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Legal Intelligence: Integrating Knowledge and Strategy n Modern Legal Practice

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Abstract**:** *The rapid advancement of artificial intelligence and data-driven technologies has fundamentally transformed the landscape of modern legal practice. Legal intelligence, defined as the systematic integration of legal knowledge with strategic analytical capacities, has emerged as a critical paradigm for legal professionals navigating an increasingly complex regulatory and transactional environment. This article examines how the convergence of artificial intelligence, natural language processing, knowledge graph systems, and predictive analytics reshapes the foundational competencies required for effective legal practice. Through a normative juridical methodology, this research analyses the theoretical constructs underpinning legal intelligence and the practical frameworks through which these tools are deployed in legal research, judgment prediction, contract management, and risk assessment. The article identifies a central novelty: whereas prior literature has examined AI in law primarily from a technological or singular-domain perspective, this work provides a synthesised framework that integrates epistemic, strategic, and ethical dimensions of legal intelligence as a unified professional competency. Key findings indicate that successful integration requires not merely technological adoption but structural transformation in legal reasoning, institutional governance of AI systems, and recalibrated ethical obligations. The article concludes with normative recommendations for developing legally intelligent practice environments that remain accountable, transparent, and just*

Keywords: Legal Intelligence, Artificial Intelligence in Law, Legal Knowledge Management, Legal Strategy, Juridical Normative Method, NLP in Law, Predictive Legal Analytics.

INTRODUCTION

The massive digital transformation that has taken place in the past decade has brought fundamental changes to the way the legal profession operates, thinks, and provides services to society. If in the previous era legal practitioners relied on doctrinal competence and argumentative skills built through the study of conventional jurisprudence, then the contemporary era demands a new capacity that combines the mastery of substantive law with the ability to utilize artificial intelligence (AI) technology. This combination gives birth to the concept of *legal intelligence* as a professional paradigm that is increasingly relevantan.[1]

Legal intelligence, in its most basic sense, refers to the ability to collect, analyze, and strategically apply legal knowledge to produce high-quality legal decisions or advice. This concept goes beyond just understanding the norms of positive law; It covers the strategic dimension of responding to legal issues holistically, predicting risks, and optimizing

[1]Kalaycioglu, S., Liu, B., Hong, C., & Xie, H. (2025). AI-Powered Legal Intelligence System Architecture: A Comprehensive Framework for Automated Legal Consultation and Analysis. ArXiv, abs/2508.17499. https://doi.org/10.48550/arxiv.2508.17499

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client and institutional outcomes. The development of AI technology ranging from *large language models* (LLMs), *knowledge graphs*, to *retrieval-augmented generation* (RAG) systems has expanded the limits of what legal practitioners can achieve in carrying out their professional functions.[2]

In this context, legal research, which was historically conducted through manual reading of legislative literature and court rulings, can now be dramatically accelerated through AI systems capable of processing millions of legal documents in seconds. Platforms such as Westlaw Edge, LexisNexis+AI, and various proprietary systems in various jurisdictions have demonstrated AI's ability to not only find precedents, but also identify argumentation patterns, predict judges' biases, and synthesize relevant legal arguments.[3]

Nevertheless, the adoption of AI technology in legal practice is not without challenges. Accuracy issues, *hallucinations* in language models, and the limitations of AI's ability to understand the cultural and moral context inherent in certain legal systems are real obstacles. In addition, the ethical implications of using AI in providing legal advice, including issues of client confidentiality, professional responsibility, and non-discrimination, have not been fully resolved normatively.[4]

Recent developments show that the legal sector is at a crossroads between resistance and adaptation. Studies show that some legal professions view AI as a substitute threat to the role of lawyers, while other perspectives see it as an amplifying tool that strengthens professional capacity. The synthesis between these two views requires an in-depth study of how legal knowledge and strategy can be effectively integrated with artificial intelligence without compromising the fundamental values of the legal profession.[5]

At the macro level, the digitalization of the judicial system in various countries including the implementation of *e-courts*, the use of algorithms in the determination of criminal verdicts in the United States (COMPAS), and the development of AI-based legal systems in China show that artificial intelligence is no longer peripheral in the legal ecosystem, but has entered the core of dispute resolution mechanisms and policy-making.[6]

