

Transformational leadership, trust, work involvement, soldier's job satisfaction**Dwi Joko Siswanto^{a*}, Salim Basalamah^a, A. Rahman Mus^a and Baharuddin Semmaila^a**^a*Universitas Muslim Indonesia, Indonesia***CHRONICLE****ABSTRACT***Article history:*

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The purpose of this study is 1) to find out whether there is an influence of transformational leadership on soldier trust, 2) to find out whether there is an influence of transformational leadership on employee engagement, 3) to determine the effect of transformational leadership on job satisfaction, 4) to determine the effect of trust on employee engagement, 5) to determine the effect of trust on soldier job satisfaction, 6) to determine the effect of Employee engagement on job satisfaction. The method used in this research is quantitative data collection methods. The data are collected through questionnaires and literature studies. The study uses structural equation modeling to test the hypotheses of this survey and the results have confirmed all the hypotheses of the survey.

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1. Introduction

In the literature on leadership style, transformational leadership stands out specifically in relationship with the effective leadership behavior and is considered an appropriate leadership style to be adopted in times of turmoil and change, especially in the military field (Bass, 1985; Kane & Tremble, 2000; Bass et al. 2003; Ivey & Kline, 2010; Chesser, 2006; Garcia-Guiu, et al., 2016; Smiljanic, 2016). Therefore, in relation to the military context, transformational leadership encourages subordinates not to prioritize self-interest (US Department of the Army, 1999). A key factor of transformational leadership theory is the collaborative development of an organization's vision based on values that inspire subordinates towards the desired (ideal) final state (Chesser, 2006). A transformational leader empowers and mentally stimulates subordinates as individuals and then as a group to create higher-performing organizations (Chesser, 2006). As the name implies, transformational leadership is always associated with change. This leadership style is best when followers feel the conditions of crisis, change, and instability or when there is high disappointment among followers (Conger & Kanungo, 1988). A leader has his own job, and he works with others to find and solve problems. However, the ability of leaders to gain access to knowledge and creative thinking in solving problems depends on the extent to which subordinates believe in it (Robbins & Judge, 2013). A transformational leader has a higher level of trust than his followers, which in turn will result in a higher level of group trust and high performance (Schaubroeck et al., 2011). Literature review of employee engagement over the past 20 years shows an increase in interest in the field of human resources and other business professionals because it has a good impact on the organization. Employee involvement is well expressed in the literature in the context of the importance of a healthy, safe organization that has productive employees and is motivated to not leave the organization, increase customer satisfaction, and improve work or income (Shuck & Wollard, 2010). Every good performance is only produced by individuals involved in it, and involvement is defined as the simultaneous work and self-expression chosen by someone in work-related task behavior and others, personal presence (physical, cognitive and emotional) and full active roles (Kahn, 1990). Schaufeli, et al. (2002) defines engagement as follows: Involvement is a positive state associated with work that has the characteristics of vigor, dedication, and absorption. Shuck and Wollard (2010) provide definitions of engagement as a cognitive state, emotional, and someone's behavior

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directed at the achievement of organizational goals. According to Judge, et al. (2002) job satisfaction is a person's general attitude towards his work that shows the difference between the amount of appreciation he receives and the amount he believes should be received. An individual that will feel satisfied or dissatisfied with his job is something that is personal. In other words, it depends on how he perceives the suitability or conflict between his desires and the outputs he gets (Brief and Roberson, 1989).

2. Conceptual Framework

2.1. The relationship between transformational leadership and trust in superiors

One center of attention in this paper is the belief in leaders in the military field. In general, the armed forces often carry out tasks in life or death situations. Therefore, the issue of trust in military leaders has become the center of attention of experts in the field of leadership theory. Experts in the field of leadership have asserted that trust is a very important component and is related to leadership, even asserting that trust only exists in risky situations (Deutsch, 1958; Clark & Payne, 1997).

H₁: Transformational leadership has a positive influence on the trust of TNI soldiers in Kodam XIV / Hasanuddin Makassar.

2.2. The relationship between transformational leadership and employee engagement

In relation to transformational leadership, research conducted by Macey and Schneider (2008) and Walumbwa and Hartnell (2011) state that good transformational leadership quality will result in subordinates' low intention to quit and high productivity as a result of subordinate work involvement.

H₂: Transformational leadership has a positive influence on the work involvement of TNI soldiers in Kodam XIV / Hasanuddin Makassar.

