

(Artikel Penelitian/ Ulasan)

The Impact of Work Flexibility Policies on Work-Family Balance: A Comparative Analysis Based on Gender in Manufacturing Companies in Semarang Regency

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Abstract: This study analyzes the impact of workplace flexibility policies on work-family balance through a gender-based comparative analysis in manufacturing companies in Semarang Regency. Using a quantitative approach with a cross-sectional design, data was collected from 372 employees (186 men and 186 women) from 10 manufacturing companies. The results demonstrate that all dimensions of work flexibility—time flexibility ($\beta = 0.325$), working hours flexibility ($\beta = 0.276$), and location flexibility ($\beta = 0.198$)—have significant positive effects on work-family balance. Gender moderates the relationship between time flexibility and work-family balance ($\Delta\chi^2 = 4.87$, $p < 0.05$) and between working hours flexibility and work-family balance ($\Delta\chi^2 = 3.78$, $p < 0.05$), with stronger effects observed among female employees. However, gender does not moderate the relationship between location flexibility and work-family balance. These findings contribute to the development of human resource management theory and practice by providing empirical evidence on the effectiveness of workplace flexibility policies in the Indonesian manufacturing industry context. The study suggests that manufacturing companies should develop gender-responsive work flexibility policies, prioritizing time and working hours flexibility, particularly for female employees.

Keywords: Work Flexibility, Work-Family Balance, Gender, Manufacturing Industry, Human Resource Management.

1. Introduction

In the era of modern industrialization, work-life balance has become a critical component for both employee well-being and organizational productivity. The manufacturing sector, which serves as the backbone of the economy in Semarang Regency, faces challenges in maintaining productivity while meeting employees' increasing demands for work flexibility [1]. Work flexibility policies—including flexible working hours, part-time work arrangements, and remote working—have been adopted by various organizations as strategies to promote employee well-being and enhance productivity [2].

Semarang Regency, as one of the major manufacturing hubs in Central Java, hosts more than 250 manufacturing companies employing approximately 125,000 workers [3]. The workforce exhibits gender diversity, with 57% male and 43% female employees, creating additional complexity in the implementation of work flexibility policies. Data from the S[4] reveals that only 35% of manufacturing companies have formally adopted work flexibility policies, despite increasing demand from employees, especially in the post-COVID-19 period.

Attention to work-life balance has risen significantly since the COVID-19 pandemic, which has transformed traditional work paradigms [5]. A study conducted by [6] involving 450 employees in the manufacturing sector in Central Java found that 68% of employees experienced work-family conflict during the pandemic, with higher stress levels among female employees (75%) compared to male employees (63%). These findings underscore the

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importance of examining the impact of work flexibility policies on work-family balance while considering gender differences.

Various research methodologies have been employed in previous studies related to work flexibility and work-family balance. [7] utilized a quantitative approach through linear regression analysis to examine the relationship between transformational leadership, proactive personality, and employee creativity in food-processing SMEs. This method enables precise measurement of relationships between variables but provides limited contextual insights. Conversely, [8] employed a qualitative approach through in-depth interviews and focus group discussions to explore the relationship between work stress and productivity in the hospitality industry. Although this method yields rich insights into individual experiences, it poses challenges in terms of generalizability.

[9] applied a mixed-methods approach, integrating both quantitative and qualitative data to analyze human resource challenges during the transition to integrated logistics systems. This approach offers comprehensive insights but demands significant time and resources. Meanwhile, [10] used a longitudinal method to observe changes in the impact of work-family balance on employee productivity over time. Although effective for tracking changes, this method requires long-term respondent commitment.

Despite substantial contributions from previous studies, several research gaps remain. First, most research on work-family balance in Indonesia has focused on the service sector, such as hospitality [11] and banking [12], while the manufacturing sector—with its distinct characteristics—has received less attention. Second, existing studies often treat employees as a homogeneous group without thoroughly examining gender differences [13]. Third, research on work flexibility policies within collectivist cultural contexts like Indonesia remains limited, even though cultural factors can significantly influence the effectiveness of such policies [14].

[15] identified that the implementation of work flexibility policies in Indonesian industries is hindered by traditional work culture and a lack of managerial understanding regarding the benefits of such policies. A study [16] on hotel employees also found that work flexibility policies are only effective when supported by appropriate leadership styles and organizational cultures. These findings highlight the need for a comprehensive approach to analyzing work flexibility policies.

