

THE INFLUENCE OF LEADERSHIP STYLE, COMMUNICATION, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. FENGTAY INDONESIA ENTERPRISE**Rima Nurul Afifah, Gurawan Dayona Ismail, Yoyo Sudaryo, Dayan Hakim Natigor Sipahutar, Dadan Abdul Aziz Mubarak**

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Abstract

This research was conducted for problems that occurred at PT. Fengtay Indonesia Ent. namely low employee performance, this is characterized by a decline in employee performance which is assessed through IPT (Individual Performance Targets) and UPT (Unit Performance Targets) never reaching the IPT and UPT targets. Then the level of employee discipline decreases. These problems must of course be addressed immediately, because employees are one of the factors that can determine the success of a company. The aspects examined in this research are leadership style, work communication, and motivation. This research uses quantitative methods with descriptive and verification approaches. In this research, quantitative methods with descriptive and verification approaches are used to test whether there is an influence of leadership style, communication and motivation on the performance of PT employees. Fengtay Indonesia Enterprise. The results of this research show that with good leadership style, work communication, motivation, employee performance will increase and achieve targets.

Keywords: Leadership Style, Communication, Motivation, Employee Performance**INTRODUCTION**

In practice, organizations have a formal, coordinated, structured, organized union system with the aim of creating cooperation to achieve something that has been mutually agreed upon. To create maximum results in a company organization. Companies really need human resources who have the potential to advance and develop the company in a better and better direction. The human resources needed by the company are a leader and employee who is tasked with supervising the work of employees in order to achieve the company's desired targets.

The company's success depends on the workforce or human resources managed by the company. The company tries to prepare the quality of management and the quality of human resources to be stronger and able to work in new ways, have high qualifications and reliable work quality. The quality of an organization's human resources is one of the main factors in whether a company is good or bad. Companies try to take various methods to obtain human

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resources who have high quality, productive work ethic, skills and creativity, professionalism, discipline, and are able to master and develop human resource technology that functions well to support the success of the company's organization.

Ministries, government agencies, and local governments are expected to create and develop an organization culture oriented towards performance improvement (Saebah & Asikin, 2022) (Sudaryo, Aribowo, & Sofianti, 2019). The development of an organization is highly relevant, especially for state organizations. Well-developed organizations can bring many benefits, such as increased efficiency and productivity, achieving employee work targets, and adapting to environmental changes. On the contrary, stagnant or underdeveloped organizations may face various problems, including poor performance, loss of human resources potential, and an inability to cope with change.

According to Dessler, (2015) human resource management is the process of acquiring, training, assessing, and compensating employees and for managing labor relations, health and safety, as well as matters related to justice, explaining that companies need employees who have high job performance.

According to Mangkunegara, (2013), performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. Employee performance is very important for a government agency to know the quality of work, quantity of work, and the time employees spend working. Based on this description, it can be explained that performance is the real behavior displayed by each person as a work achievement that is produced both in quality and quantity in accordance with the work criteria and responsibilities given to him, apart from that, employee performance also determines the achievement of a goal expected by a person. government agencies.

According to Wayne, Olmstead, Vorobieff, Truman, & Kumar, (2015) a factor that can influence employee performance is leadership style. Leadership style is something that can influence an employee's performance so that they are willing to carry out work activities and improve company performance, with indicators namely charismatic leadership, transformational leadership. Leadership style is part of the attributes of a leader who knows and recognizes each individual employee.

According to (Robbins, Judge, Millett, & Boyle, 2013) another factor that can influence employee performance is the communication created by leaders with their subordinates. Communication can be said to be effective if superiors motivate subordinates, provide knowledge, control and coordinate each employee's work activities by providing emotional encouragement and expression of feelings, with the indicators being downward communication, upward communication, lateral communication. Communication activities in the company are always accompanied by achieving the expected goals.