2.3. The relationship between transformational leadership and job satisfaction

Transformational leadership proposed by Burns (1978) and Bass (1985) can be referred to as leadership that changes the behavior of group members. This type of leadership encourages group members to be motivated to carry out tasks and responsibilities beyond their capacity as members of the organization (Northouse, 2016). Transformational leadership is a style of leadership that is full of dedication and aims to provide job satisfaction to group members.

H₃: Transformational leadership has a positive influence on job satisfaction of TNI soldiers at Kodam XIV / Hasanuddin Makassar.

2.4. The relationship between trust in superiors and employee involvement

Employees or subordinates who believe in their superiors are obliged to inform them of the truth relating to their organization. If their leaders do not do it, employees or subordinates will feel that they are being treated unfairly, which then reduces their work involvement (Morrison and Robinson, 1997). If relationship-based trust is formed, then soldiers are willing to spend more time on tasks that are needed and to be more willing to engage in citizenship behavior in military organizations (Konovsky and Pugh, 1994).

H₄: Trust in superiors has positive influence on the involvement of TNI soldiers in Kodam XIV / Hasanuddin Makassar

2.5. The relationship between trust in superiors and job satisfaction

Trust is also associated with the results of attitude, namely organizational commitment and job satisfaction (Dirks and Ferrin, 2002). Trust in the leader is very important, because it can encourage subordinates to have confidence that the leader will help them in solving challenges related to work. Therefore, it ultimately results in job satisfaction and job involvement (Chughtai et al. 2015).

H₅: Trust in superiors has a positive influence on the job satisfaction of TNI soldiers at Kodam XIV / Hasanuddin Makassar.

2.6. The relationship between employee involvement and job satisfaction

Employee involvement is their emotional relationship with their work. In other words, employees devote personal physical and emotional energy to produce good performance at work (Khan, 1990). According to Gallup (2013), that when employees have loyalty to their work, then they tend to have high productivity and efficiency in their duties, and have a desire to remain loyal to the organization. Furthermore, Robinson et al. (2004) state that employees involved in work are aware of the context and work with colleagues to improve performance for the benefit of the organization.

H₆: The involvement of soldiers in work has a positive effect on job satisfaction of TNI soldiers at Kodam XIV / Hasanuddin Makassar.

3. Methods

This research was conducted at Kodam XIV / Hasanuddin Makassar involving TNI soldiers serving in the area. In collecting data for quantitative analysis, this study used the method of observation, questionnaires and documentation. The populations in this study were Army Military Commander XIV / Hasanudin with a total of 5,257 people, and a sample size includes 370 respondents. This research used a variance-based Structural Equation Modeling (SEM) technique or better known as SEM PLS (Partial Least Square) and assisted with SMART software PLS 2.0.M3.

4. Results

4.1. Structural Model Design (Inner Model)

Fig. 1 shows the results of Inner model.

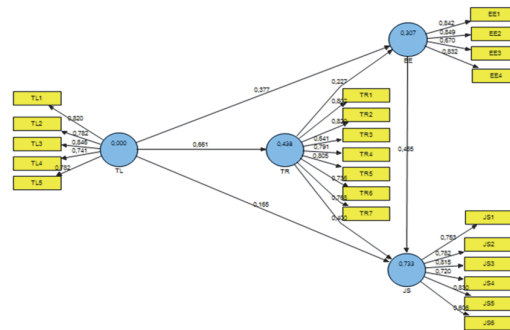


Fig. 1. The results of the implementation of Inner model

4.2. Evaluation of Measurement Model (Outer model)

Evaluation of the measurement model consists of three stages namely convergent validity test, discriminant validity test and composite reliability test.

Convergent Validity Test

Validity testing for reflective indicators can be performed by using the correlation between indicator scores and construct scores. Measurement with reflective indicators shows that there is a change in an indicator in a construct if other indicators in the same construct change. The following are the results of calculations using the SmartPLS 2.0 program

Table 2
Output Result for Outer Loading

	Employee Engagement	Job satisfaction	Transformational leadership	Trust
EE1	0.842093			
EE2	0.849494			
EE3	0.669652			
EE4	0.831659			
JS1		0.752966		
JS2		0.752966		
JS3		0.814755		
JS4		0.720158		
JS5		0.829609		
JS6		0.606489		
TL1			0.820434	
TL2			0.781719	
TL3			0.846433	
TL4			0.740904	
TL5			0.781820	
TR1				0.802457
TR2				0.829027
TR3				0.640840
TR4				0.791202
TR5				0.804844
TR6				0.735960
TR7				0.768244