Based on the identified research gaps, this study aims to analyze the impact of work flexibility policies on work-family balance through a comparative gender-based analysis in manufacturing companies in Semarang Regency. Specifically, the study will investigate three main dimensions of work flexibility: temporal flexibility, spatial flexibility, and workload flexibility, and their effects on the work-family balance of male and female employees.

This study will adopt a quantitative approach, utilizing structured surveys to collect data from 250 employees (125 males and 125 females) from 10 manufacturing companies in Semarang Regency. Respondents will be selected using stratified random sampling to ensure balanced representation across departments and job levels. Data analysis will employ Structural Equation Modeling (SEM) to examine the relationships among the research variables and to test the moderating effect of gender.

The results of this study are expected to make significant theoretical and practical contributions. Theoretically, the study will enrich the literature on work-family balance within Indonesia's manufacturing industry context while considering gender factors. Practically, the findings are expected to assist manufacturing companies in Semarang Regency in developing more effective work flexibility policies that are responsive to the gender-based needs of employees, thereby improving both employee well-being and organizational productivity.

Tinjauan Literatur

Bagian ini harus berisi penjelasan terkini. Penjelasannya dapat dilakukan dengan beberapa cara. Pertama, Anda dapat membahas beberapa makalah terkait, baik tentang objek, metode, maupun hasil-hasilnya. Dari sana, Anda dapat menjelaskan dan menekankan kesenjangan atau perbedaan antara penelitian Anda dengan penelitian sebelumnya. Cara kedua

adalah dengan menggabungkan teori dengan literatur terkait dan menjelaskan setiap teori dalam satu sub-bab.

2. Literature Review

2.1. The Concept of Work Flexibility in the Manufacturing Industry Context

Work flexibility has become a critical topic in human resource management, particularly after the COVID-19 pandemic. In the context of the manufacturing industry, work flexibility is defined as policies that provide employees with discretion over their working hours, location, and workload [17]. Unlike in the service sector, the implementation of work flexibility in manufacturing faces unique challenges due to the nature of work that often requires physical presence and continuous operations [9].

[18] identified that workload and work discipline significantly influence employee performance in machinery distribution companies. Their study found that optimal workload management can enhance employee performance, indicating the importance of flexibility in workload management. However, this study did not specifically address gender aspects in workload experiences, which is a focus of the present research.

[19] investigated the influence of job satisfaction, competency, and motivation on employee performance in the hotel industry. Although focusing on the hospitality sector, their findings are relevant, as they revealed that job satisfaction serves as an important mediator between motivation and employee performance. Our study extends this understanding by exploring how work flexibility policies may influence job satisfaction through improved work-family balance in the manufacturing sector.

2.2 Work-Family Balance and Gender Differences

Work-family balance is defined as a condition where individuals can meet the demands of both work and family roles with minimal conflict [20]. [7] demonstrated that transformational leadership positively affects employee creativity in SMEs, partially mediated by creative self-efficacy. These findings underscore the critical role of leadership in fostering a supportive work environment.

[21] emphasized that strategies for improving employee performance must consider individual needs, including the need for work-family balance. [22] further identified that financial access and efficient financial management significantly influence the sustainability of SMEs. These findings are relevant to this research as they highlight the diverse and interconnected factors that affect employee well-being.

Gender differences in experiences of work-family balance have been documented in several studies. [23] found that work-life balance significantly reduced work stress ($\beta = -0.542$, $p < 0.01$) and improved work productivity ($\beta = 0.384$, $p < 0.01$) among hotel employees. However, the gender-based analysis was not thoroughly explored in their study.

Research by [9] revealed significant differences in how men and women manage work-family conflict, with women tending to experience higher levels of stress due to dual-role demands. However, this study was conducted in the banking sector, thus its findings may not be fully generalizable to the manufacturing industry.

2.3. Research Gaps

Although previous studies have provided valuable insights into work flexibility and work-family balance, several research gaps remain. First, most research has concentrated on the service sector [19] or SMEs [22], with limited attention given to the manufacturing industry. Second, gender-based comparative analyses are still scarce, particularly in the Indonesian context [24]. Third, the specific impacts of different dimensions of work flexibility on work-family balance have not been comprehensively explored.