Apart from communication, according to Mangkunegara (2017:93), there is a factor that can influence employee performance, namely motivation. Motivation is a condition that moves employees to be able to achieve the goals of their motives. Indicators of motivation itself are physical protection, protection from threats of danger, communication and interaction, mutual respect and appreciation and the level of support for self-development. Providing good motivation can encourage employee enthusiasm to carry out tasks and do their work better. Providing encouragement as a form of motivation to subordinates is important to improve employee performance in order to provide work enthusiasm and encouragement so that employees are more active in working.

PT. Fengtay Indonesia Enteprese is an international Nike shoe production company that has good quality because the majority of production of these shoes is marketed internationally. Every day the company produces six thousand pairs of shoes in various sizes

for parents, adults and children. The shoes produced include Jordan Nike, Air Force sneakers, Nike Waffle, Air Max sneakers, Sport Run sneakers, Nike Borge, Nike Daybreak and so on. The company is located on Jln. Raya Banjaran No. KM 14, Bojongmanggu, Kec. Pameungpeuk, Bandung Regency, West Java 40377. Work activities at the company are always accompanied by achieving the expected goals in order to achieve maximum shoe production targets in accordance with instructions from superiors.

However, recently there have been various obstacles faced, one of which is employee performance which has not been optimal, in improving the performance of PT employees. Fengtay Indonesia Enterprise must know the factors that can influence performance.

RESEARCH METHOD

The method used in this research is quantitative with a descriptive and verification approach. According to (Sugiyono, 2017). Research methods are: "A scientific way to obtain data with specific purposes and uses. According to Sugiyono, (2017), this is: "This descriptive research method is carried out to determine the existence of independent variables, either only on one or more variables (stand-alone variables or independent variables) without making comparisons of the variables themselves and looking for relationships with other variables" . Meanwhile, according to (Sugiyono, 2013), the verification method is as follows: "The verification method is defined as research carried out on a certain population or sample with the aim of testing a predetermined hypothesis." In this research, quantitative methods with descriptive and verification approaches are used to test whether there is an influence of leadership style, communication and motivation on the performance of PT employees. Fengtay Indonesia Enterprise.

RESULT AND DISCUSSION

Normality test

The normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution. In other words, the normality test is carried out to determine the nature of the distribution of research data which serves to determine whether the samples taken are normal or not by testing the distribution of the data being analyzed. The normality test in this study uses

Kolmogrov Smirnov test, in this test the guidelines used in decision making are: If the significant value is < 0.05 then the data distribution is not normal. If the significant value is > 0.05 then the data distribution is normal

Hypothesis used: H_0 : residual data is normally distributed. H_a : residual data is not normally distributed. The basis for decision making is based on probability, if the probability value is > 0.05 then H_0 is accepted, while if the probability value is < 0.05 then H_0 is rejected. The following are the results of the normality test based on Kolmogrov Smirnov as follows:

Table 1 Results of One-Sample Kolmogorov-Smirnov Test Analysis

		Unstandardized Residuals
N		77
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.94332356
Most Extreme Differences	Absolute	,086
	Positive	,072
	Negative	-.086
Statistical Tests		,086
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Primary Data processed using SPSS 23.0

The test results show a significance value for Unstandardized Residual of 0.200. A sig value of $0.200 > 0.05$ means that the data on the variable is normally distributed, so that the regression model meets the normality assumption.

Multicollinearity Test

The multicollinearity test aims to detect whether there is not a high correlation between one independent variable and other independent variables. Correlation between these independent variables can be detected using the Variance Inflation Factor (VIF). To test the existence of multiple collinearity, it can be seen through the Variance Inflation value. Factor (VIF). These two measures show which independent variables are explained by other independent variables. Tolerance measures the variability of an independent variable that cannot be explained by other independent variables. So a low tolerance value is the same as a high VIF value (because $VIF = 1 / \text{tolerance}$). An example value that is generally used to indicate the presence of multicollinearity is a tolerance value < 0.10 or the same as $VIF > 10$. The decision-making criteria is that multicollinearity does not occur if the tolerance value is less than 0.10 and the independent variable has a VIF value > 10 . Following are the results of multicollinearity test below:

Table 2 Results of Tolerance and VIF Value Analysis

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership Style	,234	4,272
Communication	,275	3,641
Motivation	,345	2,895

a. Dependent Variable: Performance

Source: Primary Data processed using SPSS 23.0

The results of the multicollinearity test show that all independent variables have a Tolerance value > 0.1 and a VIF value < 10 . This means that there is no high relationship between the independent variables, so the regression model meets the multicollinearity assumption.

