

## The Effect Of Competence And Training On Employee Performance Through Job Satisfaction As An Intervening Variable At The Kenangan Coffee Shop In South Tangerang Area

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### Abstract

This study aims to examine and analyze the effect of competence and training on employee performance through job satisfaction as an intervening variable at Kopi Kenangan coffee shops in the South Tangerang area. The independent variables in this study are competence (X1) and job training (X2), the intervening variable is job satisfaction (Z), and the dependent variable is employee performance (Y). Data were collected through the distribution of questionnaires to 50 employees working at various Kopi Kenangan outlets in the South Tangerang region. The research employed a quantitative approach with an associative research design, and data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (SmartPLS). The results show that competence has a positive and significant effect on job satisfaction, with a path coefficient (original sample) of 0.505 and a P-value of 0.000 ( $< 0.05$ ). Job training also has a positive and significant effect on job satisfaction, with a coefficient of 0.149 and a P-value of 0.043 ( $< 0.05$ ). Furthermore, competence has a positive and significant effect on employee performance, with a coefficient of 0.182 and a P-value of 0.020 ( $< 0.05$ ), while job training does not have a significant direct effect on employee performance, with a coefficient of 0.022 and a P-value of 0.829 ( $> 0.05$ ). Job satisfaction has a positive and significant effect on employee performance, with a coefficient of 0.711 and a P-value of 0.000 ( $< 0.05$ ). The indirect effect analysis indicates that competence has a significant effect on employee performance through job satisfaction, with a mediation coefficient of 0.359 and a P-value of 0.006 ( $< 0.05$ ), indicating that job satisfaction acts as a mediating variable. Meanwhile, job training through job satisfaction does not have a significant effect on employee performance, with a mediation coefficient of 0.106 and a P-value of 0.423 ( $> 0.05$ ), although the indirect effect is greater than the direct effect.

**Keywords:** *Competence, Job Training, Job Satisfaction, Employee Performance.*

### INTRODUCTION

Since they are the engine that propels the execution of organizational policy and operational tasks, human resources (HR) are an essential asset for every business. Without the assistance of skilled and productive human resources, other resources like models, techniques, and machinery cannot operate at their best (Dessler 2020). HR is made up of people who create and manufacture products, manage quality, sell them, distribute funds, and create the organization's plans and objectives. Any company cannot accomplish its goals without competent and qualified workers. Thus, the development of dependable workers who can carry out their responsibilities with professionalism and make a significant contribution to the success of the company depends on efficient and competent human resource management (Robbins Judge, 2024).

Meanwhile, business development in Indonesia continues to accelerate alongside the rise of modern lifestyles. This growth can be seen in the increasing number of businesses ranging from small enterprises to large global companies, from offline stores to online platforms. These developments present promising opportunities for entrepreneurs, both local and international. Among various emerging business sectors, coffee shops have experienced particularly rapid growth. Many entrepreneurs view the coffee shop industry as highly attractive due to the rising consumer demand for

coffee-based beverages and the growing trend of socializing in café settings. As a result, the coffee shop industry has become one of the most dynamic and competitive sectors in Indonesia's modern economy.

The preliminary survey results indicate that employee performance at Kopi Kenangan outlets in South Tangerang is still categorized at a moderate level and has not yet met the company's expected standards. Various aspects such as work quality, work quantity, teamwork, and responsibility show room for improvement, particularly in terms of adherence to operational standards, speed in completing tasks, coordination across team members, and consistency in fulfilling responsibilities (Armstrong, 2020). These findings suggest that employee performance requires further strengthening to enhance operational efficiency and service delivery within the outlets.

The pre-survey on job satisfaction also reveals that employees have not yet reached an optimal level of satisfaction, especially regarding the nature of their work, compensation, promotion opportunities, and supervisory practices. Employees still feel limited opportunities for development, perceive compensation as less equitable, experience restricted career advancement prospects, and expect more supportive supervisory guidance. These conditions indicate the need for managerial efforts to improve motivation, fairness, opportunities for growth, and the overall employee experience (Luthans, 2021).

