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Transformational Leadership Influence, Compensation, and Organizational Climate on Employee Performance with Work Motivation as Mediator Variable (Case Study at PT. Indo Traktor Utama)

Casmun^{1,*}, Rhian Indradewa¹, Tantri Yanuar R. Syah¹, and Diana Fajarwati¹
¹Faculty of Economic and Business, Esa Unggul University, Jakarta, Indonesia

This study aimed to analyse the effect of transformational leadership on work motivation. Here; the analyse effect of compensation on work motivation and organizational climate on work motivation and effect of work motivation on employee performance at PT. Indo Traktor Utama has been studied. The correspondent sample of this study reached 180 respondents who are considered to have represented the population under study. In this study, we use the convenience sampling method, which is a sampling method based on the comfort factor of the respondent's place with research at the survey location. The analytical model also descriptive analysis and Structural Equation Modelling analysis with the Lisrel Program was performed in this study. The result shows that: first transformational leadership has a positive and significant influence on work motivation. These results imply that better transformational leadership is carried out by superiors at PT. Indo Traktor Utama, make better work motivation of its employees. Second, compensation has a positive and significant effect on work motivation. This means that the better compensation provided the higher work motivation. Third, organizational climate has a positive and significant effect on work motivation, this means that the better the organizational climate, the better work motivation, and fourth work motivation has a positive and significant effect on employee performance. This means that the better work motivation, the higher the performance of employees at PT. Indo Traktor Utama.

Keywords: Transformational Leadership, Compensation, Organizational Climate, Employee Performance, Work Motivation

a) INTRODUCTION

The leadership style of a leader or superiors and their ability to motivate themselves and others will influence career success and organizational performance [1]. Here, the leadership style within an organization is a major factor for maintaining and improving employee performance [2]. It means that leadership style is very important to motivate employees and maintain performance. Meanwhile, financial incentives or compensation can increase employee motivation because incentives in the financial form of employees can be allocated to the needs, they want [3]. The appropriate incentives are given to employees, and then the incentives can meet the needs of employees, eligibility can also be compared with the provision of incentives made by other

companies [4]. Then, the factor that most motivates employees from various departments on their work is working conditions, salary and benefits [5]. However, in organization employees are managed by work groups and teams [6]. It is similar that the team factors influence an individual variable; such as motivation and creativity [7]. By knowing this variable, the team or group factors can influence the employee motivation and creativity; it was very useful if a manager is responsible for developing a good organizational climate with subordinates and more creative. Here, an employee will be motivated to do their work depending on the strength of their motivation that influences them [8]. Thus, a leadership style, motivation and discipline have a significant positive effect on employee performance [9, 10]. Meanwhile, the employee is motivated it will be become more productive and make

*Email Address: c.abuzaky@gmail.com

a cost savings. Here, motivational factors play an important role in increasing employee job satisfaction. Here, a leadership style factors can be increase employee motivation while compensation or incentives increase work motivation. Thus, climate factors affect the organization's environment motivation and motivation to improve employee performance. Based on previous study, the issues that will be discussed in this study are formulated into the following questions such as: the leadership style affect employee work motivation, compensation increase employee motivation, the organizational climate increase work motivation, and work motivation affect individual employee performance.

Thus, the objectives of this study are formulated as follows: First, to investigate the significant influence of transformational leadership styles on work motivation. Second, to investigate the effect of compensation on work motivation, third, to investigate the influence of organizational climate on work motivation, and to investigate the effect of employee work motivation on individual employee performance.

2. METHODOLOGY

A. Transformational Leadership

Leadership is a process of interaction between several individuals or groups in both formal and unstructured structural situations. Here, leadership can be interpreted as an individual's ability to focus on how to give subordinates direction by adapting their strengths [10]. Thus, leaders can influence followers by motivating them to work hard in achieving organizational goals [11]. An employee was motivated by leaders who give them inspiration to achieve the organization goal [11]. Furthermore, the transformational leadership inspires well the loyalty and trust of followers and they hope that their followers will be able to be inspired to achieve their goals.

