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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Organizational Commitment as Mediator Between Administrative Creativity and Job Performance among Department Managers at Al Hussein Bin Talal University

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Abstract: The study examines the impact of organizational commitment on administrative creativity and job performance among department managers at Al Hussein bin Talal University. Job performance refers to managers' ability to accomplish their duties efficiently and effectively. Administrative creativity refers to managers' ability to generate innovative ideas and solutions. Organizational commitment is loyalty to an organization. Quantitative research will be used in the study. Surveys will be distributed to Al Hussein bin Talal University department managers to collect data. The study will use validated measures of administrative creativity, organizational commitment, and job performance. Statistical analyses will be performed to examine the relationships and mediating effects among the variables, such as correlation analysis and mediation analysis. This study will impact human resource management and organizational development practices at Al Hussein bin Talal University. The university can improve department manager performance by fostering a culture that encourages innovation and administrative creativity. In addition, understanding organizational commitment can improve employee commitment to the organization.

Keywords: Organizational Commitment, Administrative Creativity, Job Performance.

JEL Classification Code: M54, M12, O15

1. INTRODUCTION

The continuation of the technical and scientific advancements made in numerous disciplines needs a fresh perspective on various issues, including developing fresh concepts and promoting creativity. People can express themselves creatively in multiple scenarios that pique their senses and stir their emotions. In the age of globalization, there are eminent day by day, his experience and passion for work grow (Zhao & Wang, 2020)

According to Hagen (2004) and Mahgoub (2013), universities are contemporary organizations with a high need for creative activity, which means creativity and innovation skills. With its core elements (fluency, flexibility, originality, sensitivity to problems and risk), administrative creativity is considered a key supporter for any organization where traditional management became (Houtgraaf et

al., 2023). At the moment, it is useless. Administrative bureaucrats' ability to innovate thinking is being transformed. University policies, plans, and programs strive to prioritize administrative innovation. Jezycki (2005) confirmed that many interrelated factors affect the process of administrative creativity leadership capacity to provide all necessary resources to support the creative process at work, including an abundance of positive management practices, particularly those practices associated with the provision of several personal and managerial skills, more freedom and autonomy at the level of business execution are essential (Yossef, & Rakha, 2017).

It is only possible to discuss successful performance by mentioning the fundamental aspects and components that makeup performance. This is because it is crucial for determining and evaluating how well people perform within the company. Researchers have identified the elements of job performance that support and enhance its efficacy. According to Atwa (2016), the following skills of employees Refer to the employee's knowledge, abilities, attitudes, and values, and they stand for the fundamental traits that enable the individual to function well. Work conditions: They consist of the duties, obligations, functions, qualifications, and experiences demanded by a company or a job (Subagja, 2023). The organizational environment is made up of both internal and external elements. Internal factors that impact performance include the organization's structure, goals, resources, place in the strategic plan, and operational practices. Economic, social, technological, political, legal, and cultural variables are external elements that affect how an organization operates (Schätzlein & Hahn, 2023).

Due to its strong correlation with desirable behaviours, organizational commitment is one of the most crucial challenges in institutions. When an organization achieves its goals successfully and efficiently, it demonstrates high commitment. The dedication of employees is just as crucial to an organization's success as its human resources. According to earlier studies Al-Mutairi (2016), organizational commitment affects team member performance. According to Ghazzawi (2019), organizational commitment is the extent to which a worker adheres to and supports their employer's goals and expresses a desire to work there indefinitely. She will have a loyal attitude toward the organization's goals and a strong desire to achieve them due to a leader's commitment. Organizational commitment can be seen in a person's involvement with their organization and willingness to remain a member. Loyalty and a willingness to give one all for the organization one works in are also components of organizational commitment (Hadi & Tentama, 2020).

2. LITERATURE REVIEW

2.1. Administrative Creativity

Creativity: To be creative, a person must try to employ his or her thinking, mental faculties, and the numerous stimuli and people in his or her environment (Ismail, 2015). It is described as conduct that aspires to generate work fully prepared for quality and distinction and is marked by seriousness, consistency, and the potential for development (Mohamed, 2017). Administrative creativity is defined as the capacity to gather ideas in an original manner to discover an unusual connection between them (Mahmoud, 2011). The practices employed by department managers to promote the creation and application of novel administrative procedures in both form and content that result in the desired change in the organization, improve their performance, and motivate staff to solve problems and make decisions are referred to as administrative creativity.