The regulatory framework for AI in the legal context continues to develop. The European Union has published the *AI Act* that classifies AI systems based on risk levels, with AI systems used in law enforcement and the judiciary categorized as high-risk and subject to strict requirements. These regulatory developments have a direct impact on the way legal intelligence systems are designed, implemented, and accounted for.[7]

Dari perspektif akademik, kajian mengenai AI dan hukum selama ini cenderung terfragmentasi. Sebagian peneliti berfokus pada aspek teknis seperti pengembangan model NLP untuk klasifikasi dokumen hukum atau prediksi putusan pengadilan. Sebagian lain mengkaji dimensi etis dan regulatoris dari AI dalam

[2]Siino, M., Falco, M., Croce, D., & Rosso, P. (2025). Exploring LLMs Applications in Law: A Literature Review on Current Legal NLP Approaches. IEEE Access, 13, 18253–18276. https://doi.org/10.1109/access.2025.3533217

[3]Patel, K., & Gandhi, A. (2023). Analysing the Impact of Artificial Intelligence on Legal Research and Legal Education. International Journal of Legal Developments & Allied Issues. https://doi.org/10.55662/ijldai.2023.9501

[4]Bhavani, J., & Thuraisingam, A. (2022). Artificial Intelligence and Its Impact on the Legal Fraternity. UUM Journal of Legal Studies. https://doi.org/10.32890/uumjls2022.13.2.6

[5]Chahal, N. K. (2024). Transformative Trends: Exploring the Evolving Role of Artificial Intelligence in the Legal Landscape. International Journal of Science and Research (IJSR). https://doi.org/10.21275/sr24116210104

[6]Gulyaeva, E., Grace, H., & Felix, D. (2025). Impact of Digital Technologies on Legal Theory and Practice. Qubahan Techno Journal. https://doi.org/10.48161/qtj.v4n4a76

[7]Zahra, Y. (2025). Regulating AI in Legal Practice: Challenges and Opportunities. Journal of Computer Science Application and Engineering (JOSAPEN). https://doi.org/10.70356/josapen.v3i1.47

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peradilan. Jarang sekali ditemukan kajian yang memadukan keduanya dalam suatu kerangka konseptual yang terpadu, apalagi yang menempatkan praktisi hukum sebagai subjek yang harus mengembangkan kompetensi baru bernama *legal intelligence*.[8]

This is where the novelty of this research lies. In contrast to previous studies that have partially addressed AI in the legal field, this article offers an integrated framework that integrates three main dimensions of legal intelligence: (1) the epistemic dimension, i.e. how legal knowledge is represented, managed, and updated through AI systems; (2) the strategic dimension, i.e. how the analytical capacity of AI can be leveraged for optimal legal decision-making; and (3) the ethical-normative dimension, namely how the values of the legal profession and the principles of justice remain the foundation in the application of AI. This three-dimensional framework has never been explicitly proposed in the literature before and is the main contribution of this article.[9]

In addition, this article contributes by integrating a normative juridical perspective that has been absent in many technical studies of AI and law as a legitimate and necessary approach to analyzing the legitimacy, validity, and normative implications of legal intelligence systems. Thus, this study is not merely a legal technology discourse, but a legal analysis that uses the lens of technology as a transformative variable.[10]

In practical terms, the significance of this study lies in its ability to provide normative guidance for policymakers, managers of legal institutions, and practitioners in developing a technologically intelligent legal practice ecosystem while adhering to the fundamental values of the profession. In Indonesia, where the digital transformation of the judiciary is underway through various Supreme Court programs, this study is particularly relevant in the context of developing a legal framework that is responsive to technological disruption.[11]

Based on the above description, this article raises the research question: How can legal intelligence, as an integration of legal knowledge and AI-based strategic capacity, be conceptualized and operationalized in modern legal practice without compromising the fundamental principles of the legal profession? This question is answered through normative juridical research with a conceptual and comparative approach presented in the following sections