B. Compensation

Compensation is often referred to as rewards given to employees as a form of retaliation for contributions made to the organization [12]. The employee compensation is separated into two main groups, such as: 1) direct payments, e.g., salaries, work incentives, commissions and bonuses. 2) indirect payments e.g., benefits, such as insurance benefits, paid leave, housing facilities, training facilities, and others. This compensation is very important for employees as individuals because some compensation reflects the size of their own work contribution to the company. However, the contribution to the company concludes that a good incentive or compensation system, conducive working environment conditions, adequate benefit schemes and progressive work development are important factors that affect employee work motivation.

C. Organizational Climate

Organizational climate is the variable most commonly used to describe the organizational context. Organizational climate is seen as the nature of the organization consisting of mindset and views that can lead to behavior and describe the life of the organization [12]. Here, the relevance of the variables of diversity and organizational psychology it is agreed that organizational climate is an important variable [13]. Furthermore, the organizational climate is defined as the global impression of the organization and the personal impact of the work environment. Organizational climate tends to influence employee behavior and work perceptions of the organization. Here, organizational climate has a real effect on employee motivation. A good work climate will be able to increase employee morale, loyalty and productivity.

D. Motivation

Motivation as a desire to do something with a hard effort to achieve organizational goals is conditioned by efforts to meet individual needs. In essence, employees are motivated to do their job depending on the strength of the motives that influence them [13]. Then, leadership style and motivation have a significant positive effect on employee performance. In addition, when an employee is motivated, he becomes more productive and this leads to cost savings. Thus, a motivational factor plays a significant role in increasing employee job satisfaction [14]. Thus, a positive correlation between employees works motivation on employee performance and organizational effectiveness. Motivated employees are more committed to the company and customers, and this will lead to improved employee performance.

E. Employee Performance

The definition of performance according to Armstrong, performance is the behavior or the results of behavior carried out by someone who turns something abstract into a real action. Furthermore, the scope of performance is grouped into several aspects, namely: 1) quality of work (quality), 2) speed of work (quantity), and 3) communication (teamwork). Thus, performance is a function of ability and motivation according to industrial and corporate psychology which is a three-component relationship, namely: motivation, skill level and attitude (attitude). Furthermore, that employee performance is related to task completion by an employee [14]. In addition, performance is something the overall result or success of a person during a certain task period compared to work standards, targets, goals or criteria that have been predetermined and agreed upon.

F. Relationship of Transformational Leadership Influence, Compensation, and Organizational Climate on Work Motivation, and Employee Performance

Based on the complete explanation in the literature review above, this study proposes the following hypotheses:

a) The Effect of Transformational Leadership on Work Motivation

A leadership is the process of influencing others to achieve a goal. Here, a leader's leadership style and ability to motivate themselves and others will influence career success and maintain organizational performance. In other words, leadership is a process in which a leader communicates ideas to achieve vision acceptance and motivates followers and implements those ideas through others. Here, employees are motivated by leaders who give them inspiration [14]. Furthermore, the transformational leadership inspires well the loyalty and trust of followers. And, they hope that their followers will be able to be inspired to achieve their goals. Based on the explanation of previous studies above, then in this study put forward hypothesis 1 as follows:

(H₁): Transformational leadership has a positive and significant influence on work motivation.

b) The Effect of Compensation on Work Motivation

An individual will do something because of their inner and outer encouragement to fulfill what they need, the role of employees who are highly motivated and supported by the skills and knowledge to do their jobs are needed [14]. Compensation is very important for employees as individuals because some compensation reflects the size of their own work contribution to the company. However, a good system of incentives or compensation, conducive working environment conditions and adequate benefit schemes are factors that influence employee work motivation [15]. Based on the explanation of the previous study above, then in this study put forward hypothesis 2 as follows:

(H₂): Compensation has a positive and significant effect on work motivation.