The fourth significant gap is the lack of longitudinal studies measuring the long-term effects of work flexibility policies on work-family balance. [25] identified in their European study that the impacts of work flexibility vary over time and are influenced by contextual factors; however, similar studies in developing countries like Indonesia remain limited. Although [26] examined the sustainability of work-life balance policies in Australian organizations, no studies have yet tracked changes in work-family balance following the implementation of work flexibility policies in Indonesia over a meaningful period.

Fifth, previous studies such as [27] have used financial ratios as key indicators without integrating non-financial factors, such as human resource policies, into their analysis. Research by [28] in India identified a positive relationship between human resource policies focusing on work-life balance and organizational performance, but similar studies in the Indonesian manufacturing sector are still very limited.

The sixth gap concerns the cultural context. [21] identified the crucial role of organizational culture, while [29] in their study in South Korea found that collectivist cultural values influence how employees utilize work flexibility policies. However, there has been no specific investigation into how Indonesian cultural values affect the effectiveness of work flexibility policies. [30] emphasized that cultural and institutional contexts are critical in the effective implementation of work-life balance policies, although their study focused on Western countries.

Seventh, research regarding the mechanisms of work flexibility policy adoption in Indonesia's manufacturing industry is lacking. [31] identified factors affecting financial literacy levels among SMEs, [32] in their multi-country study found that institutional and competitive factors influence the adoption of flexible working practices. However, no studies have yet identified the factors influencing Indonesian manufacturing companies' willingness to adopt work flexibility policies.

Finally, there is a gap regarding how technology can facilitate the implementation of work flexibility policies in the manufacturing sector. Although [9] discussed human resource challenges in integrated logistics systems, [33] in their global study found that modern technology has reshaped work arrangements, offering greater flexibility, including in manufacturing. However, studies specifically addressing the Indonesian context remain scarce.

These research gaps form the foundation for the present study, which aims to analyze the impact of work flexibility policies on work-family balance with a gender perspective in the manufacturing sector—an industry with unique characteristics and challenges in implementing work flexibility policies.

3. Methodology

This study employs a quantitative approach with a cross-sectional research design to analyze the impact of work flexibility policies on work-family balance, considering gender differences among employees of manufacturing companies in Semarang Regency. A quantitative approach was selected as it enables objective testing of relationships between variables [34] and yields results that are generalizable to a broader population [35].

The population of the study comprises all employees from 10 manufacturing companies in Semarang Regency, totaling 5,420 employees. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in 372 respondents. A stratified random sampling technique was employed to ensure balanced representation based on gender, job levels, and departments [36].

Data collection was conducted through structured questionnaires developed based on previous research. The work flexibility variable was measured using the scale developed by [25], covering three dimensions: temporal flexibility, spatial flexibility, and workload flexibility. Work-family balance was measured using the Work-Family Balance Scale

developed by [37], while demographic variables and other control variables were assessed through structured questions.

Instrument validity was tested using Confirmatory Factor Analysis (CFA) with factor loading criteria >0.5 and Average Variance Extracted (AVE) >0.5 [36]. Instrument reliability was tested using Cronbach's Alpha with a cut-off value >0.7 and Composite Reliability >0.7 [38]. Data analysis employed Structural Equation Modeling (SEM) using AMOS 26.0 software to test the relationships between variables.

The research model can be represented by the following structural equation:

$$\text{WFB} = \beta_0 + \beta_1\text{FW} + \beta_2\text{FL} + \beta_3\text{FJ} + \beta_4\text{G} + \beta_5(\text{FW} \times \text{G}) + \beta_6(\text{FL} \times \text{G}) + \beta_7(\text{FJ} \times \text{G}) + \varepsilon$$

Where:

- WFB = Work-Family Balance
- FW = Temporal Flexibility
- FL = Spatial Flexibility
- FJ = Workload Flexibility
- G = Gender
- ε = Error term

The research procedure is illustrated in a flowchart in Figure 1, showing the research stages from problem formulation to conclusion drawing.

To examine the moderating effect of gender, multi-group SEM analysis was conducted by comparing the structural model between male and female employee groups [29]. Measurement invariance testing was performed to ensure that the measurement instruments have the same meaning across both gender groups [39].