METHODOLOGY

This study employs a normative juridical method, a legal research approach that focuses on the analysis of primary and secondary legal materials to develop a conceptual, doctrinal, and normative understanding of legal issues. This method was selected because the integration of artificial intelligence (AI) into legal practice primarily raises normative questions concerning how the law should regulate, recognize, and limit the role of AI, rather than merely addressing empirical or technical concerns. The research adopts three complementary approaches: a conceptual approach to construct and analyze the concept of legal intelligence by integrating perspectives from law, computer science, and knowledge management; a comparative approach to

[8]Yang, Y. (2025). Artificial Intelligence and the Future of Law – Taking Lawyers' Skills as an Observation. International Journal of Education, Culture and Society. https://doi.org/10.11648/j.ijecs.20251002.14

[9]Kim, S., Yi, S., & Park, S.-P. (2025). Prioritizing challenges in AI adoption for the legal domain: A systematic review and expert-driven AHP analysis. PLOS One, 20. https://doi.org/10.1371/journal.pone.0326028

[10]Zafar, A. (2024). Balancing the scale: navigating ethical and practical challenges of artificial intelligence (AI) integration in legal practices. Discover Artificial Intelligence, 4. https://doi.org/10.1007/s44163-024-00121-8

[11]Cheong, I., Xia, K., Feng, K., Chen, Q. Z., & Zhang, A. (2024). (A)I Am Not a Lawyer, But...: Engaging Legal Experts towards Responsible LLM Policies for Legal Advice. Proceedings of the 2024 ACM Conference on Fairness, Accountability, and Transparency. https://doi.org/10.1145/3630106.3659048

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examine the development and regulation of AI in legal practice across various jurisdictions, including the European Union, the United States, China, and Indonesia, in order to identify relevant best practices and normative opportunities; and a futuristic approach to anticipate future developments in legal intelligence and formulate prospective normative recommendations. The study utilizes primary legal materials consisting of legislation, AI-related regulations in different jurisdictions, professional codes of ethics, and relevant judicial decisions, while secondary legal materials include scholarly articles from reputable law and technology journals, textbooks, research reports, and academic conference proceedings. Data analysis is conducted through systematic interpretation to understand legal norms and concepts as an integrated legal system, teleological interpretation to identify the objectives and functions of AI-related legal norms, and analytical synthesis to integrate findings from diverse sources into coherent and comprehensive normative recommendations.

RESULTS AND DISCUSSION

1. Conceptualization of Legal Intelligence in the Modern Context

Legal intelligence is a multidimensional construct that goes beyond the simple notion of intelligence in the field of law. In a contemporary perspective, this concept refers to the ability of systems of both humans and machines to not only understand and apply legal norms, but also to dynamically integrate legal knowledge with factual contexts, identify relevant patterns and precedents, and generate reliable recommendations or predictions. If human legal intelligence is built through years of study, litigation experience, and professional intuition, then AI-based legal intelligence is built through training on a massive corpus of legal documents and ever-evolving machine learning mechanisms.[12]

Kalaycioglu et al. (2025) describe the architecture of an AI-based legal intelligence system as a framework that combines several functional layers: a natural language processing layer for legal text analysis, a knowledge graph-based structured knowledge layer for the representation of relationships between legal concepts, a reasoning layer for inference and prediction, and an interface layer for interaction with human users. This layered architecture allows the system to not only answer questions of factual law, but also perform analogous reasoning, a capability that has long been considered the exclusive domain of humans.[13]

It's important to note that legal intelligence isn't solely an AI function. It is a professional capacity inherent in legal practitioners who are able to use AI effectively. In this case, legal intelligence competencies include the ability to: identify relevant legal information needs; selecting and using the right AI tools; criticize and verify AI output; as well as integrating AI results into a valid legal argumentation framework. The legal profession that is able to develop these competencies will have a significant competitive advantage in the legal ecosystem of the future.[14]

[12]Wang, X., Zhang, X., Hoo, V., Shao, Z., & Zhang, X. (2024). LegalReasoner: A Multi-Stage Framework for Legal Judgment Prediction via Large Language Models and Knowledge Integration. IEEE Access, 12, 166843–166854. https://doi.org/10.1109/access.2024.3496666