Source: SmartPLS 2.0 data processing

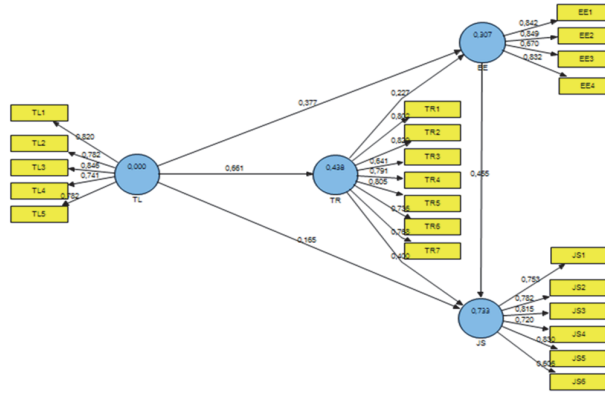


Fig. 2. Output Loading Factor Modeling
(Source: SmartPLS 2.0 data output)

Discriminant Validity Test

Reflective indicators need to be tested for discriminant validity are by comparing the values in the cross loading table. An indicator is declared valid if it has the highest loading factor value to the intended construct compared to the value of the loading factor to other constructs. Discriminant Validity Test In reflective indicators, it is necessary to test discriminant validity by comparing the values in the cross loading table. An indicator is declared valid if it has the highest loading factor value to the intended construct compared to the value of the loading factor to other constructs.

Table 3
Output Cross Loading

	Employee Engagement	Job satisfaction	Transformational leadership	Trust
EE1	0.842093	0.623935	0.473765	0.432088
EE2	0.849494	0.621197	0.493718	0.436568
EE3	0.669652	0.453298	0.171413	0.187758
EE4	0.831659	0.623913	0.472331	0.412737
JS1	0.698631	0.752966	0.546935	0.494090
JS2	0.698631	0.752966	0.546935	0.494090
JS3	0.577763	0.814755	0.487831	0.421813
JS4	0.428315	0.720158	0.596972	0.708442
JS5	0.524982	0.829609	0.478576	0.530271
JS6	0.332848	0.606489	0.375328	0.735960
TL1	0.355684	0.491947	0.820434	0.523217
TL2	0.375520	0.400408	0.781719	0.425795
TL3	0.470641	0.563147	0.846433	0.516586
TL4	0.374545	0.570434	0.740904	0.560488
TL5	0.495591	0.592687	0.781820	0.574909
TR1	0.442692	0.591465	0.617322	0.802457
TR2	0.336493	0.531340	0.475494	0.829027
TR3	0.380578	0.470171	0.438064	0.640840
TR4	0.262003	0.559000	0.446060	0.791202
TR5	0.411080	0.627684	0.586871	0.804844
TR6	0.332848	0.606489	0.375328	0.735960
TR7	0.375203	0.504027	0.575167	0.768244

Source: Smart PLS 2.0 data processing

Reliability Test

Table 4
The Reliability Test Results of Latent Variable

Construct	Composite Reliability	Cronbach Alpha	Notes
Employee Engagement	0.877049	0.814691	reliable
Transformational leadership	0.895564	0.854436	reliable
Trust	0.910064	0.884107	reliable
Job satisfaction	0.887127	0.845606	reliable

Source: Smart PLS 2.0 data processing

Table 4 shows that all latent variables measured in this study have Cronbach’s Alpha and Composite Reliability values which is greater than 0.7. Therefore, it can be inferred that all latent variables are reliable.

4.3. Evaluation of Structural Model (Inner model)

Significance test in SEM models with PLS aims to determine the effect of exogenous variables on endogenous variables. Hypothesis testing with SEM PLS method is performed by doing the bootstrapping process with the help of the SmartPLS 2.0 program. Therefore, the relationship between exogenous variables and endogenous variables is obtained as follows.

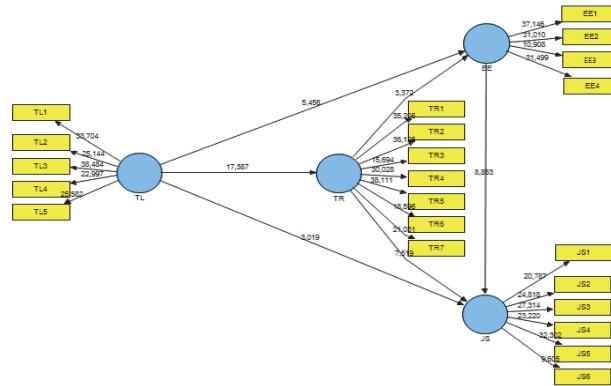


Fig. 3. Output Bootstrapping (Source: SmartPLS 2.0 data output)

