

# Assessing The Turnover Intention Attitudes Of Nurses And Doctors In An Emerging Economy

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## Abstract

Since South Africa is part of the emerging economies which are experiencing an acute shortage of experienced professional nurses and doctors, it cannot afford to lose more health practitioners when the population is growing at an accelerating rate. The paper aims to assess the turnover intention attitude of doctors and nurses in South Africa. The study adopted an exploratory research design and qualitative research approach. A sample of 15 healthcare practitioners in South Africa was considered. It comprised ten professional nurses and five doctors who were interviewed on different dates. The findings revealed that the turnover intention attitude of nurses and doctors takes the form of confrontational behaviour, arrogant behaviour, uncooperative behaviour, negligence, and reluctance to attend long queues of patients. The results of this study indicated that negative attitudes connected to intention turnover had a significant impact on the organisation and the community, included damage to reputation, high litigation cases, drained finances, an increase of demoralisation, and an increase in the number of complaints and fatalities. In terms of practical managerial implications, the management should constantly review the attitude of doctors and nurses to check if they are aligned with turnover intention behaviours. Despite many studies documenting the causes of employee turnover, the turnover intention attitude has not been investigated, particularly in the health sector. The study is invaluable as it identifies the turnover intention attitudes and their impacts, which had not been known in the literature before. Hence, the findings extend the extant employee turnover literature. This study benefits employers and managers as they can identify attitudes that are immediate precursors of employee turnover.

**Keywords:** intention turnover, employee retention, employee turnover, attitude, behaviour

## Introduction

Workforce turnover brings a mixed bag of positive and negative effects to the organisation. According to Chiat and Panatik (2019), employee turnover brings impasse and interjection to continuous operational projects and becomes a significant cost contributor to the organisation. Ayodele, Chang-Richards and Gonzalez (2020) state that sometimes turnover of employees in the organisation is beneficial as it revitalises the organisation's new employees with new ideas. Dwesinin (2019) alludes that the intentional turnover of employees keeps managers and supervisors on their toes, which can be productive to the organisation. However, employer turnover and intention to leave are costing phenomena in the business space in various ways. Hence, looking closely into the intention to leave attitude is crucial to find sustainable cost-cutting measures that form retention strategies. Most employers are familiar with this term, but some may need to be more knowledgeable. According to Shahzad, Shah, Waseem and Bilal (2020), the employee turnover rate refers to the proportion of employees leave the organisation voluntarily over a year. The organisations are expected to prepare for unforeseen turnover by monitoring the attitude of employees at the workplace so that proactive rather than reactive measures can be implemented in response to the situations. It is undeniable that workforce turnover presents a dilemma to all profit and non-profit organizations around the world. Zimmerman, Swider and Boswell (2019) state that the replacement of cost of an individual employee can be equivalent or greater than twice salary of that employee. According to Stamolampros, Korfiatis, Chalvatzis and Buhalis (2019), the costs could increase due to the exit packages and usually the costs increase as the corporate ladder rises. Hence, regularly monitoring the voluntary and involuntary turnover intention attitude requires a comprehensive empirical study. Voluntary turnover attitude changes differ from one industry to another, region to another, and country to another. Hence, the study focuses on intention turnover attitude of employees in the emerging developing country, specifically focusing on the health industry in South Africa.

Turnover among clinical staff can harm service provision and organisational efficiency (Li, Lourie, Nekrasov & Shevlin, 2022). Various research studies claim a significant linkage between actual turnover and turnover intention. Many scholars (Stamolampros et al., 2019; Zimmerman et al., 2019; Dwesini, 2019) believe that the employee turnover's primary immediate precursor is the intention to leave. Hence, employee turnover rises as turnover intention increases. Consequently, gauging turnover intentions and attitudes of employees demands an empirical study to be undertaken, which can assist in determining their propensity to quit the organisation. Ramlawati, Trisnawati, Yasin and Kurniawaty (2021) affirm that turnover intentions usually indicate the subsequent behaviour accurately. Therefore, it is essential to carry out an empirical study on turnover intentions as they can provide valuable indicators regarding one's judgments and perceptions. While it may be beneficial to

lose poor performers, the consequences of employee turnover rate are usually costly and adverse. Having a comprehension about the impact of turnover intention attitude on the organisation is critical.