In terms of competence, the pre-survey findings show that employees' capabilities remain at a moderate level and have not fully aligned with the company's expectations. Several core dimensions such as work motivation, physical responsiveness, self-concept, technical knowledge, and practical skills still require substantial improvement. Employees need greater reinforcement in confidence, attentiveness, reactivity during peak hours, understanding of operational procedures, and mastery of barista-related skills in order to achieve higher performance outcome (Mathis, 2020).

The pre-survey on job training further demonstrates that the effectiveness of training programs remains relatively low. Key issues were identified in the delivery of training, participant engagement, training methods, content relevance, and clarity of training objectives. Employees require more structured, interactive, and practical training sessions that directly reflect real-world outlet operations, such as customer handling, equipment troubleshooting, and managing high-traffic situations (Aguinis, 2019). Improving training quality is essential to equip employees with the necessary skills, enhance service consistency, and support stronger performance across Kopi Kenangan outlets in South Tangerang.

## METHOD

This study employs a quantitative research design, which functions as a systematic blueprint for guiding the entire research process. Creswell (2022) explains that a research design outlines the structured steps involved in collecting, analyzing, and interpreting data, ensuring that the investigation proceeds logically and cohesively. Quantitative research, as highlighted by Sugiyono (2023), is based on the assumption that social phenomena can be measured and analyzed through numerical representations and observable patterns. Through this approach, the relationships among variables can be objectively evaluated, allowing the researcher to draw conclusions that reflect empirical evidence.

The variables in this study were formulated according to theoretical principles. Sugiyono (2023) defines a variable as an attribute or characteristic that varies among individuals and is selected for

scientific examination. This study includes two independent variables Competence (X1) and Job Training (X2); one mediating variable Job Satisfaction (Z); and one dependent variable Employee Performance (Y). A total of 43 indicators were used to measure all constructs. The data were collected from primary sources using a structured questionnaire administered directly to respondents. As stated by Sekaran and Bougie (2020), primary data collection enables researchers to obtain accurate, firsthand information that reflects the true perceptions and behaviors of participants.

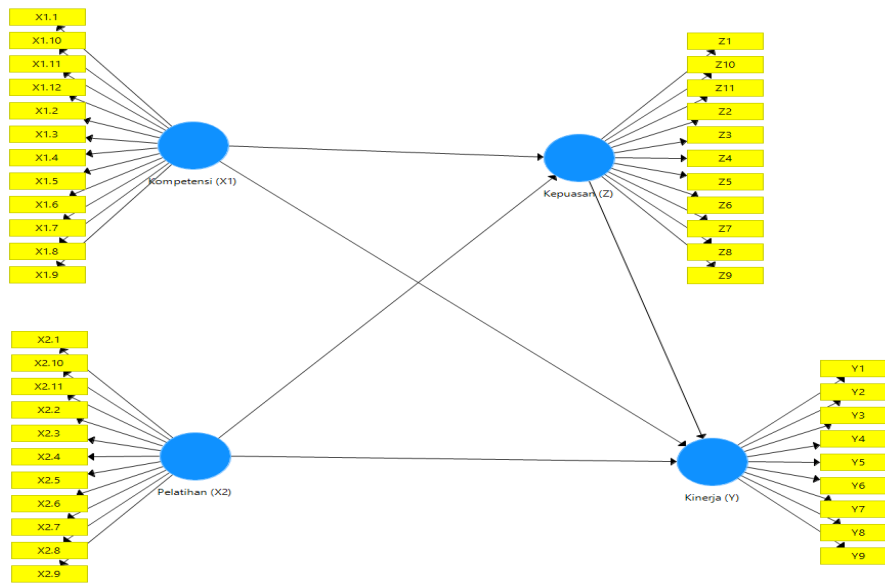
The population consists of 300 employees working at various Kopi Kenangan outlets across South Tangerang City. Sampling followed the guideline recommended by Hair et al. (2022), which suggests determining the sample size based on the number of indicators, with the ideal ratio of 5–10 respondents per indicator to ensure model stability in Partial Least Squares (PLS) analysis. With 43 indicators, the minimum required sample size ranges from 50 to 100 respondents. Based on this calculation, the study employed 55 employees as the sample meeting the lower threshold while maintaining analytical adequacy and structural model reliability. Data collection was carried out over a one-month period, from July 1 to July 30, 2025.

