THE EFFECT OF APPRECIATIVE LEADERSHIP, ORGANIZATIONAL JUSTICE ON EMPLOYEE RETENTION THROUGH THE MEDIATING EFFECT OF AFFECTIVE COMMITMENT

PJAEE, 17 (7) (2020)

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ABSTRACT

This research explores that mediate organizational justice with the employee retention and appreciative leadership justice with the employee retention. In specific, affective interaction between organizational justice, appreciative leadership and employee engagement is mediated. To produce their greatest performance, workers ought to be maintained, which could be accomplished by the requisite justice and respect. Data have been obtained by a self-reported survey tool. A random sample of 210 faculty members from the five universities in Baghdad obtained a questionnaire. Further review was possible using 200 questionnaires. PLS (SEM) was used for mediation model statistical research. The impact of corporate fairness on the retention of employees is insignificant. There is a major influence of appreciative leadership on employee satisfaction. Affective commitment has been developed to mediate between justice and the retention of workers. In addition, AC between appreciative leadership and employee satisfaction has been shown to mediate partially.

INTRODUCTION

In Baghdad private universities play a key role in educating citizens, providing them with community-oriented programs, expanding awareness, embracing entrepreneurial innovations and linking nations. Variability and diffusion of private universities have greatly increased in this competitive period. Baghdad private universities face serious challenges in obtaining adequate funds and in attracting high-quality students and teachers to remain competitive, particularly

in the field of higher education (OBG, 2016). Any of them face challenging conditions in compliance with local and foreign quality assurance bodies and the level of accreditation of the higher education council (MOEDU, 2018). In this respect, the faculty members play an important position in academic institutions. Faculty representatives are accountable for providing an engaging classroom atmosphere to produce students' learning results and educational institution operational goals. They maintain their life by fulfilling higher education institutions' quality criteria, specifications and demands. You are responsible for developing a good quality, diverse and welcoming university atmosphere (Gappa, Austin & Trice, 2007). University academics' roles are classified as educational, science and community service. They promote university and school planning strategies by involvement in diverse boards, peer review, program creation, student advancement, joint study publications and educational advisory to contribute in multiple college and finally departmental choices. The biggest obstacle for private universities is the emerging rate of professors' high attrition, considering their key position in supporting universities. Their preservation for private universities is becoming more challenging. Highly competent faculty members often want to profit from a better opportunity that makes it more challenging and difficult for Hr professionals in private Universities to retain highly competent jobs, especially where qualified and talented faculties compete. The fairness and respect of the boss are also the main issues for workplaces (Judge & Colquitt, 2004). Some are also essential to help workers reduce the negative effects at work (Ahmed, et al, 2017). In cases where there is no justice, do workers have less efficiency, less dedication and thus a greater willingness to quite relative to cases where they are fair? In addition, if staff members have no recognition and appreciation by others, they plan to leave the institution. The current study is to examine the effect of Appreciative Leadership, Organizational Justice on Employee Retention through the Mediating effect of Affective Commitment

Significance of The Study

The present study holds momentous imparity, keeping in view the diverse range of workforce that the higher education sector attracts to serve for education and administration even though the sources of perceived organizational justice and perceived leadership support in terms of appreciative leadership may have different importance in terms of shaping their attitudes and/or influencing their behaviors. A few scholars have studied the impact of organizational justice and appreciative leadership on Faculty retention in Baghdad, to the best knowledge of the researcher; no studies in Baghdad have provided a thorough review examination of the link between organizational justice, appreciative leadership and faculty retention in the private universities in Baghdad. Therefore, the current study addresses this gap in the literature in relation to private universities in Baghdad, testing the impact of organizational justice and appreciative leadership on faculty retention. The study potentially has significant value to universities leaders in Baghdad by drawing their attention to the importance of organizational justice and appreciative leadership that will increase faculty retention. The results of current study are aimed to help university management to articulate more effective retention strategies depending on empirical testing of organizational justice and appreciative leadership.

LITERATURE REVIEW

The current study is to examine the effect of organization justice, appreciative leadership on employee retention through the mediating effect of affective commitment. Further, organization support theory explains the whole theoretical framework the effect of organization justice, appreciative leadership on employee retention through the mediating effect of affective commitment.