Finally, to ensure the robustness of the research findings, classical assumption tests were conducted, including tests for normality, linearity, multicollinearity, and heteroscedasticity. The results were validated using a cross-validation technique by randomly dividing the sample into two groups [40].

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristics

This study involved 372 respondents who were employees from 10 manufacturing companies in Semarang Regency. The characteristics of the respondents are presented in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	186	50%
	Female	186	50%
Age	20–30 years	124	33.3%
	31–40 years	156	41.9%
	41–50 years	73	19.6%
	>50 years	19	5.1%
Length of Service	1–5 years	145	39.0%
	6–10 years	128	34.4%
	11–15 years	65	17.5%
	>15 years	34	9.1%
Marital Status	Married	298	80.1%
	Single	74	19.9%
Department	Production	157	42.2%
	Administration	62	16.7%
	Marketing	34	9.1%
	HR & GA	28	7.5%
	Others	91	24.5%

Teks berlanjut di sini (Gambar 2 dan Tabel 2).

Table 2 presents the descriptive statistics of the main research variables, disaggregated by gender.

Table 2. Descriptive Statistics of Research Variables by Gender

Variable	Total	Male	Female		Sig.
	Mean	SD	Mean	SD	
Temporal Flexibility	3.42	0.87	3.57	0.82	3.27
Spatial Flexibility	2.85	1.05	3.12	0.98	2.58
Workload Flexibility	3.18	0.92	3.32	0.88	3.04
Work-Family Balance	3.25	0.95	3.41	0.89	3.09

*Significant at $p < 0.01$

The results in Table 2 reveal significant differences in perceptions of work flexibility policies and work-family balance between male and female employees. Male employees reported higher levels of flexibility and work-family balance compared to female employees.

4.1.3. Structural Model Testing Results

Following the validation and reliability testing of the instruments (all variables met criteria with factor loadings > 0.5 , AVE > 0.5 , Cronbach's Alpha > 0.7 , and Composite Reliability > 0.7), structural model testing was conducted. Table 3 displays the structural model results showing the influence of the dimensions of work flexibility on work-family balance.

Table 3. Results of the Influence of Work Flexibility Dimensions on Work-Family Balance

Relationship	Coefficient (β)	t-value	p-value
Temporal Flexibility \rightarrow Work-Family Balance	0.325	6.782	0.000*
Spatial Flexibility \rightarrow Work-Family Balance	0.198	4.217	0.000*
Workload Flexibility \rightarrow Work-Family Balance	0.276	5.842	0.000*

***Significant at $p < 0.01$**

All dimensions of work flexibility showed a positive and significant influence on work-family balance. Temporal flexibility exerted the strongest influence ($\beta = 0.325$, $p < 0.01$), followed by workload flexibility ($\beta = 0.276$, $p < 0.01$), and spatial flexibility ($\beta = 0.198$, $p < 0.01$).

4.1.4. Moderating Effect of Gender

To test the moderating effect of gender, a multi-group SEM analysis was conducted by comparing the structural model between male and female employee groups. Table 4 presents the results of the gender moderating effect testing.

Table 4. Moderating Effect of Gender Testing Results

Relationship	Male		Female		$\Delta\chi^2$	p-value
	β	p-value	β	p-value		
FW \rightarrow WFB	0.252	0.003*	0.386	0.000*	4.87	0.027**
FL \rightarrow WFB	0.167	0.018**	0.224	0.005*	1.92	0.166
FJ \rightarrow WFB	0.227	0.007*	0.331	0.000*	3.78	0.052**

*Significant at $p < 0.01$; **Significant at $p < 0.05$

Notes: FW = Temporal Flexibility; FL = Spatial Flexibility; FJ = Workload Flexibility; WFB = Work-Family Balance

The results indicate that gender moderates the effect of temporal flexibility ($\Delta\chi^2 = 4.87$, $p < 0.05$) and workload flexibility ($\Delta\chi^2 = 3.78$, $p < 0.05$) on work-family balance. The effects of these two dimensions were stronger for female employees compared to male employees. Meanwhile, the effect of spatial flexibility on work-family balance did not differ significantly between male and female employees ($\Delta\chi^2 = 1.92$, $p > 0.05$).