### **Literature Review**

Different from actual turnover, turnover intention is accompanied by ambiguity. It is usually associated with an employee's attitude towards the organisation (Salleh, Omar, Aburumman, Mat & Almhairat, 2020). They further state that the turnover intention is shrouded with confusion and complexities. Hence, various essential aspects need to be considered to comprehend the turnover intentions. Intention is a term relating to a particular behaviour of interest (Haldorai, Kim, Pillai, Park & Balasubramanian, 2019). In an endeavour to explain employees leaving the workplace, various synonymous phrases have been used in literature which include intention to quit, intention to leave and turnover intention. According to Nurjaya, Erlangga, Hong and Wijayanti (2020), the turnover intention relates to the deliberate and conscious wilfulness to leave the company. In other words, it entails the likelihood of an employee changing his or her job over a certain period. Turnover intention is the extent to which an employee plans to leave the organisation. According to Tamengkel and Rumawas (2020), the turnover intention has three withdrawal aspects entrenched in cognition process which include the intention to leave, the intention to search for another employment opportunity and thoughts of quitting the current job. In fact, according to Xiong and Wen (2020), an employee usually follows three stages when leaving the organisation. Firstly, an employee contemplates leaving the company, then secondly, an employee embarks on job search elsewhere and then indicates his or he intention to leave the company. This paper sought to examine professional nurses and doctors' attitudes concerning turnover intentions and analyse the extent of the impact of the turnover on healthcare service delivery.

### **Triggers of high employee turnover rates**

**Poor career progression and growth-** In most instance employees feel less valued when they are provided with growth and development opportunities within the organisations (Al-Suraihi, Samikon, Al-Suraihi & Ibrahim, 2021; Ngema, Rajlal & Utete, 2022). The employees are inclined to feel less recognised and develop the likelihood of leaving the organisation. The dissatisfaction emanating from the feeling of valueless in the organisation leads an employee to look for work somewhere elsewhere. In addition, growth opportunities at the workplace are associated with an increase in salary which become incentive for employees to remain in the organisation (Ratnasari & Lestari, 2020). Usually, those salary adjustments accompanied by career growth are likely to retain employees. However, failure to obtain such provision may increase the likelihood to leave the organisation. Nevertheless, despite all the salary adjustments associated with career growth, doctors and nurses still quit their organisations, which indicates that career growth is not the only factor that cause employees to leave the company (Stritch, Molina & Favero, 2020).

**Work overload-** High work overload poses strain to employees, there is a high risk of employees quitting their jobs and the possibility of making unnecessary medical errors (Jaharuddin & Zainol, 2019). This is why astute lawyers in court constantly challenge the Department of Health regarding medical negligence. High rates of absenteeism are reported usually among employees who overwork as they end up experiencing various sicknesses. In extreme, they quit the organisation. For this reason, it becomes challenging for superiors to take corrective action against employees who are misbehaving but hide with sickness reasons (Paul & Kee, 2020; Manjoo, Rajlal & Utete, 2023). The current employees within the organisation usually take the responsibility to train new employees hired to fills the vacant positions, which may strain them. Balancing the daily duties required to be performed and train the new employees may be time consuming and pose a huge burden to the existing employees.

**Lack of recognition and feedback-** It is human nature that an employee feel an organisation has an obligation to recognise him or her at the workplace (Ghafoor, Ansari & Moazzam, 2021). Employees who feel unrecognised at the workplace usually tend to abscond work. In some cases, it takes place when trade unions do not earn any recognition at the workplace and in some instances opinions of employees are neglected in decision-making. Management tends to make decisions for employees even when it is not necessary to do so. According to Zafar, Abid, Rehmat, Ali, Hassan and Asif (2022), a sense of recognition and respect may come as a result of being involved in decision-making. Subsequently, employees are prompted to full take part in the execution process since they have been afforded the opportunity to express their views. Hence, recognising employees cannot be emphasised. The system of performance appraisal has to be accompanied by a noticeable recognition for it to motivate employees. Failure to recognise an employee may lead to high absenteeism usually their views are unnecessary and unimportant (Li, Sawhney & Tortorella, 2019).