For analytical purposes, this study utilizes Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. SEM is a comprehensive multivariate technique that enables the examination of complex causal relationships among latent constructs (Ghozali, 2023). PLS-SEM, as emphasized by Hair et al. (2022), offers several advantages: it does not require normally distributed data, supports smaller sample sizes, and is suitable for predictive as well as explanatory research. Through PLS-SEM, this study evaluates direct and indirect relationships, assesses construct reliability and validity, and provides a comprehensive understanding of how competence and job training influence employee performance through job satisfaction.

## **RESULTS AND DISCUSSION**

### **Result**

The outer model serves as a tool for evaluating the dependability of the connections between latent variables and their indicators in PLS analysis. The association between latent variables and the indicators that indicate the constructs is the main emphasis of this model (Hair et al., 2022).



**Figure 1. Outer Model**

Source: Processed data (2025)

The validity and reliability of the constructs must be assessed first in order to ensure that the indicators accurately represent the latent variables (Hair et al., 2022). The internal consistency of indicators is evaluated by reliability metrics such as Cronbach's alpha and composite reliability, while convergent validity is determined by the Average Variance Extracted (AVE), which shows the extent of variation captured by the construct with respect to measurement error. Fulfilling these requirements enhances the measuring plan's dependability and the study's overall outcomes (Kline, 2023).

**Table 1. Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<b>Job Satisfaction (Z)</b>	<b>0,973</b>	<b>0,975</b>	<b>0,976</b>	<b>0,790</b>
<b>Employee Performance (Y)</b>	<b>0,959</b>	<b>0,962</b>	<b>0,965</b>	<b>0,752</b>
<b>Competence (X1)</b>	<b>0,949</b>	<b>0,954</b>	<b>0,956</b>	<b>0,645</b>
<b>Job Training (X2)</b>	<b>0,942</b>	<b>0,962</b>	<b>0,946</b>	<b>0,618</b>

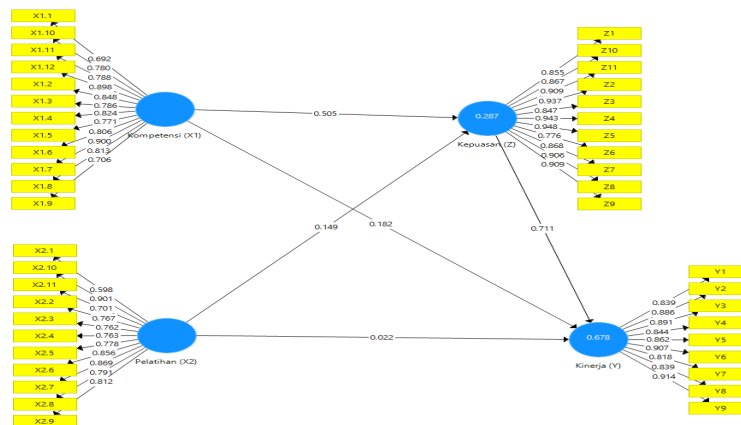
Source: Processed data (2025)

All of the constructs in this study meet the required measurement requirements, according to the results of the reliability and validity assessment. Competence, Job Training, Job Satisfaction, and Employee Performance all had Cronbach's Alpha values that were far higher than the minimum

requirement of 0.7, indicating outstanding internal consistency across each construct's indicators. The measurement model's overall dependability is strong, as shown by Composite Dependability (CR) values greater than 0.7. Additionally, every variable's Average variation Extracted (AVE) is greater than 0.5, meaning that each construct can explain more than half of the variance in its related indicators, meeting the requirements for convergent validity.