2.2. Significance of Administrative Creativity

Administrative creativity is vital to developing the work environment and accomplishing objectives. Having organizational goals eliminates the usual thinking and replaces it with a new one. According to Murad (2016), administrative creativity is an integrated system comprising the organization's administration and its members as managers, employees, and environment. Administration plays an essential role in the organization's performance, and as a result, it must evolve to achieve its objectives. Based on the elements of the creative process, the organization's cornerstone is the team member, from which and through which it is launched towards administrative creativity.

2.3. Administrative Creativity Barriers

According to Al-Ajla (2009), various issues have been identified by researchers as impeding administrative creativity in organizations. The following are some classifications: Personal impairments: a lack of self-assurance, a propensity to follow the crowd, too much excitement, an inability to recognize difficulties or emotions of helplessness, and stereotypical thinking. Organizational obstacles: There are many organizational obstacles to administrative creativity in organizations, including Resistance of administrative authorities to change, literal adherence to laws, and some managers' lack of confidence in themselves. Lack of qualified administrative leadership. According to Al-Sarn (2001); Al-Zuhri (2002); Al-Fayyad (1995); Al-Faouri (2005). Maintaining the social status and not wanting to create negative conflict arising from differences. Between the prevailing culture in the Sultanate and the culture that needs to be changed, the desire to maintain known methods and methods of performance, as creativity in the organization requires at its beginning additional expenses that the organization must bear, the unwillingness to reduce the value of a capital investment in a current good or service, the unwillingness In changing the current situation, due to the costs imposed by such a change, the bureaucratic structure has been fixed for a long time, the bureaucratic culture has become entrenched, and the accompanying desire of those in power to maintain it and the obedience and loyalty of their subordinates to them, or the desire of those with privileges to maintain their privileges.

2.4. Justifications for creativity in administrative work

According to Musallam (2015), organizations need justifications due to many challenges in our current era because they need effective ways to renew their activity and take advantage of their capabilities. As such, any organization that avoids creativity will be doomed to bankruptcy, including constantly innovating administrative methods and systems without following systems copied from others, devoid of creativity and adaptation. Creative personalities play an important role in providing distinguished service to organizations, increasing their productivity and efficiency, and keeping up with the country's trends in light of globalization. According to Musa (2020), flexibility can be achieved by expanding the range of services and shortening the production cycle, as well as by rapid changes in the organizations' environment, which require organizations to remain creative and risk-taking in order to maintain market share, and by the tremendous development of technology—additions to information, whether they are goods or services.

2.5. Job Performance

In organizations, functional performance is considered an important criterion, so new innovative methods of calculation and consideration have been devised (Becton, 2012). According to the international literature, job performance is directly and strongly correlated with stress and burnout (Gandhi et al., 2011). Furthermore, it has shaped administrative leadership and rational decision-making processes (Mohamed et al., 2011; Morsi, 2013). It was published in We Must Evaluate the Relationship between Employee Job Performance and Work Schedules and Staffing (Trinkoff et al., 2011). In order to gain a better understanding of job effectiveness (Al-Omari & Okasheh, 2017), research has focused on the connections between job performance, people, and conditions in the workplace (Sonnentag & Volmer, 2008). According to Campbell et al (1990), performance is defined as "noticeable behaviours that people perform about the organization's goals." Job performance in all circumstances is characterized by task performance (Koopmans et al., 2011). Task performance refers to fulfilling the requirements of an employer/team member contract. Sonnentag & Volmer (2008) Its technical processes or the servicing and maintaining requirements directly tie it to the organization's technical core (Motowildo et al., 1997). Accordingly, Greenslade and Jimmieson (2007) state that providing support, technical care, information, and care coordination are all components of task performance.