Organization Support Theory

OST takes into account POS growth, nature and results (Rhoades and Eisenberger 2002). In principle, workers build POS to meet their social and emotional concerns and are prepared to reward enhanced contributions on their behalf. The idea is that mutual interaction theory is applied to the employer-employee relationships. As such, OST insists that based on the reciprocity principle, employees' trade initiative and loyalty to their company for concrete rewards such as compensation and socio-emotional benefits such as respect, recognition and treatment are considered (Eisenberger et al. 1986).

The first commentary on academic studies on the OST suggests the interaction between POS and related constructs. Rhoades and Eisenberger find that POS has three major categories of background: justice, organizational reward and work conditions (which cover factors such as preparation, autonomy, and task stressors) and assistance from supervisors. Though additional history (demographics and behavioral characteristics) was analyzed, these associations with POS were found to be quite limited. Figure 1 further describes the role of employee discretionary care attributions focused on the idea that workers trust services better if they are offered willingly than coerced (Blau 1964). For supervisor assistance, POS is to the degree that the supervisor is known as an individual or delegate working on behalf of the company.

The key implications of POS also include engagement, success, citizenship, avoidance behavior, employment-related effects and stress. OST defines three processes which underlie the POS relationship with its implications. Next, workers who earn corporate sponsorship feel compelled to reciprocate with the company depending on the reciprocity principle. Second, POS promotes social and emotional needs such as needs for respect, acceptance and association, contributing to the membership of the organization, the job position and the social identification of the employee and helps minimize workload and strengthen employee wellbeing (Rhoades and Eisenberger 2002). Finally, POS aims to establish how ready the company is to reward its efforts (Rhoades and Eisenberger 2002). POS continues to be higher whether the boss or superior employer cares for the job experience and does all he or she can to express respect for the work he or she does. Organizational incentives and working environments play an important part in the perceived support of organizations. Extrinsic encouragement may also imply more to an individual than inherent motivation, since perceived gratitude has the potential to transform a bitter worker into a content worker. Eisenberger and Rhoades explore how managers should express their workers respect and recompense. The POS will be

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beneficial if support and consideration between the boss and the employee is mutually reciprocal. If the reciprocation happens and the employee feels valued and praised for the job, he/she does, the POS is increased (Lynch, M., & Armeli, 1999). Where gratitude and admiration are either inadequate or not properly communicated, the employee can begin to believe that the organizational cynicity can increase. Such POS will enhance the workers' commitment to help them achieve their goals, raise their identity with the organization, and add to their anticipation of better success. POS behavioral effects will involve higher success in and beyond roles, improved corporate engagement and lower avoidance habits, such as non-relationalism and attrition.

Employee Retention

Retention of employees Many of the studies on employee retention rely on Herzberg's two-factor theory (1964), which divides employees' working factors into two major categories, particularly with regard to their motivation (Holston-Okae & Mushi, 2018). The first category (hygiene considerations, such as wages, good connection with supervisors and superiors, safe work areas etc.) does not encourage or satisfy, but the lack of hygiene does not contribute to job dissatisfaction. The second party is the stimulation. Another hypothesis widely cited in the area of workforce retention is Maslow's hierarchy of needs, a philosophy that describes inherent human requirements and reasons for a person's desire for self-realization from the most fundamental physiological needs. One of the main consequences of all these hypotheses is that income is not the only motivator and money alone is not enough to inspire workers reliably. Monetary compensation satisfies only the core requirements of an individual, does not satisfy psychological needs of that person, and needs for self-esteem or self-fulfillment. To satisfy, inspire and maintain workers overall, companies need to realize that an individual needs to believe that he or she does a worthy work, which challenges and is admired by others (Ramlall, 2003). In addition to a paycheck, workers require room for pleasure, imagination, decision making, commitment and accomplishment (Gawel, 1997).

Retention of employees is described as attempts by the employer to persuade employees to continue working for them (Mandhanya, 2015). It is a voluntary move which involves creating a working atmosphere that keeps employees as long as possible (Chaminade, 2007). In order to do this, the organization requires carefully considered strategies and procedures (Gberevbie, 2008). Any researchers also stressed that job management initiatives should be primarily targeted at qualified workers to prevent sacrificing the highest skilled employees in the organisation (Pilbeam & Corbridge, 2010).