These results confirm the validity and reliability of the measuring instruments used in this study, making them appropriate for further research within the structural model.

In PLS analysis, the inner model serves as a tool for evaluating the associations between latent variables. This method focuses on assessing the structural pathways' significance and robustness while demonstrating how the constructs within the research framework relate to one another. R Square in PLS analysis represents the variation that the model explains. These criteria are essential for assessing the structural model's validity and robustness, claim Hair et al. (2022).



**Figure 2. Inner Model**  
Source: Processed data (2025)

**Table 2. R Square**

	R Square	R Square Adjusted
Job Satisfaction (Z)	0,287	0,260
Employee Performance (Y)	0,678	0,659

Source: Processed data (2025)

The model's significant explanatory power is shown by the R Square results. A R Square score of 0.287 indicates that competence and job training account for a significant amount of the variation in job satisfaction, meaning that these two factors account for slightly more than half of the variance. With a R Square value of 0.678, employee performance has a substantial explanatory capacity, meaning that competence, work training, and job happiness all account for more than 60% of the variation in employee performance. The model's stability and suitability for forecasting both job satisfaction and employee performance are further supported by the revised R Square values, which show exceptional consistency.

Quality indexes can use the goodness of fit (GoF) criteria developed by Tenenhaus et al (Ghozali and Latan, 2015). This index was developed to evaluate measurement models and structural

models as well as to provide a simple measure for the overall prediction of the model. The GoF index is calculated from the square root of the average communality index and average R2 values, which can be reviewed from tables 3 and 4. Ghozali and Latan (2015) provide a rule of thumb for quality index testing using the parameters GoF small = 0.10; GoF medium = 0.25 and GoF large = 0.36.

**Tabel 3**  
**Communality**

	Average Variance Extracted (AVE)
Competence (X1)	0,645
Job Training (X2)	0,618
Job Satisfaction (Z)	0,790
Employee Performance (Y)	0,752

Source: Processed data (2025)

The GoF calculation is as follows:

$$GoF = \sqrt{Comm \times R^2}$$

$$GoF = \sqrt{0,6315 \times 0,771^2}$$

$$GoF = \sqrt{0,375}$$

$$Gof = 0,613$$

From the GoF calculation above, a value of 0.613 was obtained, concluding that the model has a GoF greater than (large = 0.36), and the higher the GoF value, the more appropriate it is in describing the research sample.

Based on the Convergent Validity and Reliability tests, the items and variables were found to be suitable, and the Discriminant Validity analysis using the Cross-loading values showed good results. Therefore, the SEM PLS analysis remains feasible.

In this hypothesis testing stage, we will analyze whether there is a significant influence between the independent variables on the dependent variable. Hypothesis testing is conducted by examining path coefficients, which indicate parameter coefficients and the significance value of the t-statistic. The significance of the estimated parameters can provide information about the relationship between the research variables. The threshold for rejecting and accepting the proposed hypothesis is a probability <0.05. The table below presents the estimated output for testing the structural model.

**Tabel 4**  
**Hypothesis Testing based on Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence (X1) -> Satisfaction (Z)	0,505	0,482	0,125	4,036	0,000
Training (X2) -> Satisfaction (Z)	0,149	0,168	0,178	0,837	0,043
Competence (X1) -> Performance	0,182	0,177	0,117	1,557	0,020

(Y)					
Training (X2) -> Performance (Y)	0,022	0,022	0,100	0,216	0,829
Satisfaction (Z) -> Performance (Y)	0,711	0,715	0,143	4,965	0,000

Source: Processed data (2025)

Basis for decision-making: (based on significance values):