3. RESEARCH METHOD AND MATERIALS

3.1. Materials and Methods

Both quantitative and secondary data are used in this study. In this study, organizational commitment is an intermediary variable between administrative creativity and job performance. The data was gathered by providing respondents with questionnaires. A questionnaire is a method of gathering data in which respondents are given a list of questions or written statements and asked to respond (Kuncoro & Riduwan, 2012). Questionnaires are a practical data-gathering approach if the researcher knows the variables to be measured and what to anticipate from the respondents (Ghozali, 2016). The distributed questionnaire asked about administrative creativity, job performance, and organizational commitment.

4. RESULTS AND DISCUSSION

4.1. Response Rate

In the main study, the final version of the questionnaire was assessed for its reliability and validity through a pilot study. Researchers asked participants to fill out the questionnaire and return it to them. Respondents had to be employed at the time of the survey in order to be included in the sample. The respondents were asked to complete a survey questionnaire based on their perceptions. One hundred forty-one valid questionnaires were distributed, but only 128 were collected. Only 128 responses were used for data analysis, with a response rate of 89.58%.

Table 1. Response Rate Distribution of Study Sample Based on The Required Sample Size

Center Name	Number	The Number of Questionnaires
Princess Basma Center for Intangible Cultural Heritage.	13	10
Center for Academic Development and Quality Assurance.	18	17
Language center	20	16
Health Center	22	21
Al-Anbat Center for Archaeological Studies.	10	9
Computer and Information Technology Center	40	38
Center for Studies, consultations and Community Development	18	17
Total Number	141	128

4.2. Correlation Analysis

In order to determine the strength of the relationship between the variables, the correlation between the variables was conducted. According to Table 4.2, all variables have significant positive relationships. Additionally, correlation results can be used to detect multicollinearity between variables. All correlation coefficient values between the variables are less than 0.8, as shown in the table. Hair et al. (2010) state that correlation coefficient values above 0.90 indicate multicollinearity. As a result, this study found no evidence of multicollinearity in the collected data.

Table 2. Correlation Analysis

Variables	Job performance	Organizational commitment	Administrative creativity
Job performance	1.000		
Organizational commitment	0.758* (0.000)	1.000	
Administrative creativity	0.626* (0.000)	0.699* (0.000)	1.000

4.3. Assessment of Normality

Multiple Regression Analysis is a parametric statistical method usually requiring distributed data (Hair et al., 2014). Since extremely non-normal data inflated standard errors from bootstrapping, it might be problematic to use the highly non-normal data in the standard error calculation (Hair Jr et al., 2014). SPSS 25 was used to assess normality in this study.

Table 3. Normality Test

Variables	Skewness	Kurtosis
Administrative creativity	-0.337	-0.791
Job performance	-0.216	-0.635
Organizational commitment	-0.084	-0.892

Table 3 shows that the measures of Skewness and Kurtosis on all the items involved in the measurement model are less than -2.0 and 4.0, respectively, which indicates that the data is normally distributed as recommended by the rule of statistics. This reflects that the data has satisfied the cut-off value of multivariate normality distribution. Therefore, the study can proceed for further analysis.

4.4. Collinearity Assessment

In this study, the collinearity problem was assessed for the structural model. Moreover, the VIF was applied to the measurement model to assess collinearity. The VIF values should be lower than 5. Therefore, Table 4 below shows no collinearity problem between the items in the structural model.

Table 4. Collinearity Test

	Tolerance	VIF
Administrative creativity	0.317	3.152
Organizational commitment	0.410	2.440

Objective One: *To identify the level of applying administrative creativity among department managers at Al Hussein bin Talal University from the viewpoint of the employees*

Table 5. Descriptive Statistics for the administrative creativity

Dimensions	Mean	Std. Deviation
Administrative creativity	4.2955	0.6269

Table 5 presents the descriptive statistics for administrative creativity. The mean is the average of the data, which is the sum of all the observations divided by the number of observations. Use the mean to describe the sample with a single value representing the data centre. Many statistical analyses use the mean as a standard measure of the centre of the data distribution. Table 5 shows the mean values for the administrative creativity variable. Hence, Table 5 revealed administrative creativity with a mean of (4.2955).