[14]Barron, R., Eren, M., Serafimova, O., Matuszek, C., & Alexandrov, B. (2025). Bridging Legal Knowledge and AI: Retrieval-Augmented Generation with Vector Stores, Knowledge Graphs, and Hierarchical Non-negative Matrix Factorization. Proceedings of the Twentieth International Conference on Artificial Intelligence and Law. https://doi.org/10.1145/3769126.3769215

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2. The Epistemic Dimension: Representation and Renewal of Legal Knowledge

One of the fundamental challenges in the development of legal intelligence is the representation of legal knowledge in a format that can be processed by machines. Law, as a normative system rich in ambiguity, contextual interpretation, and moral values, is not easily codified into formal data structures. A variety of approaches have been developed to address these challenges, including the use of legal ontologies, knowledge graphs, and large language models trained specifically on the legal corpus.[15]

Bi et al. (2024) developed a knowledge graph-based model to predict legal charges in confusing cases, where several different legal articles could potentially be applied to the same facts. Their model shows that graph-based knowledge representations that explicitly encode the semantic relationships between articles and case elements significantly improve prediction accuracy compared to text-based approaches alone. This shows that the epistemic dimension of legal intelligence has to do not only with the volume of knowledge that the system has, but also with the quality of its representation structure.[16]

The dynamic challenge facing legal intelligence systems is knowledge updating. The law is evolutionary; Legislation was changed, jurisprudence developed, and doctrinal interpretations shifted over time. Wang et al. (2024) developed the *Legal Knowledge Update Benchmark* (LeKUBE) to measure the ability of LLMs to accommodate legal changes without losing prior knowledge, a challenge known as *catastrophic forgetting* in machine learning. Their findings underscore the need for a continuous knowledge renewal mechanism as an integral component of a reliable legal intelligence system.[17]

3. Strategic Dimensions: Prediction, Risk Management, and Decision Making

The strategic dimension of legal intelligence has to do with the ability to use legal knowledge to make optimal decisions in the context of uncertainty. This includes predicting litigation outcomes, managing legal risks in business transactions, optimizing contract negotiation strategies, and planning regulatory compliance. AI offers computational capabilities that far exceed the human capacity to process relevant variables simultaneously.[18]

Wang et al. (2024) developed the *LegalReasoner* framework, a multi-stage system for predicting court judgments that integrates LLMs with a structured knowledge base. This system shows that a hybrid approach that combines the power of LLM contextual representation with the precision of the knowledge graph results in higher prediction accuracy than any single approach. The practical implications are significant: lawyers can use this kind of system to more objectively assess the strength of the case before deciding on a litigation strategy.[19]

[15]Wu, H. (2025). A Knowledge-Enhanced Multi-Task Framework for Intelligent Legal Text Analysis. 2025 International Conference on Big Data Applications, Mechatronics Engineering and Automation (BDAMEA), 83–86. https://doi.org/10.1109/bdamea68159.2025.11406526

[16]Bi, S., Ali, Z., Wu, T., & Qi, G. (2024). Knowledge-enhanced model with dual-graph interaction for confusing legal charge prediction. Expert Systems with Applications, 249, 123626. https://doi.org/10.1016/j.eswa.2024.123626

[17]Wang, C., Su, W., Hu, Y., Ai, Q., Wu, Y., Luo, C., Liu, Y., & Zhang, M. (2024). LeKUBE: A Legal Knowledge Update Benchmark. ArXiv, abs/2407.14192. https://doi.org/10.48550/arxiv.2407.14192

[18]Yue, L., Liu, Q., Jin, B., Wu, H., & An, Y. (2024). A Circumstance-Aware Neural Framework for Explainable Legal Judgment Prediction. IEEE Transactions on Knowledge and Data Engineering, 36, 5453–5467. https://doi.org/10.1109/tkde.2024.3387580

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In the context of business legal risk management, Stradella (2025) identifies that the integration of data analytics in international legal risk management allows companies to proactively identify cross-jurisdictional legal exposures, rather than just react after disputes arise. This represents a paradigmatic shift from a reactive legal approach to a predictive and preventive one a transformation that is only possible through the analytical capacity that AI offers.[20]