c) The Effect of Organizational Climate on Work Motivation

Organizational climate is the most commonly used variable to describe organizational context. Here, the organizational climate is seen as the nature of the organization consisting of mindset and views that direct behavior and describe life in the organizational environment [15]. Because of the relevance of the variables of diversity and organizational psychology it is agreed that organizational climate as an important variable influence's individual motivation [16]. Based on the explanation of the previous study above, then in this study a hypothesis 3 is proposed as follows:

(H₃): The organizational climate has a positive and significant influence on work motivation.

d) The Effect of Motivation on Employee Performance

A positive and significant effect between an employee's work motivations on performance. Here, an employee is motivated, while becomes more productive and this leads to cost savings. Then, a motivational factor plays a significant role in increasing employee job satisfaction. A positive correlation between employee work motivation and employee performance and organizational effectiveness. Motivated employees are more committed to the company and customers, and this will lead to improved employee performance [16, 17]. Based on the explanation of previous studies above, then in this study put forward hypothesis 4 as follows:

(H₄): The motivation has a positive and significant effect on employee performance.

Figure 1 shows the research model in this study by using four hypotheses.

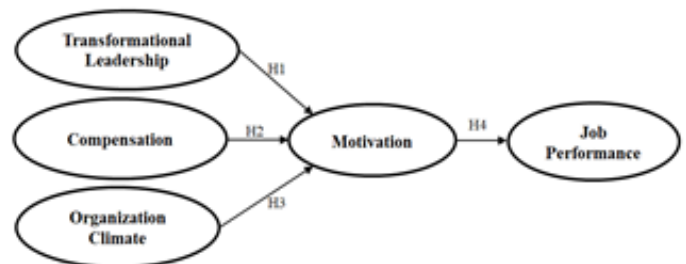


Figure 1. Research Model

G. Population and Sampling

The design of this research is to use descriptive research. By applying this type of research method, this research will verify the causal relationship between transformational leadership communication, compensation and organizational climate as an independent variable, motivation as a mediator variable, and employee performance as the dependent variable. The current study also uses correlational research, which examines whether the two variables are correlated with each other or not, and to investigate the strength and purpose of correlation. Current research uses the structural equation modeling (SEM) method using Lisrel to investigate significant levels and correlations between variables. The object of this research is PT. Indo Traktor Utama throughout Indonesia. PT Indo Traktor Utama is a company that operates as truck and heavy equipment authorized dealer under Indomobil Sukses Internasional, and is a part of the Salim Group. Products sold by PT. Indo Traktor Utama are from Europe, i.e. Renault trucks from France, Manitou lift equipment which is also from France, and port container lifting equipment of the Kalmar brand from Sweden. The main business of

PT Indo Traktor Utama is 3S (three-S), namely: Sale units, Spare parts and Service. PT Indo Traktor Utama was chosen as the object of research at this time, because PT Indo Traktor's business and products are specialized compared to other businesses and similar products. The products sold by this company have won the trust of customers, known as high quality or premium class brands. The method of data collection is done by distributing questionnaires to 180 employees at PT. Indo Traktor Utama. The sample exceeds the minimum sample required of 150 respondents, which is calculated based on 5 times the number of indicators. The variables studied in this research consisted of three independent variables namely; leadership style, compensation provided by the company and organizational climate within the company. With the dependent variable of employee performance, there is also a mediator variable that is employee motivation. The measurement of these variables was adapted from the questionnaire instrument, which applied a Likert scale in five successive response rates from 1 to 5 levels.

3. RESULT AND DISCUSSION

The results showed that there was a positive and significant influence of transformational leadership, compensation and organizational climate on work motivation, and then there was a positive and significant effect of work motivation on employee performance at PT Indo Traktor Utama.