### **The influence of high turnover rates on current workforce in the organisation**

According to Tews, Michel and Stafford (2019), few employees tend to leave the organisation when the turnover rate of employees is low. However, when the organisation is experiencing high turnover rates, the remaining are likely to leave. This is usually caused by immediate work overload created by those employees who quit the organisation. It is rare for the organisation to immediately find a replacement at the same time when the employee leaves. For this reason, high turnover rate lowers the remaining employees' morale and induce huge monetary costs to the organisation. This implies that the organisation lose more money through exit packages and new hiring costs as compared to the benefits brought by employing a new employee as number of employees exiting the organisation surpasses the number of employees joining the organisation. Hence, high labour turnover rate has direct adverse effect to both to the existing employees and organisation. According to Uğural, Giritli, and Urbański (2020), there are numerous adverse effects of employee turnover.

It is complex and costly to manage high turnover in the organisation. Specifically, Rasheed, Okumus, Weng, Hameed, and Nawaz (2020) state that costs associated with losing employees in the organisation encompasses exit interviews, severance pay and other administrative tasks and responsibilities. Hence, high turnover rates pose unbearable costs especially to the still

growing organisations. When an employee leaves the company, the process of recruiting, selecting and orienting the new starts afresh. Once a suitable candidate is identified, the process of orienting, training and developing the employee immediately commences (Chiat & Panatik, 2019). However, there is no guarantee that the newly hired employee will perform to the minimum expectation of the employer after provided with training and development at an organisational cost. In this sense, it is highly risk to hire, train, and develop a new employee at organisational cost. In addition, it cannot be guaranteed that new hired employee will remain with the organisation for a long time. Ayodele et al. (2020) state that in some cases an employee voluntarily exits the organisation once he or she receive training. In this case, after receive training an employee usually see himself or herself as valuable and search for highly lucrative job opportunities somewhere else. They exit with talent and skills, process of replacing the employees commences again. According to Dwesini (2019), the process is stressful to the management and in some instances, it may cause management to leave the organisation. This may create a huge crisis in the organisation. There is weak morale in organisations experiencing high turnover. According to Salleh et al. (2020), an increase in the turnover rate of employees in the organisation indicates that the level of experience with organisational environment of existing employees across the organisation is lower than usual. Hence, the level of productivity dwindles. When many employees leave the company quickly, it frustrates management (Nurjaya et al., 2020). Some organisations seek the services of consultants to address the challenge of high turnover rate (Xiong & Wen, 2020).

The study presents the main theories supporting the turnover intentions. The theories present dissimilarities and similarities between two theories of existing turnover intention literature. The two theories work in complementary: the expectancy-confirmation theory and the theory of organisational equilibrium.

### **Theoretical framework**

The study is guided by the Expectancy-Confirmation Theory and the Theory of Organisational Equilibrium. According to Tan (2019), the key assumption given by Expectation-Confirmation Theory indicates that an individual has expectations before the event commences. Normally an individual is happy and satisfied if his or her expectations are met. However, usually an individual become dissatisfied and quit the job when his or her expectations are not met. The theory emphasises that the combinations of anticipations before the event and the succeeding evaluations after the event determine an employee's intention to leave (Hariguna, Rahardja & Aini, 2023). In the context of this study, candidates join an organisation with values and expectations. Unfortunately, when organisation fails to meet the expectations, they eventually leave the organisation (Rajput & Verma, 2019). However, if the organisation meets and surpassed the expectations, adverse behaviours such as turnover intention and absenteeism usually take place.

According to Parsons and Fidler (2005), the Theory of Organisational Equilibrium reinforces the need to balance employee inducements and contributions in the organisation. It is perceived to be initial formal theory that explains the turnover intention. This theory assumes that turnover take place after one weigh the contribution he or she is making to the organisation against the compensation he or she is receiving. This theory focuses on the assumption that the desire to move and the perceived ease of the move are the two key aspects that determine an employee's decision to leave. The two key factors that determine job satisfaction and cause turnover intention. According to the equilibrium theory, job satisfaction predominantly relies on compatibility with one's distinct responsibilities and roles at the workplace (Braun & Guston, 2003).