- If the probability value (P value) is <0.05, the hypothesis is accepted (significant effect).
  - If the probability value (P value) is >0.05, the hypothesis is rejected (insignificant effect).
- 1) Competence has a significant effect on job satisfaction. This can be seen from the P Values <0.05 (0.000 <0.05), so the hypothesis is accepted. The coefficient value (original sample column) of 0.505 means it has a significant effect, that is, if competence increases by 1 unit, job satisfaction will also increase by 0.505 units.
  - 2) Training has a significant effect on job satisfaction. This is evident from the P-values <0.05 (0.043 <0.05), thus the hypothesis is accepted. The coefficient value (original sample column) is 0.149, indicating an effect; a one-unit increase in job training will also increase job satisfaction by 0.149 units.
  - 3) Competence has a significant effect on employee performance. This is evident from the P-values <0.05 (0.020 <0.05), thus the hypothesis is accepted. The coefficient value (original sample column) is 0.182, indicating a significant effect; a one-unit increase in competency will also increase employee performance by 0.182 units.
  - 4) Training has no significant effect on employee performance. This is evident from the P-values >0.05 (0.829 >0.05), thus the hypothesis is rejected. The coefficient value (original sample column) is 0.022, indicating an effect: if job training increases by one unit, employee performance only increases by 0.022 units.
  - 5) Job satisfaction has a significant effect on employee performance. This is evident from the P-value <0.05 (0.000 <0.05), thus the hypothesis is accepted. The coefficient value (original sample column) is 0.711, indicating an effect: if job satisfaction increases by one unit, employee performance will increase by 0.711 units.

Based on Tabel 4 above, the influence of leadership style, organizational culture, and motivation on employee performance can be seen in the following structural equation:

$$Z = b_0 - 0.505X_1 + 0.149X_2 \text{ and}$$

$$Y = b_0 + 0.182X_1 + 0.022X_2 + 0.711Z$$

The results of the structural model test can be indirectly explained through Tabel 5.

**Tabel 5**  
**Hypothesis Testing Based on Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence (X1) -> Satisfaction (Z) -> Performance (Y)	0,359	0,350	0,129	2,780	0,006
Training (X2) -> Satisfaction (Z) -> Performance	0,106	0,120	0,132	0,801	0,423

(Y)					
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Source: Processed data (2025)

- 6) Competence through job satisfaction has a significant effect on employee performance. This can be seen from the P value  $> 0.05$  ( $0.006 < 0.05$ ), thus the hypothesis is accepted.

Direct effect  $X1 \rightarrow Y = P_{xy} = 0,182$

Indirect effect  $X1 \rightarrow Z \rightarrow Y =$

$p_{X1} \times p_{Z} = 0,505 \times 0,711 = 0,359$

It can be concluded that the indirect effect of 0.359 is greater than the direct effect of 0.182. This also means that job satisfaction successfully mediates the effect of competence on employee performance.

- 7) Training through job satisfaction has no significant effect on employee performance. This can be seen from the P value  $> 0.05$  ( $0.423 > 0.05$ ), so the hypothesis is rejected.

Direct effect:  $X2 \rightarrow Y = P_{xy} = 0,022$

Indirect effect:  $X1 \rightarrow Z \rightarrow Y =$

$p_{X2} \times p_{Z} = 0,149 \times 0,711 = 0,106$

Therefore, it can be concluded that the indirect effect of 0.106 is greater than the direct effect of 0.022. This means that, although the effect is insignificant, job satisfaction successfully mediates the effect of training on employee performance.

## Discussion

### 1. The Influence of Competence on Job Satisfaction

Based on the results of this study, it was found that competence significantly influences job satisfaction. Most Kopi Kenangan employees demonstrate a substantial level of product knowledge, which is the primary basis for being able to answer every customer question clearly and informatively. Mastery of this material automatically increases levels of self-efficacy, as they are aware of their cognitive capacity to store, analyze, and recall various relevant information and experiences. Ultimately, ensuring the integrity of this knowledge and skills means that Kopi Kenangan employees are highly reliable and trustworthy in providing optimal service to all customers.