A. Normality and outlier test

To test that the data were normally distributed for analysis, researchers applied a statistical test of the skewness value provided in the SPSS 23 software program. Assumptions for data normality were met when the critical value (cr.) was less than ± 2.58 of normally value. The normality test is managed by applying a normality assessment. Based on univariate tests, the values in cr. column (skew) less than ± 2.58 . Therefore, it is evident that the data is normally distributed. In instrument analysis, an outlier test is performed to confirm that the data analyzed has the same range. The current study found that the value of Chi Square Tables with DF 13 and $p = 0.001$ was 34.5. Based on calculations, there are no observations that have a value of $p < 0.001$. In addition, the Mahala Nobis d-square value reached 33.730, less than ($<$) 34.5 (table X2). This means that there are no outliers, or data that deviates too far.

B. Validity and reliability test

The SPSS version 23 program also provides users with a validity test with a standard factor loading (λ) of more than ($>$) 0.5 then it is declared valid, and the data will be confirmed as reliable data when the variable reliability value (CR) of each variable data gets more than ($>$) 0.7 (see Table I).

Table I. Research variables validity test

Variable	Dimension	Factor Loading (λ)	Error (ϵ)	$\Sigma (\lambda)$	$\Sigma (\epsilon)$	Construct Reliability (CR)
Transformational Leadership	TL1	0.611	0.354	3.77	2.828	0.834
	TL2	0.659	0.480			
	TL3	0.694	0.353			
	TL4	0.726	0.478			
Compensation	CM1	0.789	0.197	6.882	3.359	0.934
	CM2	0.740	0.263			
Organization Climate	OC1	0.750	0.326			
	OC2	0.736	0.360			
	OC3	0.747	0.294			
Motivation	MT1	0.926	0.070	4.174	1.659	0.913
	MT2	0.734	0.437			
Job Performance	JP1	0.863	0.300	2.432	1.867	0.760
	JP2	0.928	0.446			
	JP3	0.757	0.385			

Based on the data above that the lowest factor loading (λ) is 0.611 and the highest factor loading (λ) obtained is 0.926, with a standard factor loading (λ) 0.5, then it is declared valid. Furthermore, in each variable the CR value is above 0.7, and then the data is declared reliable.

C. Goodness-of-Fit Test

In this study, a goodness-of-fit test was processed using Lisrel software. Table II shows the results of the goodness-of-fit index after testing the data (see Table II).

Table II. Goodness-of-Fit Index

GFI Index	Result	Cut Off Value	Criteria
Chi Square	67.537	70.9	Good
Probability	0.086	≥ 0.05	Good
CMIN/DF	1.274	≤ 2.00	Good
RMSEA	0.042	≤ 0.08	Good
GFI	0.939	≥ 0.9	Good
AGFI	0.900	≥ 0.9	Good
TLI	0.980	≥ 0.9	Good
CFI	0.986	≥ 0.9	Good

The results show the value of Chi Square (X^2) with a significance level of 0.086 and a value of $p > 0.05$. Ho highlighted that there was no difference between the estimated covariant matrix sample and the estimated covariant population. In other words, that the sample covariance matrix and the population covariance matrix are considered to be the same, so the model is stated as good. The Minimum Sample Discrepancy Function (CMIN / DF) index is set as small as possible which measures the level of goodness-of-fit model and the estimated total coefficient. The calculation is expected to reach the adjustment rate. The result is the CMIN / DF value is 1,274, where it is less than ($<$) 2 (the value suggested by CMIN / DF), then it shows that the data is good-fit model. The Root Mean Square Error of Approximation (RMSEA) number is an index used to compensate the Chi Square Statistics values in large