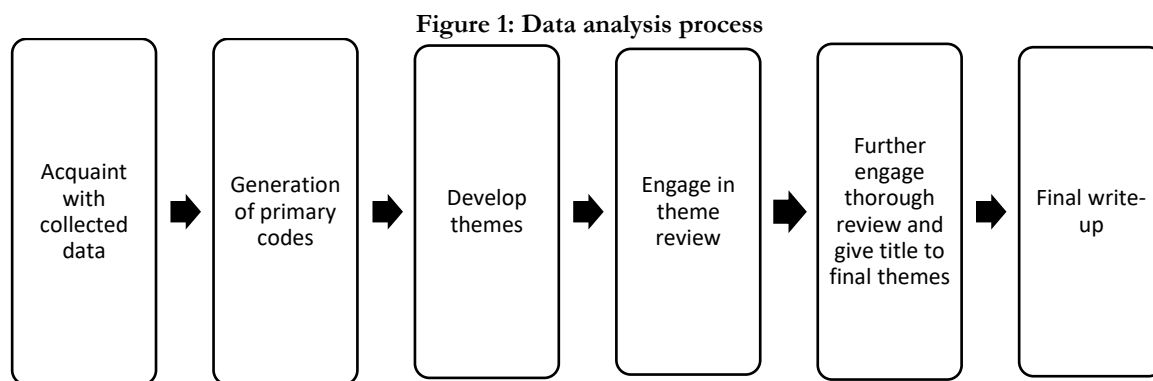
### **METHODOLOGY**

The study used qualitative research approach and exploratory research design. The qualitative approach usually concentrates on interpreting the phenomenon. It uses words pertaining to real situations (Maarouf, 2019). The qualitative research approach provides a rich comprehension professional nurses' and doctors' turnover intention attitudes. The study utilised the qualitative method to represent and seize the data from professional nurses and doctors using interview schedule. The target population consisted professional nurses and doctors at Prince Mshiyeni Memorial and King Edward VIII hospitals. For this study, the target population of professional nurses and doctors in South Africa is equated to N=1600. Therefore, the sample of 15 doctors and professional nurses at King Edward VIII and Prince Mshiyeni Memorial hospitals was considered appropriate. The respondents consisted of 10 professional nurses and 5 doctors were interviewed on separate dates. The study employed non-probability sampling in which purpose sampling technique was used to select the sample. In terms of purposive sampling, Ustun and Tracey (2020) state that the study selects participants with unique perceptions, attitudes, experiences and characteristics. Opie (2019) states that the advantage of purposive sampling technique is that it allows to the researcher to choose the most appropriate respondents to answer the research questions. Mehrad and Zangeneh (2019) state that purposive sampling answers the research question of the study thereby gaining and discovering insights about the phenomenon. This paper aimed to assess the turnover intention attitude of doctors and nurses in South Africa. For validity and reliability, credibility and trustworthiness were observed. Thematic content analysis was used to analyse the qualitative data. Qualitative data obtained through structured interviews (Pandey & Pandey, 2021). The respondents were informed that the interviews would be audio taped.