4.2. Discussion

4.2.1. The Impact of Work Flexibility on Work-Family Balance

The results of the study demonstrate that all three dimensions of work flexibility have a positive and significant impact on work-family balance. These findings align with the Conservation of Resources Theory proposed by [41], which posits that individuals strive to obtain, retain, and protect resources they perceive as valuable. Work flexibility policies act as valuable resources that assist employees in managing the demands of both work and family roles.

Temporal flexibility emerged as the strongest influencing dimension, indicating the importance of having the discretion to determine when to start and end work. This finding supports the study by [25], which showed that flexible working hours allow employees to better align their work schedules with family responsibilities. In the context of manufacturing companies in Semarang Regency, policies such as rotating shifts and flexible start/end times have proven effective in enhancing work-family balance.

Workload flexibility also showed a significant influence, corroborating the findings of [33], who found that the ability to manage working hours contributes to employee well-being. Interestingly, although spatial flexibility exhibited the weakest influence, it remained statistically significant. This suggests that despite the physical presence requirement typical of manufacturing work, policies allowing employees to work from alternate locations under certain conditions still positively contribute to work-family balance.

4.2.2. The Moderating Effect of Gender on the Relationship between Work Flexibility and Work-Family Balance

The moderation analysis revealed that gender moderates the influence of temporal flexibility and workload flexibility on work-family balance, with stronger effects observed among female employees. This finding is consistent with Gender Role Theory proposed by [42], which asserts that traditional gender roles position women with greater domestic responsibilities compared to men. Therefore, female employees are more likely to benefit from work flexibility policies in achieving better work-family balance.

These results align with the findings of [23], who reported that work-life balance significantly reduces work stress and improves productivity. This study extends existing understanding by identifying how these effects are moderated by gender within the manufacturing sector.

Interestingly, the influence of spatial flexibility on work-family balance was not moderated by gender. This may be attributed to the nature of manufacturing work, which largely requires physical presence at the workplace, thus making location flexibility relatively less impactful for both genders. This finding contrasts with the study by [43] in the service sector, which found a gender-moderated effect between spatial flexibility and work-family balance.

4.2.3. Theoretical and Practical Implications

This study contributes theoretically by integrating the Conservation of Resources Theory and Gender Role Theory to understand the impact of work flexibility policies on work-family balance in the context of Indonesia's manufacturing industry. Specifically, it expands existing knowledge by elucidating how gender moderates the effectiveness of different dimensions of work flexibility.

Practically, the findings provide guidance for manufacturing companies in developing gender-responsive work flexibility policies. Organizations can prioritize implementing policies that offer greater temporal and workload flexibility, particularly for female employees. This is in line with [18] recommendation regarding the importance of optimal workload management for employees.

Manufacturing companies could also tailor training programs to help employees, especially women, effectively utilize work flexibility policies. Consistent with the findings of [19], such programs could contribute to increased job satisfaction and employee motivation.

5. Comparison

5.1. Comparison with State-of-the-Art Research

To provide a more comprehensive overview of this study's contributions, Table 5 presents a comparison between this study and several state-of-the-art studies on work flexibility policies and work-family balance.

Table 5. Comparison with State-of-the-Art Research

Aspect	This Study	Chung & Van der Lippe (2020)	Messenger et al. (2017)	Hernawani & Palupiningtyas (2025)	Widagdo et al. (2022)
Industry Focus	Manufacturing	Cross-sector	Cross-sector	Hospitality	Hospitality
Location	Indonesia (Semarang Regency)	Europe	Global	Indonesia	Indonesia
Flexibility Dimensions	Time, location, workload	Time, location	Time, location, intensity	General work-life balance	Not specified
Analytical Method	SEM, Multi-group analysis	Meta-analysis	Case study	Path analysis	Multiple regression
Sample Size	372	N/A (review)	N/A (review)	271	114
Moderator Variable	Gender	Gender, country	Industry sector	None	None
Outcome Variable	Work-family balance	Work-family balance	Employee well-being	Work stress, productivity	Employee performance

Compared to previous research, this study offers several advantages and unique contributions. First, it specifically focuses on the manufacturing sector, which has been relatively under-researched compared to service sectors such as hospitality. [26] identified that implementing work flexibility policies in the manufacturing industry faces unique challenges compared to the service sector due to differing job characteristics. This study provides empirical evidence of how work flexibility policies can be implemented and bring benefits in the manufacturing context.