Table 5

Conclusion of the results of the study

Hypothesis	Variables		Direct Effect	Indirect Effect	Total Effect	t - Value (> 1.96)	Notes
	Exogenous	Endogenous					
1	Transformational leadership	Trust	0.561	0.00	0.561	17.387	Significant
2	Transformational leadership	Employee Engagement	0.377	0.00	0.377	5.456	Significant
3	Transformational leadership	Job Satisfaction	0.565	0.00	0.565	3.019	Significant
4	Trust	Employee Engagement	0.227	0.00	0.227	3.372	Significant
5	Trust	Job Satisfaction	0.400	0.00	0.400	7.519	Significant
6	Employee Engagement	Job Satisfaction	0.455	0.00	0.455	8.853	Significant

Sumber : Olah data SmartPLS

5. Discussion

This research approach applied the post positivism paradigm (Guba & Lincoln, 1994) or also known as the modern empiricism paradigm (Hunt, 1991) or the scientific realism paradigm (Perry et al., 1999). The main difference between this paradigm and other paradigms (namely: positivism, critical theory, and relativism) is in the understanding of the nature of reality, the purpose of the question (inquiry aim), and its methodology. In short, the scientific realism paradigm realizes that science tries to find truth even though absolute truth is impossible.

5.1. The influence of transformational leadership style on the trust of soldiers in TNI Kodam XIV / Hasanudin Makassar (hypothesis test 1)

This research partially proves that transformational leadership has a positive and significant influence on the trust of TNI soldiers in Kodam XIV / Hasanudin Makassar. While the significance test by comparing the value of t-count and t-critical values obtained t-count (17.387) > t-table (1.96) and the value of the direct influence of transformational leadership on soldier confidence is 0.561 in a positive direction. Experts in the field of leadership have asserted that trust is a very important component and is related to leadership, even asserting that trust exists only in risky situations (Colquitt et al., 2007; Dietz & Hartog, 2006). In the military context, these risks refer to the risks and vulnerabilities faced by leaders and followers when involved in a military operation. The risk of being injured or killed, even when there is no war (peacetime) and when training still requires the use of weapons is a risk that is often faced by military soldiers. Trust in leaders, especially in direct leaders, is more important than trust between friends (Dirks & Ferrin, 2002; Tzafirir & Dolan, 2004).

5.2. Transformational leadership towards TNI employee engagement at Kodam XIV / Hasanudin Makassar (hypothesis test 2)

This research proves partially that transformational leadership has a positive and significant influence on the employee engagement of soldiers TNI in Kodam XIV / Hasanudin Makassar. While the significance test by comparing the t-count and t-

critical values obtained t-count value (5.456) > t-table (1.96) and the value of the direct influence of transformational leadership on the involvement of soldiers amounted to 0.377 with a positive direction. Luthans and Peterson (2002) state that employees who work well are those who have worked for people they like and have psychological ties with themselves. The findings of research conducted by Luthans and Peterson (2002) broaden theories about the role of managers in creating a supportive climate psychologically (Brown and Leigh, 1996) and in accordance with the concept of involvement (Kahn, 1990; Maslach et al., 2001; Schaufeli et al., 2002). The findings state that employees must have a supportive work environment, work resources, and the support needed to complete their work.

5.3. Transformational leadership towards job satisfaction of TNI soldiers at Kodam XIV / Hasanuddin Makassar (hypothesis test 3)

This research proves partially that transformational leadership has a positive and significant influence on job satisfaction of TNI soldiers at Kodam XIV / Hasanudin Makassar. The significance test by comparing the t-count and t-critical values obtained t-count value (3.019) > t-table (1.96) and the value of the direct influence of transformational leadership on soldier job satisfaction of 0.565 with a positive direction. According to Bass and Riggio (2006) transformational leadership empowers group members, gives attention to the needs and development of group members, and helps group members grow their leadership potentially. The main characteristics of relevant transformational leadership are providing constructive feedback to subordinates, as well as motivation for the mobilization of optimal efforts in achieving organizational goals (Northouse, 2016). Leaders with this type of leadership style are very good at convincing subordinates to place organizational interests above personal interests. Based on literature studies, leaders who use transformational leadership styles tend to create positive working conditions through subordinate job satisfaction and subordinate motivation (Bass & Riggio, 2006; Yang, 2014; Nasra & Heilbrunn, 2016; Sayadi, 2016).