### **Findings and Discussion**

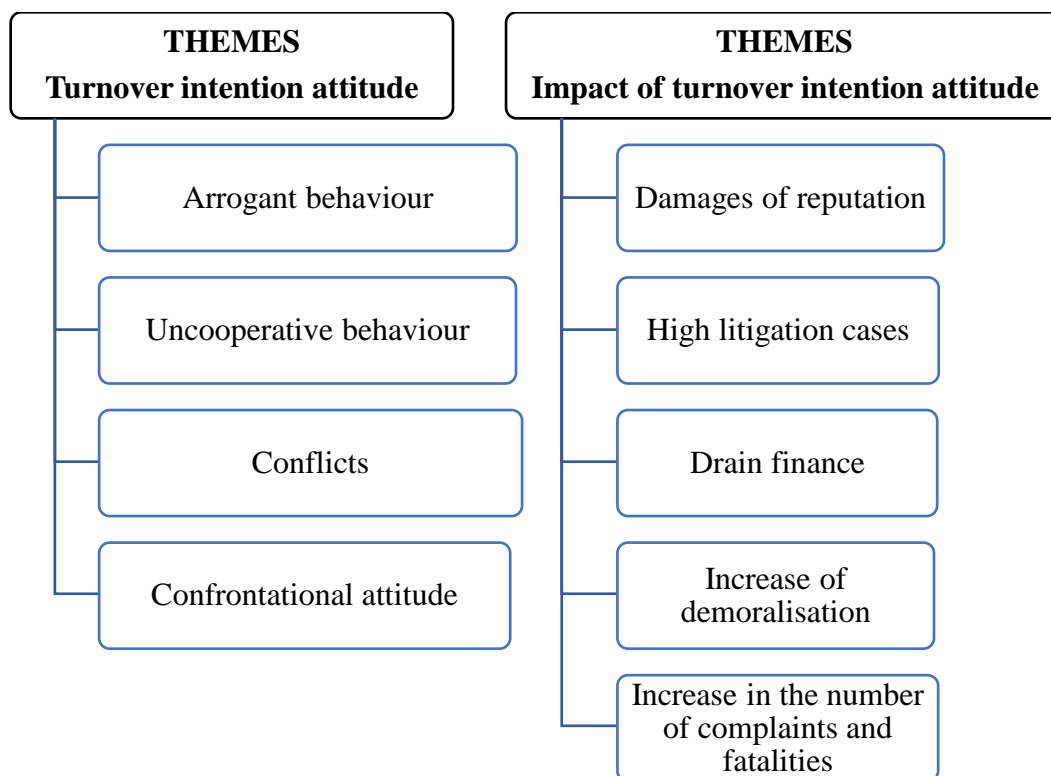
#### **Findings**

For this study, the length of service of the respondents ranged from 4 to 20 years at the selected hospitals. Figure 1 illustrates the process followed by the researchers when analysing the data. The data was collected interviews from the professional nurses and doctors.



Regarding turnover intention attitude, five themes from this study include arrogant behaviour, uncooperative behaviour, conflicts, and confrontations attitude. The key themes are presented and supported by direct quotes from the participants. The statements of the participants are quoted verbatim to ensure confidentiality. name

**Figure 2: Turnover intention attitude themes**



Based on Figure 2, the participants indicated that the attitude of staff was not favourable as they develop arrogant behaviour and some in circumstances leaving patients unattended. One of the responses that was quoted verbatim, *'the attitude of staff towards staff is negative. Unfortunately, patients end up suffering and waiting in long queues unattended, there is sometimes confrontational and arrogant behaviour among staff, waiting time target or norm cannot be met because of the staff shortage, the situation is tense, etc.'*

In Figure 2, the participants indicated that uncooperative behaviour was developing, which makes the workplace inconducive for others who may develop the same or similar attitude. One of the responses quoted verbatim, *'the attitude of staff is sometimes not that better, uncooperative behaviour and some resistance to some staff but it is manageable, frustrating to find yourself teaching the people all over again, workload increases stress, etc.'*

According to Figure 2, the participants indicated that incidents of negligence in which the wrong medicine was administered to patients were rising, leading to high litigation cases. One of the responses that were quoted verbatim, *'The attitude of staff is negative, and patients wait in the long queues, patients are given unreasonable appointments like a year ahead. Some appointments are being cancelled because of inadequate beds. It is negative publicity, on the other hand, that makes nursing staff arrogant, resistance to change, poor work performance by some staff, the confrontational attitude among staff, no smiles to the patients sometimes, waiting times guidelines are not being met, wrong medicines end up being given to the patients resulting in litigation cases, norms for the nurse per patient ratio are not adhered to because of the shortage of staff.'*

In accordance with Figure 2, the participants indicated that there was a surge of unnecessary conflicts and confrontations among nurses and doctors, which is intolerable at the workplace. One of the responses that was quoted verbatim, *'Attitude is sometimes bad, the staff is short-tempered and become impatient easily, long queues, conflict among professional nurses and doctors in front of patients, confrontational behaviour, uncompromising workforce, resistance to changes and management, etc.'* The participants indicated that some staff members had hostile, aggressive, and confrontational attitudes towards each other, either among doctors and professional nurses or health professionals and patients. This was one of the factors influencing the turnover of doctors and nursing staff. A stressful environment, confrontational behaviour, long patient queues, the World Health Organisation doctor-patient standards not followed, aggressive behaviour, and silly mistakes lead to high litigations and turnover.