samples. The RMSEA value indicates the goodness-of-fit expected when the model is estimated in the population. The recommended value to accept is less than (<) 0.08. The results in this study show a value of 0.042, which means that it indicates the status of a good-fit model. Goodness-of-fit (GFI) analysis illustrates the adjustment rate of the model. The recommended number accepted by GFI is more than (>) 0.90. The results show that the GFI value is 0.939, more than (>) 0.9. So, this shows that the model is good-fit. The Adjusted Goodness of fit Index (AGFI) is a GFI development index. This index is set with the degree of freedom of the model ratio, which suggests that the level of freedom of the model is zero. The results of this study indicate that the AGFI value is 0.900, more than or equal to (\geq) 0.9 the recommended AGFI value, then this shows a good-fit model. Tucker Lewis Index (TLI) is an alternative incremental fit index. This compares the model tested with the baseline. The recommended value is more than (>) 0.9. The results of this study indicate the TLI value is equal to 0.980, and then it shows the good-fit criteria. The Comparative Fit Index (CFI) is a regulated improvement index. This compares the model tested with the null model. The recommended CFI value is more than (>) 0.9. The value of the test results is 0.986, which shows the good-fit model. In accordance with the results of the Goodness-of-Fit Index calculation above, most parameters meet the requirements expected by AGFI. Thus, this study designs meet the adjusted model.

D. Hypothesis Test

The results shown by Lisrel software explain the relationship between variables, namely transformational leadership, compensation and organizational climate on motivation, and motivation variables affect employee performance (see Table III).

Table III. Result of Hypothesis Test

Correlation between Variables	Est. Coeff	S.E.	C.R.	P value	Additional information
Trans. Leader → Motivation	0.382	0.065	3.811	0.003	Significant
Compensation → Motivation	0.212	0.082	2.190	0.031	Significant
Org. Climate → Motivation	0.297	0.133	3.069	0.004	Significant
Motivation → Performance	0.209	0.112	2.113	0.037	Significant

A. First Hypothesis Test

The first hypothesis test states that **(H1): Transformational leadership has a positive and significant influence on motivation.** Table 3 above shows that the transformational leadership variable is proven to have a positive and significant effect on work motivation, which is indicated by the estimated coefficient at 0.382 with a probability value of $p = 0.003 < 0.05$.

B. Second Hypothesis Test

The second hypothesis test states that **(H2): Compensation has a positive and significant effect on work motivation.** Table 3 above shows that compensation variable is proven to have a positive and significant effect on work motivation, which is indicated by the estimated coefficient at 0.212 with a probability value at $p = 0.031 < 0.05$.

C. Third Hypothesis Test

The third hypothesis test states that **(H3): Organizational climate has a positive and significant influence on work motivation.** Table 3 above shows that organizational climate variable is proven to have a positive and significant effect on work motivation, which is indicated by an estimated coefficient of 0.297 with a probability value at $p = 0.004 < 0.05$.

D. Fourth Hypothesis Test

The fourth hypothesis test states that **(H4): Motivation has a positive and significant effect on employee performance.**

Table 3 above shows that the motivational variable has a positive and significant effect on employee performance, which is indicated by the estimated coefficient at 0.209 with a probability value of $p = 0.037 < 0.05$ (see Table IV).

Table IV. Indirect influence (Mediating Effect)

The Pattern of The Correlation	The Weight of Indirect Effect
TL → MM → JP	0.118
CM → MT → JP	0.068
OC → MT → JP	0.062

Table IV showed transformational leadership influences indirectly through motivation as a mediating variable, with the weight of indirect influence at 0.118 or 11.8%. Thus, transformational leadership is getting better at PT. Indo Traktor Utama, the work motivation of employees will increase. Accordingly, it is expected to improve employee performance as well. Compensation affects employee performance indirectly through motivation as a mediator variable with an indirect influence weight of 0.068 or 6.8%. This explains to us that the better the compensation provided by PT. Indo Traktor Utama; the better work motivation will be. Furthermore, this will improve the performance of employees at PT. Indo Traktor Utama. Furthermore, organizational climate has an indirect effect on motivation performance as a mediator variable with an indirect influence weight of 0.062 or 6.2%. This tells us that the better the organizational climate at PT. Indo Traktor Utama, work motivation increases, and employee performance will also increase. The relationships between each parameter as follows:

a) The Effect of Transformational Leadership on Motivation

The result of data analysis with Lisrel software explains to us that the positive and significant influence between

transformational leadership variables on employee work motivation at PT. Indo Traktor Utama. This indicates the better superiors (leaders) to implement the transformational leadership of PT. Indo Traktor Utama, employee motivation will increase. The results of this study are the same as previous studies conducted by Shu-Yi, et.al (2018) that: transformational leadership has a positive effect on increasing employee work motivation.