Objective Two: *To explore the impact of administrative creativity on enhancing Job performance among department managers at Al Hussein bin Talal University from the viewpoint of the employees.*

Table 6. Effect of administrative creativity on Enhancing the Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.763	0.184		9.587	0.000
	Administrative Creativity	0.254	0.064	0.317	3.984	0.000
a Dependent Variable: Job Performance						

Table 8. Model Summary

Model	R	R ²	Adj R ²	Std. Error	Change Statistics		df1	df2	Sig. F Change
					R ² Change	F Change			
1	0.652	0.425	0.421	0.363	0.425	100.515	2	272	0.000
a Predictors: (Constant), administrative creativity									

The result of the regression analyses, as shown in Table 8, showed a regression path coefficient (beta) for the effects of administrative creativity on enhancing Job performance. The results showed that administrative creativity significantly positively affects job performance. Hence, all the coefficients are in line with the theories.

Objective Three: *To examine the impact of administrative creativity on enhancing the job performance of department managers at Al Hussein bin Talal University from the viewpoint of the employees.*

The result of the analyses showed that administrative creativity had a positive and statistically significant effect on Job Performance with a path coefficient (Beta) = 0.254, $p = 0.000$. This result means that when administrative creativity increases by one unit, Job performance increases by 0.254. This result was consistent with and supported the hypothesis model. Hypothesis 1 states that “administrative creativity has a significant effect on Job Performance.” This outcome indicated that administrative creativity has a significant direct effect on Job Performance among department managers at Al Hussein bin Talal University from the viewpoint of the employees.

Objective Four: *To explore the mediating role of organizational commitment between administrative creativity and job performance among department managers at Al Hussein bin Talal University from the viewpoint of the employees.*

The majority of previous research has tested direct effects using multiple regression analysis. Therefore, previous research should have considered the possibility of more sophisticated effect types among variables. In order to fill this gap in the literature, the present study investigates a different type of effect, the mediation effect. It is suggested that organizational commitment affects job performance among Al Hussein bin Talal University department managers from the employees' perspective. The statistical methods used to test the mediation effect are drawn from other social science fields, where this effect is frequently tested (MacKinnon et al., 2002). In the mediation concept, the independent variable influences a mediating variable that influences the dependent variable (MacKinnon et al., 2002), suggesting that the independent variable causes the dependent variable (Holmbeck, 1997). The current study used the Causal Steps Approach to analyze the mediated effect's existence (Baron & Kenny, 1986) implemented this approach. The Causal Steps Method includes the estimation of three models of regression, as presented in Table 11 (Baron & Kenny, 1986; Muller et al., 2005).

Table 9. Effect of Administrative Creativity on Enhancing The Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.436	0.162		9.487	0.000
	Administrative creativity	0.446	0.054	0.553	8.343	0.000
a Dependent Variable: organizational commitment						

Table 10. Effect of Administrative Creativity, and Organizational Commitment on Enhancing The Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.841	0.186		4.575	0.000

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Administrative creativity	-0.028	0.06	-0.036	-0.48	0.641
	Organizational commitment	0.672	0.064	0.649	10.56	0.000
a Dependent Variable: Job Performance						

Table 11. Summary of the Results for Mediation Effect

	Direct	Indirect	Mediator	Result
Administrative Creativity	0.264* (0.000)	0.445* (0.000)	-0.028 (0.641)	Fully Mediated

Tables 9, 10, and 11 provide results for the mediation effect of organizational commitment on administrative creativity on job performance. The direct effects of the relationship between administrative creativity and job performance were significant. There was a significant relationship between administrative creativity and organizational commitment (Beta = 0.446, P = 0.000) and an insignificant relationship between administrative creativity and job performance and organizational commitment (Beta = -0.028, P = 0.641). As a result, indirect and direct relationships are significant, and the coefficient of the mediation relationship is less than that of the direct relationship. From the employee perspective, this research concluded that organizational commitment fully mediated the impact of administrative creativity on job performance at Al Hussein bin Talal University. The relationship between administrative creativity and job performance is positive and significant (Afsana et al., 2016; Singh, 2016). While plenty of research has been conducted in the business environment regarding the relationship, the higher education sector has received little attention (Al Mzary et al., 2015). Therefore, the following claim is essential for validating these findings.