### 2. The Effect of Training on Job Satisfaction

Based on the results of this study, it was empirically found that training programs have a highly significant and positive impact on improving employee performance. This finding indicates that the company's investment in human resource development through training makes a direct and measurable contribution to productivity and work effectiveness. Furthermore, data analysis indicates that the majority of employee respondents have adequate, or even superior, knowledge of the products or services the company sells. This is driven by the fact that the training material presented is considered highly relevant and aligned with the demands and needs of daily work (job-relevant).

Effective understanding of the material is also supported by the varied and comprehensive training delivery methods. The methods used include a combination of interactive presentations, practical simulation sessions, analysis of real-life case studies, and the use of eLearning platforms or online training. This diversity of methods has been proven to help employees better understand, internalize, and apply the material presented, thereby improving the quality of their work output.

### 3. The Influence of Competence on Employee Performance

Employee competence has been shown to have a significant and positive influence on improving employee performance. These results confirm the premise that the depth and quality

of knowledge, skills, and behaviors possessed by individuals within an organization are key drivers of operational success and the achievement of company goals.

The results indicate that most of the employees studied possessed adequate levels of knowledge and mastery of resources. This intellectual and technical knowledge enables them to maintain consistent product or service quality. This high level of competence creates a positive cycle in which: 1) Employees understand the company's quality standards; 2) They possess the technical and problem-solving skills necessary to overcome obstacles in the work process; and 3) They are able to utilize available resources (such as equipment, technology, and information) efficiently. This ability to consistently produce high-quality products ultimately has a direct and positive impact on improving overall employee performance.

#### 4. The Impact of Training on Employee Performance

The results of this study present a surprising finding: company-organized training does not significantly impact employee performance. Contrary to the extensive literature supporting the importance of training, the empirical data in this study indicates that current training investments have not yet produced a measurable impact on improving individual work effectiveness and productivity.

Due to this low motivation, the process of transferring knowledge from training sessions to the real-world environment is hampered. Employees who are reluctant to actively participate or who attend sessions solely out of obligation tend not to deeply internalize the material. This ultimately explains why existing training programs have not shown a significant positive contribution to improving employee performance in the field. These findings emphasize the need for companies to revise the design, relevance, and methods of delivering training to foster intrinsic employee motivation.

#### 5. The Influence of Job Satisfaction on Employee Performance

Based on the results of this study, strong empirical evidence was found that employee job satisfaction has a significant and positive influence on improving their performance. This finding supports the theory that a satisfying and supportive work environment is crucial in driving individual productivity and commitment within an organization.

One key aspect explicitly influencing high levels of job satisfaction is clarity and transparency regarding career paths and promotion opportunities. Data analysis shows that most employees stated that they frequently receive adequate and clear information regarding promotion opportunities to more promising positions. This open communication regarding potential career advancement has a profound psychological impact: 1) Increased Expectancy: Employees see a clear and exciting future within the company; 2) Encouraged Extra Effort: They are motivated to work harder, show initiative, and achieve higher goals in an effort to qualify for promotions. The presence of this information and promising promotion opportunities serves as a powerful non-financial incentive that makes employees feel valued and see the relevance of their efforts. This sense of destiny and sense of career purpose ultimately has a direct and significant impact on driving optimal employee performance.

#### 6. The Influence of Competence on Employee Performance through Job Satisfaction

Based on the results of this study, it was found that competence significantly influences employee performance through job satisfaction as a mediator. Therefore, it can be concluded that job satisfaction successfully mediates the relationship between competence and employee performance.

The indirect effect (0.359) is substantially greater than the direct effect (0.182). This finding is significant because it indicates that the relationship between competence and employee performance is largely indirect, but rather strongly mediated by job satisfaction. Implications of the Results: 1) Job satisfaction acts as a full mediator (or a dominant partial mediator); 2)

Employee competence will result in optimal performance improvements if it first successfully creates a sense of job satisfaction in employees.

