to continuously strengthen Internal Communication Transparency, particularly in disseminating operational information, work instructions, and organizational policies. Communication channels should be structured to ensure clarity, openness, and timeliness, thereby reducing misunderstandings and improving coordination among employees. Establishing regular briefings, feedback mechanisms, and clear documentation of work procedures may further support effective communication practices.

Considering that Top Management Support is identified as the most influential variable, organizational leaders are advised to maintain active and consistent involvement in daily operations and employee development. This support can be manifested through the provision of adequate work resources, structured training and mentoring programs, fair and objective performance evaluations, and initiatives that address employee welfare and well-being. Strengthening leadership visibility and responsiveness is likely to enhance employee engagement, commitment, and long-term productivity.

From an academic perspective, future studies are advised to broaden the model by adding more elements that could affect worker performance, such as leadership style, corporate culture, job happiness, and work motivation, or work environment factors. Subsequent studies could also explore different organizational contexts or industry sectors to improve the generalizability of findings and provide broader insights into the dynamics of communication transparency, managerial support, and performance outcomes.

FUTHER STUDY

Every study has limitations that provide opportunities for future research development. First, this research was conducted in a single organization with a relatively small sample size (38 employees), which may limit the generalizability

of the findings. Future studies are encouraged to involve larger samples and multiple organizational contexts to enhance external validity. Second, the model only examined Internal Communication Transparency and Top Management Support, while other factors—such as work motivation, job satisfaction, organizational culture, or leadership style—may also influence employee performance. Incorporating additional variables could offer a more comprehensive explanation. Third, the cross-sectional design captures perceptions at one point in time; therefore, longitudinal or mixed-method approaches are recommended to explore changes over time and strengthen causal interpretation. Lastly, as the data were primarily self-reported, future research may combine quantitative and qualitative methods to obtain deeper and more balanced insights.

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