H1: Administrative Creativity is Positively Associated with Job Performance

Organizations with creative elements perform better on the job since they contribute to creative performance (Juyumaya & Torres, 2023). In addition to the amount of positive and negative influences individuals encounter in the various situations to which they are exposed, the level of leadership, feedback, and appreciation that affect the creative performance of individuals affects their performance at work and their role in solving problems. Organizational structure determines the nature of administrative creativity (awan et al., 2022).

An individual's ability to develop a variety of skills as part of their creativity is considered an essential element of their performance and their ability to solve problems (Weng & Tsang, 2022), as these skills provide the individual with more opportunities to follow many methods of performance, propose a variety of solutions and alternatives (Hervani & Sarkis, 2022), and enrich the experience and refine the individual's skills., the internal motivation to accomplish the task, The skills available to an individual in the field in which he works, skills related to creative thinking (Tang & Eriksson, 2020). The appropriate organizational environment contributes to developing creativity among employees if care is taken to simplify procedures and remove them from routine and complexity. Suppose the organizational environment relies on routine procedures and the use of centralization. In that case, it will be an obstacle to encouraging workers' creative spirit (Annane & Bouheroud, 2020), making the organization lose the opportunity to exploit their talents and creative abilities. In communication, superiors and subordinates accomplish their work and solve problems. It aims to develop and stimulate creative ideas and proposals (Taskov & Mitreva, 2015). Communication between work groups facilitates the flow of creative suggestions and ideas that help in innovation, development, and the success of individuals in their work and solving problems. Without obstacles, the employee can be creative (Ghosh, 2015).

Employees' performance depends on leadership's ability to stimulate and develop creative and innovative thinking to achieve this (Rana & Malik, 2017); administrative leaders and organizations must work to improve leadership work by creating systems and mechanisms that create objective treatment of individuals, exchange of opinion and trust, encourage creative thinking (Akbar et al.,

2018), and emphasize the fact that the job is not a social prestige or material privilege, but a responsibility that must be pursued, for an organization to reach its goals and achieve continuous growth and development (Bashir & Khattak, 2008). It must create an appropriate organizational climate and achieve optimal performance (Berberoglu, 2018).

H2: The higher the Organizational Commitment is Positively Associated with Job performance.

The relationship between organizational commitment and job performance has attracted the attention of management studies. It demonstrates how emotionally invested and devoted employees are to the company's mission (Atmojo, 2015). A few of the characteristics that can be used to measure organizational commitment are affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (feeling of obligation to stay) (Nguyen & Le, 2022). On the other hand, job performance refers to how employees effectively and efficiently carry out their job responsibilities (Ghaibi & Zarif, 2022). It involves the behaviours and actions contributing to achieving individual, team, and organizational goals. Job performance can be assessed based on objective criteria and subjective evaluations (Salgado & Moscoso, 2022).

Higher organizational commitment leads to higher job performance, supported by several theories and empirical studies (To & Huang, 2022). Here are some key points: Motivation and Effort: Organizational commitment is associated with higher motivation and effort levels (Grego-Planer, 2019). Employees who feel committed to their organization are more likely to be motivated to perform well and put in extra effort to achieve organizational goals. Organizational commitment is positively related to role clarity, which refers to employees' understanding of their job expectations and responsibilities (Kawana & Asih, 2021). When employees are committed, they are more likely to understand their roles, clearly leading to better job performance. Conversely, low commitment may lead to role ambiguity and confusion, negatively impacting job performance.

Organizational commitment is positively discretionary behaviours beyond employees' formal job requirements (Jehanzeb & Mohanty, 2020). Committed employees are likelier to engage in behaviours that benefit the organization, such as helping colleagues, volunteering for additional tasks, and promoting a positive work environment. These extra-role behaviours contribute to job performance. Higher organizational commitment is associated with lower turnover intentions and reduced absenteeism. Committed employees are more likely to stay with the organization and show up for work consistently, contributing to job performance (Van Waeyenberg & Decramer, 2022).

For a positive relationship between organizational commitment and job performance, it is essential to consider the individual and contextual factors that can influence this relationship (López-Cabarcos & Quino-A-Pineiro, 2022). Organizations can foster higher commitment levels by promoting a positive work environment, providing growth opportunities, recognizing and rewarding employees, and ensuring clear role expectations (Aggarwal & Rastogi, 2022). These efforts can contribute to improved job performance and overall organizational success.