The participants indicated that unbecoming behaviour of nurses and doctors in the form of poor-quality health service to patients is experienced frequently in the organisation. One of the responses that was quoted verbatim, *'long queues, patients stand in those long queues, patient appointments delayed, conflict and confrontational attitude among staff, litigation cases increase, negligence and carelessness, poor quality healthcare service to patients, patients stay longer and sometimes shorter in the hospital bed, arrogance among staff to patients, unruly untoward behaviour to patients.'*

The five (5) themes that emerged from the impact of the turnover intention attitude include damage to reputation, high litigation cases, drain finance, an increase of demoralization, and increased complaints and fatalities. The key themes are presented and supported by direct quotes from the participants. The statements of the participants are quoted verbatim to ensure confidentiality.

In terms of terms Figure 2, the participants indicated that employee turnover of doctors of doctors and nurses increase the workload. One of the responses that was quoted verbatim, *'the patients' safety is compromised, the impact is huge because doctors just resign and go elsewhere without any replacement, more workload to the remaining doctors, litigation take place and the department loses billions of money on such cases, poor reflection on the medical profession, reputational damage and so on, crisis management, recruitment of new doctors become a challenge.'*

According to Figure 2, the participants indicated that employee turnover significantly affects the health system. One of the responses was quoted verbatim, *'massive damage to the healthcare system, poor quality of healthcare, patient's safety incidents, increase of litigation cases, department loses money to the claimants, too many mistakes, negative publicity to health care facilities, reputational damage to the department of health, conflict among staff members, resignations with no replacements, frustrations.'*

In line with Figure 2, the participants indicated that the turnover of doctors and nurses tremendously drains the financial position of the Department of Health as the demands for exit package increases at a high rate. One of the responses that was quoted verbatim, *'patients' safety is compromised, the impact is pathetic and has bad reflections on the department of health as a whole, department pays a lot of money for litigation cases and that drains the coffers of the department more, people sometimes make silly mistake because they are short-staffed and they are faced with a number of patients, they get receive negative publicity sometimes for something that is beyond reproach, moratorium on the filling of vacant posts compounded the problem, doctors are fed up and they leave the public sector hospitals.'*

In accordance with Figure 2, the participants indicated that as turnover of some staff take place, the remaining staff experienced more demoralisation. One of the responses was quoted verbatim, *'patient care suffers or service delivery suffers, communities complain every day, there is negative publicity in most of the newspapers about the healthcare falling down in the public hospitals, number of litigation cases begin to increase, the department of health budget skewed further making difficult for the healthcare facilities to function, nursing profession is tarnished, communities lose confidence and trust on public sector institutions, we, nurses, are always blamed, demotivated and demoralised employees, staff decide to leave the service, some do moonlighting, absenteeism rate becomes high, nurses would submit medical certificate from medical practitioners claiming they were ill and yet they were moonlighting, the remaining nurses would carry the can and there would be burnouts, fatigue and dissatisfaction, etc.'*

In terms of Figure 2, the participants indicated that they received several complaints from the community about compromised service delivery as most experienced doctors left the organisation. One of the responses was quoted verbatim, *'the impact is huge, it dents the image of our institution and the department of health as a whole, more complaints from the communities are received, negative publicity by the relatives or patients themselves on the kind of services they receive become surprisingly higher, nursing profession is tarnished, the moratorium on the filling of posts makes it very hard for us to function, it becomes a challenge to recruit new staff, etc.'*

In relation to Figure 2, the participants indicated the increase in litigation cases that are costing the department millions of rand because people are working under stressful and depressing conditions which leads them to make careless mistakes. Mistakes which are costly to the department because the claimants win such cases in court. The Department of Health is always found guilty and cannot defend such cases. One of the responses was quoted verbatim, *'litigation cases increase, the image of the hospital gets dented, becomes a mammoth task to recruit new staff, staff leave the resign, conflict among staff, confrontational behaviour and attitude, I don't care attitude becomes glaringly visible among staff, doctors become harsh to the nursing staff in front of the patients, the shouting behaviour and so on.'* The participants mentioned negative publicity as another factor influencing doctors and nurses' high turnover in the South Africa. It is not palatable to always be in the news for the wrong things.

## Discussion

The findings indicated that the attitude of doctors and nurses was growing sour as arrogant behaviour was seen at the workplace. The unacceptable, negative attitude could be ascribed to low morale concomitant with poor service conditions and staff shortage. The findings are congruent with Hussain and Xian (2019), who carried a study on factors influencing employees' turnover intention in construction companies in Selangor and found that presence organisational politics and poor

communication increase the turnover intention of employees. The negative attitude could indicate the doctor and nurses' intention to leave the organisation. The results are also in line with Skelton, Nattress, and Dwyer (2019), who conducted a study on predicting manufacturing employee turnover intentions, and the results showed a significant linkage between turnover intent, job embeddedness and job satisfaction.