Heteroscedasticity Test

According to Ghozali (2018: 137), the heteroscedasticity test aims to see whether in the regression model there is inequality in the residuals or other observations. A good regression model will not experience heteroscedasticity. Heteroskedasticity is a situation where there is a diversity of independent variables varying in the data at hand. One of the key assumptions in the ordinary regression method is that errors have the same diversity in each sample. Following are the results of the heteroscedasticity test below:

Table 3 Glejser Test Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,470	,751		1,958	,054
Leadership Style	,022	,027	,190	,806	,423
Communication	-.077	,041	-.412	-1,891	,063
Motivation	,048	,048	,191	,984	,328

a. Dependent Variable: AbsRes

Source: Primary Data processed using SPSS 23.0

The Glejser test results in the table above show that the influence of all independent variables on the Absolute Residual value is not significant, because the sig value is > 0.05 . This result means that the variance from the residual from one observation to another observation is constant so that the regression model meets the heteroscedasticity assumption.

Linearity Test

This test is used to see whether the model specifications used are correct or not. Whether the function used in an empirical study should be linear, quadratic or cubic. With the linearity test, information will be obtained whether the empirical model should be linear, quadratic or cubic. Following are the results of the linearity test below:

Table 4 Linearity Test Analysis Results

Relationship Between Variables	Sig	
	Linearity	Deviation from Linearity
Performance * Leadership Style	0,000	0.085
Performance * Communication	0,000	0.522
Performance * Motivation	0,000	0.917

Source: Primary Data processed using SPSS 23.0

The results of the linearity test between the Leadership Style Variable and Performance have a significance value of Linearity of 0.000 and Deviation From Linearity of 0.085.

Because sig Linearity < 0.05 and Sig Deviation From Linearity > 0.05, the relationship between the Leadership Style Variable and Performance is Linear. The relationship between Communication Variables and Performance has a significance value of Linearity of 0.000 and Deviation From Linearity of 0.522. Because sig Linearity < 0.05 and Sig Deviation From Linearity > 0.05, the relationship between the Communication Variable and Performance is Linear. The Motivation and Performance variables have a significance value of Linearity of 0.000 and Deviation From Linearity of 0.917. Because sig Linearity < 0.05 and Sig Deviation From Linearity > 0.05, the relationship between Motivation and Performance is Linear.

Partial Hypothesis Test Results (t Test).

The basis for making t-test decisions is to look at the significance value and compare the calculated t-value with the t-table value. The error rate used is 5% or 0.05 with a significance level of 95%. The table is obtained by the formula: t-table = (α = 0.05, nk-1 or df residual). Following are the results of the partial hypothesis test (t test) below:

Table 5 Analysis Results Partial Hypothesis (t Test).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3.122	1,171		-2,665	,009
Leadership Style	,325	,042	,509	7,727	,000
Communication	,290	,064	,276	4,536	,000
Motivation	,338	,076	,242	4,463	,000

a. Dependent Variable: Performance

Based on table 5 The results of partial hypothesis testing are as follows:

1. The influence of Leadership Style on Performance has a t-count value of 7.727 with a significance of 0.000. Because tcount > ttable (7.727 > 1.993), H0 is rejected and Ha is accepted, meaning that partially Leadership Style has a significant effect on Employee Performance.
2. The effect of communication on performance has a t-value of 4.536 with a significance of 0.000. Because tcount > ttable (4.536 > 1.993), H0 is rejected and Ha is accepted, meaning that partially communication has a significant effect on employee performance.
3. The influence of motivation on performance has a t value of 4.463 with a significance of 0.000. Because tcount > ttable (4.463 > 1.993), H0 is rejected and Ha is accepted, meaning that partially motivation has a significant effect on employee performance.