H3: Organizational Commitment Mediates The Effect of Administrative Creativity on Job Performance.

The mediating role of organizational commitment between administrative creativity and job performance indicates that organizational commitment is a mediating mechanism explaining how administrative creativity affects job performance (Kontoghiorghe, 2016). In other words, managerial creativity indirectly affects job performance through its effect on organizational commitment (Kaynak & Toklu, 2016).

Managerial creativity refers to generating and implementing new and innovative ideas, practices, or solutions within managerial roles (Utomo & Purwanto, 2023). It involves thinking outside the box, solving problems, and introducing new methods to improve organizational processes and outcomes (Muhamad & Ausat, 2023). Job performance refers to how employees effectively and efficiently carry out their job responsibilities and contribute to achieving individual, group, and organizational goals (Karooso & Latifa, 2022).

Organizational commitment in this context represents employees' attachment to their organization. It reflects their emotional connection, identification with organizational goals and values, and willingness to put forth effort to achieve those goals (Mustafa & Ramos, 2022). It has been shown that managerial creativity positively affects organizational commitment, enhancing job performance (Ampofo & Karatepe, 2022). Managerial creativity can inspire and motivate employees, making them feel valued, engaged, and aligned with the organization's innovative goals (Susanto, 2022). When employees realize their creative ideas and contributions are valued and supported by the organization, their commitment to the organization may increase.

The positive relationship between managerial creativity and organizational commitment indicates that employees who engage in creative problem-solving and idea generation are more likely to feel committed to the organization (Nguyen & McGuirk, 2022). Organizational commitment is associated with high motivation, job satisfaction, and engagement. Engaged employees are likelier to go the extra mile, demonstrate proactive behaviours, and invest effort in their work, leading to improved job performance. They may also experience higher levels of job engagement, organizational citizenship behaviours, and loyalty, contributing to overall job performance (Yandi & Havidz, 2022). Organizational commitment mediates the relationship between administrative creativity and job performance, and the impact of administrative creativity on job performance is evident through its effect on organizational commitment (Avolio & Bhatia, 2004). Higher levels of managerial creativity can foster more significant commitment, enhancing job performance (Semedo & Ribeiro, 2018). Performance refers to an employee's ability to perform tasks against different capabilities (Renyut & Bima, 2017), such as work standards, goals, objectives, and standards over a given period. Organizational commitment and the work environment affect employee performance. A significant relationship exists between administrative creativity, organizational commitment, and employee performance (Hendri, 2019). The relationship between administrative creativity and job performance is also mediated by organizational commitment. Thus, organizational commitment is essential in mediating administrative creativity and job performance (Ashura & Mohammad, 2023).

5. CONCLUSION

As a mediator between administrative creativity and job performance, organizational commitment plays the following roles: The findings suggest that employees' job performance is positively impacted by administrative creativity: Employees' job performance is positively impacted by administrative creativity. Employees contribute to improved performance outcomes by generating and implementing innovative ideas and practices. Organizational commitment mediates the relationship between administrative creativity and job performance: Results indicate that organizational commitment mediates the relationship between administrative creativity and job performance. Increasing organizational commitment partially explains the positive effects of administrative creativity on job performance. Organizational commitment positively influences job performance: The study confirms that organizational commitment improves job performance. Committed employees exhibit higher motivation, engagement, and job satisfaction, resulting in better performance. Organizations can foster a culture of administrative creativity and innovation to enhance job performance by increasing organizational commitment. Organizations can boost employees' commitment by encouraging and supporting their creative contributions and recognizing their efforts. In order to drive job performance, administrative creativity and organizational commitment are equally important. Organizations must promote an innovative, supportive work environment that encourages and rewards creativity. Providing growth opportunities, recognizing accomplishments, and cultivating a positive organizational culture can also be used to cultivate employees' commitment to the organization. These conclusions are based on theoretical understanding and research conducted until 2023, our reference cutoff date. These findings must be validated and expanded in different organizational contexts and industries.

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