5.4. Trust in superiors has a positive influence on the involvement of TNI soldiers in Kodam XIV / Hasanuddin Makassar (hypothesis test 4)

This research partially proves that trust in superiors had a positive and significant influence on the involvement of TNI soldiers in Kodam XIV / Hasanudin Makassar. While the significance test by comparing the t-count and t-critical values obtained t-count value (3.372) > t-table (1.96) and the value of the direct influence of transformational leadership on the involvement of soldiers amounted to 0.227 with a positive direction. There is sufficient empirical evidence that shows trust in superiors positively influences various motivational indicators such as job satisfaction, organizational citizenship behavior, and organizational commitment (Dirks & Ferrin, 2002). It is because employee involvement is also an indicator of motivation and conceptual resemblance to organizational commitment (Hsieh & Wang, 2015), and has a very close relationship with organizational citizenship behavior (Babcock-Roberson and Strickland, 2010), experts agree that trust towards the leader can also be linked to employee involvement (Wang & Hsieh, 2013). Thus, the openness and consistency of a leader in terms of beliefs and actions has an important role in influencing the decision of employees / subordinates to provide opinions or suggestions voluntarily intended to trigger an increase organization, which in turn help them to learn and be involved in their work (Saks, 2006). Likewise, in military contexts related to extreme or dangerous situations and conditions. Military warriors who believe that their leader has integrity, ability or virtue (character-based trust), then they are more willing to engage in behavior that puts them at risk (Mayer and Davis, 1999).

5.5. Trust in superiors toward job satisfaction of TNI soldiers in Kodam XIV / Hasanuddin Makassar (hypothesis test 5)

This research partially proves that trust in superiors had a positive and significant effect on job satisfaction of TNI soldiers at Kodam XIV / Hasanudin Makassar. The significance test by comparing the value of t-count and t-critical values obtained t-count (8.853) > t-table (1.96) and the value of the direct influence of transformational leadership on soldier job satisfaction of 0.400 with a positive direction. Trust in the leader is very important, because it can encourage subordinates to have confidence that the leader will help them in solving challenges related to work, so that ultimately results in job satisfaction and job involvement (Chughtai et al., 2015). According to Idrissou et al. (2013) and Brown et al. (2015) a high level of subordinate trust in leaders will result in positive organizational performance. It is because subordinates will improve performance when they are treated honestly and fairly, while subordinates 'low trust in leadership will lead to job dissatisfaction and subordinates' involvement in work. Likewise, in the military field, researchers find a good relationship between character-based trust with job satisfaction and job performance (Brandebo, 2015). When subordinates believe that their leader has integrity, ability or virtue (character-based trust), subordinates are advised to be more willing to engage in risky behavior (Brandebo, 2015).

5.6. Involvement of soldiers in TNI job satisfaction at Kodam XIV / Hasanuddin Makassar (hypothesis test 6)

This research proves partially that the involvement of soldiers has a positive and significant effect on job satisfaction of TNI soldiers at Kodam XIV / Hasanudin Makassar. The significance test by comparing the t-count and t-critical values obtained the value of t-count (17.387) > t-table (1.96) and the value of the direct influence of transformational leadership on soldier job satisfaction of 0.455 with a positive direction. Employee involvement is their emotional relationship with their work. In other

words, employees devote personal physical and emotional energy to produce good performance at work (Khan, 1990). According to Saks (2006), that when employees have loyalty to their work, they tend to have high productivity and efficiency in their duties, and have a desire to remain loyal to the organization. Employees involved in their work have a willingness to contribute more to his organization, and motivated to invest a lot of time in carrying out their duties and responsibilities (Bakker et al., 2007). Furthermore, Van Dick et al (2005) argue that the main prediction of SIT (social identity theory) for organizational context is that individuals define themselves as members of organizational groups (for example the Armed Forces) then attitudes and behavior based on the value of group membership. The stronger the self-identity of a military soldier, the more involved he is in his group, the more involved he is, the more satisfied he is as a member of the military (Jordan et al., 2015).

6. Conclusion

Based on the results of the study there are six conclusions that are relevant to the issues examined in this study. First, transformational leadership has a positive and significant effect on the trust of Indonesian soldiers in Kodam XIV / Hasanuddin Makassar. Second, transformational leadership has a positive and significant effect on the involvement of TNI soldiers in Kodam XIV / Hasanuddin Makassar. Third, transformational leadership has a positive and significant effect on job satisfaction of TNI soldiers at Kodam XIV / Hasanuddin Makassar. Fourth, trust in superiors has positive influence on the involvement of TNI soldiers in Kodam XIV / Hasanuddin Makassar. Fifth, trust in superiors has a positive and significant effect on job satisfaction of TNI soldiers at Kodam XIV / Hasanuddin Makassar. Sixth, the involvement of soldiers has a positive and significant effect on job satisfaction of TNI soldiers in Kodam XIV / Hasanuddin Makasar.

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