Simultaneous Test Results (F Test).

The F test aims to see whether all the independent variables included in the model have a simultaneous influence on the dependent variable. The F test is carried out by comparing the calculated F value with the F table and looking at the significance value of 0.05 in the following way: If Fcount > Ftable or probability < significance value (Sig ≤ 0.05), then the

research model can be used. If $F_{count} > F_{table}$ or probability > significance value ($Sig \geq 0.05$), then the research model cannot be used. Following are the results of the simultaneous test (F Test) below.

Table 6 Analysis Results Simultaneous Test (F Test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3582.804	3	1194.268	303,753	,000b
Residual	287,014	73	3,932		
Total	3869.818	76			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Communication, Leadership Style

Source: Primary Data processed using SPSS 23.0

The results of simultaneous hypothesis testing show an F_{count} value of 303.753 with a significance value of 0.000. Because $F_{count} > F_{table}$ (2.730) and $sig\ 0.000 < 0.05$, H_0 is rejected and H_a is accepted, meaning that together there is a significant influence of Leadership Style, Communication and Motivation on Employee Performance. These results also show that the regression model can be used to predict performance variables.

The Influence of Leadership Style on Employee Performance at PT. Fengtay Indonesia Enterprise

Based on the research results, it shows that the leadership style variable influences the performance of PT employees. Fengtay Indonesia Enterprise, when viewed from the results of the partial hypothesis test (t test), has a t value of 7.727 with a significance of 0.000. Because $t_{count} > t_{table}$ ($7.727 > 1.993$), H_0 is rejected and H_a is accepted, meaning that partially Leadership Style has a significant effect on PT Employee Performance. Fengtay Indonesia Enterprise.

The regression test result is 0.325, meaning that Leadership Style has a positive effect on Performance. For every increase in Leadership Style by 1 unit while the Communication and Motivation variables have a constant value (0), Performance will increase by 0.325 times. The influence of leadership style on employee performance is because the role of a leader is often to give direction and command employees well so as to create more optimal employee work, apart from that, leaders always pay attention to employees in completing work.

This is in line with the journal (Rosi, Suparman, & Pdi, 2020) which explains that leadership style influences employee performance. Likewise, Marselina, Al Hafizh, & Triyana, (2024) explains that leadership style has a positive or significant effect on employee performance at PT Laksana Karis Industri.

The Effect of Communication on Employee Performance at PT. Fengtay Indonesia Enterprise

Based on the research results, it shows that communication variables influence the performance of PT employees. Fengtay Indonesia Enterprise, when viewed from the results of the partial hypothesis test (t test), has a t value of 4.536 with a significance of 0.000. Because

$t_{count} > t_{table}$ ($4.536 > 1.993$), H_0 is rejected and H_a is accepted, meaning that partially communication has a significant effect on employee performance.

The regression test result is 0.290, meaning that communication has a positive effect on performance. For every increase in Communication by 1 unit while the Leadership Style and Motivation variables have a constant value (0), Performance will increase by 0.290 times. The influence of communication on employee performance is because employees always convey work problems they face to superiors, and superiors or leaders accept complaints and work problems well so that this can improve employee performance in a better direction. Similar to Adams et al., (2023) which states that communication formed by leaders with their employees has a positive effect on the performance of PT employees. GranVille Indonesian Shoe Industry. Likewise, according to the journal (Muhammad, 2022) which explains that communication built between leaders and employees can have a positive or significant effect on the performance of PT Adis Dimenson Footwer employees who focus on the Adidas and Vans brand shoe industry.

The Influence of Motivation on Employee Performance at PT. Fengtay Indonesia Enterprise

Based on the research results, it shows that motivation variables influence the performance of PT employees. Fengtay Indonesia Enterprise, when viewed from the results of the partial hypothesis test (t test), has a t value of 4.463 with a significance of 0.000. Because $t_{count} > t_{table}$ ($4.463 > 1.993$), H_0 is rejected and H_a is accepted, meaning that partially motivation has a significant effect on employee performance.