The findings also indicated that uncooperative and confrontational behaviour was developing, which makes the workplace inconducive for others who may develop the same or similar attitude. The unbecoming attitude may arise due to poor infrastructure, shortage of medical equipment, and extended, tedious supply chain management within the health organisation. This study's results align with a study carried out by Kiebusch, Price and Theis (2003) on turnover predictors found that communication of realistic promotion support. The findings of this study also align with Zeffane (1994), who conducted a study on employee turnover and revealed voluntary employee turnover relies on the fitness between individual values and management style. The findings also indicated the behaviour of negligence in which incidents of having the wrong medicine administered to patients rose, leading to high litigation cases. The findings indicated an adversary conflict attitude toward patients or among fellow staff members, which showed signs of professional nurses' and doctors' intention to leave the service. The results agree with Khatri, Fern and Budhwar (2001), who conducted a study on turnover of employees in an Asian context and revealed that job hopping attitude, procedural justice, and organisational commitment were the critical factors aligned with turnover intention.

The results revealed that the high turnover of doctors damages the reputation of the health facilities. The society lost trust in the health facilities. There is breakdown of trust between the society and health facilities. As such, patients prefer to use private health facilities for health-related issues as compared to public health facilities. The results of the study indicated that the high turnover rate of professional nurses and doctors damages reputation of the health facilities. Communities frustrated by the unreasonable cancelling of appointments of patients. The results align with Porter and Steers (1973), who studied absenteeism and employee turnover and found that they disturb the smooth functioning of the organisation. Igbaria and Guimaraes (1999) studied turnover intentions of employees in the USA and found that an increase in turnover intention is likely to lead to high turnover rate.

The findings indicated that turnover of nurses and doctors results in having long working hours for those who are left behind. The findings of this study are related to Kim (2012) who conducted a study on turnover intentions of IT employees and found that training work overload significantly influence turnover intentions. The findings indicated turnover of doctors and nurses shrinks the financial position due to ballooned demand for exit packages. Therefore, the impact of employee turnover is so huge. A study carried out by Kim (2005) on employee turnover intentions revealed that employee turnover eroded the organisation's financial coffers.

### **Implications of the study**

Regarding practical managerial implications, the management should constantly review their compensation structure, working conditions, and infrastructure development, considering the inflation rate and dynamic change of technology. By so doing, the morale may be improved, averting the development of unbecoming behaviour among doctors and nurses. The management must also thoroughly investigate the primary trigger of every intolerable behaviour displayed or performed by doctors and nurses to identify the actual cause. Clear communication should be maintained between top management and staff; signs of intimidation and trickery must be dealt with transparently. When such a conducive work environment exists, a turnover intention attitude, which is predominantly negative, may not be seen within the organization. The study has excellent theoretical implications as it identifies the turnover intentions attitudes and their impacts, which had not been known in the literature before.

### **Conclusion**

Based on the findings of this study, it can be concluded that the turnover intention attitude of doctors and nurses is negative and unwelcome within the work environment. They displayed the attitude mainly in the form of confrontational behaviour, arrogant behaviour, uncooperative behaviour, negligence, and reluctance to attend long queues of patients. This is due to poor service conditions, shortage of staff, poor compensation, poor infrastructure, shortage of medical equipment, and long tedious supply chain management within the health organisation. The negative attitude connected to intention turnover significantly impacted the organisation and the community, which encompasses damage to reputation, high litigation cases, drain finance, an increase of demoralisation, and increased complaints and fatalities. Since the turnover intention attitude and its impact were identified, the objectives of this study were achieved. The study's key limitation is that it only focused on a qualitative research approach, a mixed-method approach could have brought more insights. The future studies should investigate the turnover intention attitude of employees in some industries other than the health sector to find the similarities and dissimilarities.

### **Author Contributions**

Conceptualisation – T.I.N; Methodology-R.U; Formal analysis-R.U; Investigation- T.I.N  
Visualisation-R.U; Project Administration- T.I.N; Resources-T.I.N

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## Conflict of Interest

The article has no conflict of interest

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