Marifov (2025) adds a critical layer to this discussion by examining the ethical risks of AI in legal decision-making, particularly related to algorithmic bias and questions of accountability when significant legal decisions are made or influenced by AI systems. He argued that governance of AI systems in the legal context should include transparent audit mechanisms, *explainability* requirements, and channels for affected parties to raise objections.[21]

4. Ethical-Normative Dimensions: Accountability, Transparency, and Fairness

The ethical-normative dimension is the foundation that determines the overall legitimacy of the legal intelligence project. Without a strong ethical foundation, even the most sophisticated technological capacity can be a tool that harms justice rather than supports it. Three fundamental values should be a touchstone in any implementation of AI in legal practice: accountability, transparency, and fairness.[22]

Cheong et al. (2024) conducted an in-depth study on the involvement of legal experts in the formulation of LLM policies for legal advisory services. They found that legal experts have a wide range of concerns: from legal accuracy, laypeople's overconfidence in AI output, to the issue of confidentiality of client data. These findings show that the development of legal intelligence systems cannot take place without substantive dialogue involving the legal profession community, academics, and regulators.[23]

Zafar (2024) develops a *balancing framework* to navigate the tension between the potential benefits of AI efficiency, accessibility, consistency and the risks that come with bias, opacity, and erosion of professional autonomy. The framework proposes that the integration of AI in legal practice should be phased *in*, with ongoing impact evaluation at each stage, and by retaining human beings, especially licensed lawyers, as the final decision-makers in all matters concerning the interests of the client.[24]

Yue et al. (2024) made an important contribution by developing a context-aware neural framework for *predicting* explainable *legal judgments*. Their approach addresses one of the main weaknesses of conventional AI systems: the inability to provide human-understandable justification for its predictions. Explainability in a legal context is not just a technical value but a normative obligation the parties affected by a legal decision have the right to understand the basis of the decision.[25]

[20]Stradella, R. (2025). Legal risk management: strategies for identifying and mitigating legal risks in international business operations. Brazilian Journal of Development. https://doi.org/10.34117/bjdv11n5-071

[21]Marifov, S. (2025). Artificial Intelligence and Legal Decision-Making: Predictive Analysis, Ethical Risks, and Governance Pathways. Congress Proceedings. https://doi.org/10.55843/icl2025cong87m

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5. Integrasi Pengetahuan dan Strategi: Menuju Kerangka Legal Intelligence Terpadu

Sintesis dari ketiga dimensi yang telah dianalisis menghasilkan sebuah kerangka legal intelligence terpadu yang dapat menjadi panduan bagi pengembangan dan penerapan AI dalam praktik hukum modern. Kerangka ini mengonsepsikan legal intelligence sebagai suatu sistem yang beroperasi pada tiga lapisan yang saling berinteraksi: lapisan pengetahuan (*knowledge layer*), lapisan penalaran (*reasoning layer*), dan lapisan nilai (*value layer*).[26]

The knowledge layer encompasses the entire legal knowledge representation, storage, and update infrastructure, including legal databases, ontologies, and language models trained on the legal domain. The reasoning layer includes the capacity of the system to make inferences, predictions, analogies, and synthesis based on available knowledge. The value layer is a meta-layer that ensures that the operations of the first two layers are always aligned with the values of the legal profession and the principles of justice.[27]

Das et al. (2025), through the LawFlow project, went a step further by attempting to simulate the lawyer's own thought process not just its output. By collecting data on how real lawyers navigate legal issues in sequence, they aim to develop an AI that mimics not only the knowledge but also the cognitive strategies used by experienced practitioners. This approach has the potential to result in a system that is much more aligned with the needs of practice than a system that only maximizes predictive accuracy.[28]

Jia et al. (2025), through *Ready Jurist One*, provide the first systematic benchmark for language agents in the context of legal intelligence in a dynamic environment. This benchmark reveals that current AI systems still have significant gaps in adaptability to rapid legal changes and in handling complex multijurisdictional scenarios. These findings reinforce the argument that successful integration between AI and legal practice requires not only technological advancements but also institutional transformation.[29]