b) The Effects of Compensation on Motivation

The results of analysis with Lisrel software show that compensation has a positive and significant influence on the motivation of the employees of PT. Indo Traktor Utama. This indicates that the better the pattern and scheme of applying compensation, the better the work motivation of employees at PT. Indo Traktor Utama. In line with the results of the study Sudiardhita (2018) found that giving incentives (compensation) as the basis those employees would improve their performance.

c) The Effect of Organizational Climate on Motivation

The results of the analysis by Lisrel software show us that there is a positive and significant influence on the organization's climate, one of the variables, on employee work motivation at PT. Indo Traktor Utama. This shows that the better the condition or climate of the organization, the work motivation will increase. In accordance with relevant literature, it is clear to us that organizational climate has a positive influence on motivation. As Farhanabanana (2013) states that motivational factors play a significant role in increasing employee job satisfaction.

d) Effect of Work Motivation on Employee Performance

The results of analysis with Lisrel software show that there is a positive and significant influence of motivation, as one of the variables, on employee performance at PT. Indo Main Tractor. This indicates that the higher the level of motivation, the higher or better the performance of employees at PT. Indo Traktor Utama. A positive correlation between employee work motivation on an employee's performance and organizational effectiveness. Motivated employees are more committed to the company and customers, and this will lead to improved employee performance. Then, the individual's performance is getting better.

4. CONCLUSION

This study has been successfully studied. Here, the proposed recommendation over PT. Indo Traktor Utama is explained related the capability of the company. Thus, the following aspect of all hypothesis such as First, there is a positive and significant influence of transformational leadership as one of the variables, on the work motivation of employees of PT. Indo Traktor Utama. This shows that when transformational leadership at PT. Indo Traktor Utama increases better, then the level of employee motivation will increase. Second, there is a positive and significant effect of compensation as one of the variables,

on the work motivation of employees of PT. Indo Traktor Utama. This shows that when giving or applying compensation at PT. Indo Traktor Utama is better, then employee motivation will increase. Third, there is a positive and significant influence of organizational climate as one of the variables, on the work motivation of PT. Indo Traktor Utama. This shows that when the organizational climate at PT. Indo Traktor Utama is better and more conducive, so employee motivation will increase. Fourth, there is a positive and significant influence of work motivation as one of the variables, on the employee performance results of PT. Indo Traktor Utama. This shows that when work motivation at PT. Indo Traktor Utama is better, so employee performance will improve. Based on the conclusions appearing in this study, several suggestions were offered for management at PT. Indo Traktor Utama such as First, conclusions from the results of the study say that: Transformational leadership, compensation and organizational climate can have a positive and significant influence on increasing employee motivation. So, to maintain the level of employee motivation, according to this study it must improve transformational leadership that can inspire and be charismatic, both organizations are able to provide and implement fair compensation schemes, which are in accordance with their achievements and performance. The three leaders must create and supervise organizational climate conditions to make it more conducive and comfortable to work. Because from the results of studies that: transformational leadership, compensation and organizational climate have a positive and significant effect on work motivation. Second, the company needs to increase work motivation in its organization to be able to improve the individual performance of each employee. As an indicator of what quality should be improved with the needs of customers. Motivation is a very powerful driver to move people towards a set goal. The work motivation of employees must be maintained and improved, so that each individual also further improves performance. Thus, this study is still very limited and relatively small in scope in the object of research and the application of the sample. Then, the data collection method uses a questionnaire so that the results of the study are limited to the data taken which is the perception of the respondents' answers to the variables studied. It is hoped that in the future there will be more and more extensive research, so that the results will be more comprehensive, giving a stronger picture of the population. Both in terms of companies in the industry that are used as respondents, or development in terms of variables.

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