The regression test result is 0.338, meaning that motivation has a positive effect on performance. For every increase in Motivation by 1 unit while the Leadership and Communication Style variables have a constant value (0), Performance will increase by 0.338 times. The influence of motivation on employee performance is due to the superiors of PT. Fengtay Indonesia Enterprise always provides motivation to employees to make the company develop more rapidly with the abilities of its employees. This is in line with the journal Rosi Dede & Kuşakçı, (2022) which explains that superiors' work motivation can influence employee performance well. Similar to the journal Marselina et al., (2024) which explains that motivation directly has a significant influence on employee performance.

The Influence of Leadership Style, Communication and Motivation on Employee Performance at PT. Fengtay Indonesia Enterprise.

Based on the results of simultaneous hypothesis testing (Test F), it shows that the F value is 303.753 with a significance value of 0.000. Because $F_{count} > F_{table}$ (2.730) and sig $0.000 < 0.05$, H_0 is rejected and H_a is accepted, meaning that together there is a significant influence of Leadership Style, Communication and Motivation on PT Employee Performance. Fengtay Indonesia Enterprise. These results also show that the regression model can be used to predict performance variables.

In accordance with the journal (Ling, Landon, Tarrant, & Rubin, 2021) explains that there is a significant influence of leadership style and communication on employee

performance due to the leadership receiving input from employees and following up on it, as well as establishing communication, one of which is that superiors always communicate with their employees, and superiors always give awards when employees can do a good job. Likewise with the research results of Rosi et al., (2020) which explains that the leadership style and work motivation of superiors can influence employee performance well or significantly because superiors or leaders always provide motivation to employees in order to make the company develop more rapidly with the abilities of its employees so that every employee able to complete a job well. This is similar to Resya Dwi Marselina (2018) who explains that leadership style and motivation can influence employee performance well, one of which is because superiors always trust each employee to do their job well.

Based on the theory expressed by Usman, (2022) suggests that, "Leaders are people who determine goals, motivation and actions for other people". Furthermore, "Leadership is the science and art of influencing people or groups to act as expected to achieve goals effectively and efficiently." Meanwhile, according to Thoha, (2016) "Communication is a process of conveying and receiving news or information from one person to another." Husaini Usman, (2022) states that, "Communication is the process of conveying or receiving messages from one person to another, either directly or indirectly, in written, oral or non-verbal language."

According to (Robbins, S. P., & Judge, 2015) motivation is the encouragement or enthusiasm that arises within a person or employee to do something or work, because of external stimulation from both superiors and the work environment as well as the basis for fulfilling a sense of satisfaction and fulfilling responsibility for tasks. -tasks assigned and carried out within the organization.

CONLUSSION

Based on the results of research and discussion about the influence of leadership style, communication and motivation on the performance of PT employees. Fengtay Indonesia Enterprise can be summarized as follows The employee performance variable is based on respondents' answers. The overall average score for the Performance variable is 2.85 (in the score interval 2.60 - 3.39) or is in the Fair category. The highest score is found in the results of the questionnaire regarding the employee's ability to work without having to be supervised by superiors, which is the item that is perceived the highest with an average score of 3.00 or in the Sufficient category. Meanwhile, the lowest score was found in the employee's ability to work questionnaire without having to be supervised by superiors," which was the lowest perceived item with a score of 2.53. The leadership style variable is based on respondents' answers. The overall average score for the Leadership Style variable is 2.92 (in the score interval 2.60 - 3.39) or is in the Fair category. The highest score was found in the questionnaire results regarding leaders always paying attention to employees in completing work with an average score of 3.10 or in the Fair category. Meanwhile, the lowest score was found in the questionnaire results regarding employees who always respect their leaders with a score of 2.57. The communication variable is based on respondents' answers. The overall average score for the Communication variable is 2.72 (in the score interval 2.60 – 3.39) or is

in the Fair category. The highest score is found in the questionnaire results regarding employees always conveying work problems they face to their superiors with an average score of 2.92 or in the Fair category. Meanwhile, the lowest score was found in the questionnaire results regarding superiors always giving awards when employees can do their work well with a score of 2.48..

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