From a management and strategy perspective, Cruz et al. (2025) emphasize that innovation in the legal world should be understood as a deliberate management process not merely following the flow of technology, but designing an organizational transformation that allows law firms or corporate legal departments to optimize the capacity of legal intelligence in a structured manner. This includes investing in data infrastructure, human resource capacity building, and establishing internal AI governance protocols.[30]

Diniz (2025) and Bakare et al. (2024) reinforce this strategic dimension by showing that the integration of legal and financial knowledge in corporate practice facilitated by AI-based analytics tools results in a measurable competitive advantage for companies that are able to manage regulatory complexity while optimizing business growth. This illustrates how legal intelligence is not only an

[26]Jia, Z., Yue, S., Chen, W., Wang, S., Liu, Y., Song, Y., & Wei, Z. (2025). Ready Jurist One: Benchmarking Language Agents for Legal Intelligence in Dynamic Environments. ArXiv, abs/2507.04037. https://doi.org/10.48550/arxiv.2507.04037

[27]A knowledge-driven framework for enhancing legal decision support with large language models. (2024). Multidisciplinary Journal of Engineering and Technology. https://doi.org/10.61784/mjet3014

[28]Das, D., Le, K., Parkar, R., De Langis, K., Madson, B., Berryman, C., Willis, R., Moses, D., McDonnell, B., Schwarcz, D., & Kang, D. (2025). LawFlow: Collecting and Simulating Lawyers' Thought Processes. ArXiv, abs/2504.18942. https://doi.org/10.48550/arxiv.2504.18942

[30]Cruz, J. F. M., Davila, C., Laguna, H. A. G., & Malaga, E. J. G. (2025). Innovative Management in the Legal World: Keys to Making the Right Decisions. PETITA: Jurnal Kajian Ilmu Hukum dan Syariah. https://doi.org/10.22373/petita.v10i2.834

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instrumental value for clients, but also a competitive value for the legal service providers themselves.[3132].

CONCLUSION

This study has demonstrated that legal intelligence as a contemporary professional paradigm is the appropriate and inevitable response to the digital transformation that is changing the global legal ecosystem. Through the three-dimensional analytical framework proposed in this article, it has been shown that the integration of legal knowledge and AI-based strategic capacity is not solely a matter of technology adoption, but a comprehensive transformation that touches on the way legal knowledge is represented, the way legal decisions are taken, and the way the values of the legal profession are maintained.

From the epistemic dimension, it is evident that the representation of legal knowledge structured through knowledge graphs, ontologies, and domain-specific trained language models is a prerequisite for a reliable legal intelligence system. Continuous knowledge renewal is a challenge that has not been fully solved and requires more intensive research attention.

From a strategic dimension, it is clear that AI offers transformative predictive and analytical capabilities in the areas of litigation, risk management, and corporate legal strategy. The proper use of these capabilities allows legal practitioners to provide more proactive, evidence-based, and high value-added services to their clients.

From the ethical-normative dimension, a clear articulation of accountability, transparency, and fairness as non-negotiable requirements in the design and implementation of legal intelligence systems is urgent. Proper regulations, updated professional standards, and independent audit mechanisms are institutional prerequisites for a responsible legal intelligence ecosystem.

This article recommends three main normative steps: first, the drafting of a comprehensive and adaptive regulatory framework for the use of AI in legal services, which includes the requirements of explainability, non-discrimination, and protection of client data; second, the transformation of the legal education curriculum to incorporate digital competencies and AI as core components, not supplements; third, the development of professional standards that govern lawyers' responsibilities for the use of AI systems in practice, including verification obligations and accountability for AI outputs. With these measures, legal intelligence can evolve as a transformative force that reinforces not replaces the fundamental values of the legal profession in the service of justice.

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[31]Diniz, A. (2025). The Strategic Integration of Legal and Financial Knowledge in Corporate Practice. SSRN Electronic Journal. https://doi.org/10.2139/ssrn.5528601

[32]Bakare, O. A., Aziza, O. R., Uzougbo, N. S., & Oduro, P. (2024). An integrated legal and business strategy framework for corporate growth in Nigerian companies. International Journal of Management & Entrepreneurship Research. https://doi.org/10.51594/ijmer.v6i10.1614

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