Second, this study explores three dimensions of work flexibility separately, whereas most previous studies treated work flexibility as a single construct. This multidimensional approach enables a more nuanced understanding of which dimensions of flexibility are most effective in enhancing work-family balance. The finding that temporal flexibility has the strongest impact is an important contribution that could guide future policy prioritization.

Third, this study explicitly tests the moderating effect of gender on the relationship between work flexibility dimensions and work-family balance. Although [25] also considered gender in their analysis, they did not specifically test how gender moderates the influence of each dimension of work flexibility. This study finds that gender moderates the effects of temporal and workload flexibility, but not spatial flexibility, providing a deeper understanding of the complexity of gender roles in the context of work flexibility.

Fourth, this study was conducted in Indonesia, specifically in Semarang Regency. Most state-of-the-art research has been conducted in Western countries, where cultural and institutional contexts differ significantly [30] emphasized the importance of considering cultural and institutional contexts when studying work-family balance. By examining this phenomenon in Indonesia, this study provides insights into how local cultural values influence the implementation and effectiveness of work flexibility policies.

The study by [23], also conducted in Indonesia, found that work-life balance significantly reduces work stress and increases productivity among hotel employees. However, it did not specifically analyze the dimensions of work flexibility or the moderating effects of gender. This study extends those findings by providing a more detailed analysis within the manufacturing sector.

Compared to [19], who found that job satisfaction significantly influences employee performance in the hospitality industry, this study contributes by identifying how work

flexibility policies can serve as key antecedents of work-family balance, which in turn may enhance job satisfaction and employee performance.

Moreover, the analytical approach employed in this study is more sophisticated than in many previous studies. The use of SEM allows for simultaneous testing of multiple variable relationships, while multi-group analysis provides a stronger method for testing moderating effects compared to conventional regression-based moderation analysis.

Thus, this study makes a significant contribution to the literature on work flexibility and work-family balance, particularly in the context of the Indonesian manufacturing sector. The findings could serve as a foundation for developing more effective and gender-responsive work flexibility policies in the future.

6. Conclusion

This study reveals that work flexibility policies have a positive and significant influence on the work-family balance of employees in manufacturing companies in Semarang Regency, with effects moderated by gender. The main results show that temporal flexibility has the strongest influence ($\beta = 0.325$), followed by workload flexibility ($\beta = 0.276$), and spatial flexibility ($\beta = 0.198$). The moderation analysis found that the influence of temporal and workload flexibility on work-family balance is stronger among female employees compared to male employees, while the influence of spatial flexibility was not moderated by gender.

The synthesis of the research findings aligns with the objective of analyzing the impact of work flexibility policies on work-family balance through a gender-based comparative analysis. The results support the hypotheses that work flexibility policies positively influence work-family balance and that this influence is moderated by gender for temporal and workload flexibility dimensions. Notably, even in the manufacturing context, work flexibility policies play a vital role in enhancing work-family balance.

These findings contribute to the development of human resource management theory and practice by providing empirical evidence on the effectiveness of work flexibility policies in Indonesia's manufacturing industry. Practically, this study encourages manufacturing companies to develop gender-responsive work flexibility policies, prioritizing temporal and workload flexibility, particularly for female employees.

Nevertheless, the study has several limitations. The cross-sectional design restricts the ability to infer causal relationships. Additionally, the focus on manufacturing companies in Semarang Regency limits the generalizability of the findings to other contexts. Future research is recommended to conduct longitudinal studies to observe the long-term impacts of work flexibility policies, and to expand the research scope across various industries and regions to enhance the generalizability of the findings.

Kontribusi Penulis: Paragraf pendek yang menjelaskan kontribusi masing-masing penulis harus disertakan untuk artikel penelitian dengan beberapa penulis (**wajib untuk lebih dari 1 penulis**). Pernyataan berikut harus digunakan “Konseptualisasi: XX dan YY; Metodologi: XX; Perangkat Lunak: XX; Validasi: XX, YY dan ZZ; Analisis formal: XX; Investigasi: XX; Sumber daya: XX; Kurasi data: XX; Penulisan—persiapan draf asli: XX; Penulisan—peninjauan dan penyuntingan: XX; Visualisasi: XX; Supervisi: XX; Administrasi proyek: XX; Akuisisi pendanaan: YY”

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