#### 7. The Effect of Training on Employee Performance through Job Satisfaction

The research hypothesis stating that Training influences Employee Performance through Job Satisfaction is declared REJECTED. This is supported by the results of the significance test on the mediation pathway, which showed a P-value of 0.423, which is greater than the significance threshold of 0.05 ( $0.423 > 0.05$ ). Statistically, this means that the mediation pathway (indirect effect) is not statistically significant, although numerically it is greater than the direct effect. Statistically, the indirect effect (0.106) is greater than the direct effect (0.022).

The company's current training is irrelevant, uninteresting, or ineffective in improving truly needed skills, resulting in little direct impact on performance. While training slightly increases job satisfaction, this increase is not strong enough to trigger significant changes in employee performance. The company needs to re-evaluate the design and relevance of training materials to ensure a significant impact on job satisfaction and performance. It should also explore other mediators that might be more effective in linking training and performance, such as work motivation or organizational commitment. In summary, training statistically failed to affect employee performance, either directly or through the mediation of job satisfaction. While job satisfaction shows potential as a transmission channel, its value has not yet reached the required significance level.

## CONCLUSION

This study aimed to determine the impact of competency and training on employee performance, with job satisfaction as an intervening variable. Respondents were employees of Kopi Kenangan in South Tangerang. Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

#### 1. The Influence of Competence on Job Satisfaction

This study found that competence significantly impacts job satisfaction. Most Kopi Kenangan employees demonstrated substantial product knowledge, which is the primary basis for being able to answer customer questions clearly and informatively.

#### 2. The Influence of Training on Job Satisfaction

This study empirically found that training programs have a highly significant and positive impact on improving employee performance. This finding demonstrates that the company's investment in human resource development through training provides a direct and measurable contribution to productivity and work effectiveness.

#### 3. The Influence of Competence on Employee Performance

Employee competence has been shown to have a significant and positive influence on improving employee performance. These results confirm the premise that the depth and quality of knowledge, skills, and behaviors possessed by individuals within an organization are key drivers of operational success and the achievement of company goals.

#### 4. The Influence of Training on Employee Performance

The results of this study present a surprising finding: company-provided training does not have a significant influence on improving employee performance. Contrary to the extensive literature supporting the importance of training, the empirical data in this study indicates that current investment in training has not been able to provide a measurable impact on improving individual work effectiveness and productivity.

#### 5. The Effect of Job Satisfaction on Employee Performance

Based on the results of this study, strong empirical evidence was found that employee job satisfaction has a significant and positive influence on improving their performance. This finding supports the theory that a satisfying and supportive work environment is crucial in driving individual productivity and commitment within an organization.

#### 6. The Effect of Competence on Employee Performance through Job Satisfaction

Based on the results of this study, it was found that competence significantly influences employee performance through job satisfaction as a mediator. Therefore, it can be concluded that job satisfaction successfully mediates the effect of competence on employee performance. The indirect effect (0.359) is substantially greater than the direct effect (0.182). This finding is significant because it indicates that the relationship between Competence and Employee Performance is largely indirect, but rather strongly mediated by Job Satisfaction.

#### 7. The Effect of Training on Employee Performance through Job Satisfaction

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The main priority for improving Employee Performance (Y) is through increasing Job Satisfaction (Z). This is because Job Satisfaction is the most dominant variable and has the greatest influence on Performance, compared to the direct influence of Competence or Training. Furthermore, if the organization wants to improve employee Job Satisfaction (Z), the main focus must be shifted to improving Competence (X1). The analysis shows that Competence has a greater role in shaping job satisfaction compared to the Training variable (X2). To achieve effective improvement in Competence (X1), the most fundamental step is to ensure employees have adequate and comprehensive knowledge regarding the products or services offered. Sufficient knowledge allows employees to answer consumer questions with confidence and provide effective solutions. With this knowledge, employees can be given full confidence (empowerment) in serving customers, which will synergistically improve competence, trigger job satisfaction, and ultimately drive superior performance.

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