Lockwood (2006) emphasized that the key objective of the retention phase is to maximize efficiency and satisfy potential demands. Indeed, Burke and Ng (2006) warn the managers face a number of issues which impede their ability to reach organizational objectives, if retention strategies are overlooked or ignored. Especially at a period when companies are extremely competitive in recruiting professional and qualified workers (Ramlall, 2003), organizations understand the significance of executing effective retention plans and the substantial obstacle they face.

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Affective Commitment

Affective commitment (AC), as identified as emotional connection, is sometimes addressed as an entity, also known as organizational commitment (Solinger et al., 2008). A substantial amount of study has centered on a world view of the organizations' affective commitment, which thinks 'organizational participation' is the aggregate of our commitment to all of an organization's potential constituencies, which, in fact, motivates the actions of staff (Morin et al., 2011).

Analysis performed by Morin, et al, (2009) found that employees might contribute affectively to a minimum of eight separate job-related targets: organization, profession, co-workers, managers, duties, occupations, clients, and work. In the healthcare system the perception of employee behavior, this more complex conceptualization of engagement objectives should be strengthened. While a significant amount of study has been carried out in recent decades, including the philosophy of loyalty, there is not much research that assesses how dedication evolves and expresses as behavior. There is a restricted definition of the perceptual, emotional and behavioral aspects of engagement, represented as goal behaviors (Solinger et al., 2008). Further, Vandenberghe & Bentein (2009) found that in a study of nurse staff employed in Quebec, Canada, the dedication contributed negatively to retirement behaviors, in particular turnover. A survey of nurses employed in Japan found that affective dedication has a positive impact on the purpose of nursing (Satoh, Watanabe, & Asakura, 2017).

Organizational Justice

Organizational justice is defined as how leaders use equal processes to decide the result (Colquitt et al., 2001). It is just about equal approaches to handle workers (Randeree, 2014). In reality, several scholars have been mainly interested in organizational justice. The explanation is that organizational judges have shown to be strongly linked to several variables. Previous research indicates that corporate justice plays a key role to explain certain behavioral effects in a business (Imran, 2015). Organizational justice has proven to be one of the key factors which explain the reaction of employees to unequal performance, practices and ties (Alsalem and Alhaiani, 2007). Researchers vary in the amount of aspects of organizational justice. Some scholars have modeled three-dimensional organizational justice (Bakhshi et al., 2009); others have concepted justice to be four-dimensional (Duffy et al., 2013). This study will however conceptualize corporate justice in terms of three dimensions: distributive justice (DJ), procedural justice (PJ) and interactional justice (IJ), since they are commonly utilized. PJ discusses the interpretation of the fairness principles and procedures controlling an operation. The presence of this kind of justice results in the process being satisfied (Fatima et al., 2015). DJ tackles workers' views of the legitimacy of the reward scheme. Compared to others, an individual must believe that the benefits are allocated equally, i.e., due to their commitment and initiative (Alsalem and Alhaiani, 2007). IJ applies to the perception of equity in treating individuals. It concerns the perception of

kindness and consideration earned by people in justifying their decision and looking for details (Bies and Moag, 1986). The available research on industrial psychology has found that corporate fairness has a positive effect on a variety of outcomes. They provide happiness (Bakhshi et al., 2009); contribution to citizenship (Ali and Saifullah, 2014); (Jafari and Bidarian, 2012). The result of concern today, however, is ER. The above explanation shows that there are enough grounds to regard proceedings, distribution and IJ as direct variables affecting ER in the study model and therefore the following assumptions are taken into account.

According to the principle of social interaction (Cropanzano and Mitchell, 2005), workers anticipate their bosses to be handled equally, they reciprocate with affective commitment in equal care, and attempt to conduct themselves favorably with the organization (Colquitt, et al, 2001). OJ is seen as a more effective indicator of affective loyalty than of consistency and ethical commitment, as the latter are the product of potential economic advantages for the subordinate or the spiritual constraint of the partnership, and the perceptive organizational justice has the largest effect on the emotional bond of workers (Meyer et al., 2002). In addition to the impact on affective engagement of the aspects of corporate fairness, previous results are somewhat contradictory. Li, Castano, and Li (2018), for instance, noted that any aspect of corporate justice impacted affective commitment, while organizational justice effect on AC.

Appreciative Leadership

Job appreciation applies to those actions that expressly signal acceptance and recognition of the work. The appreciative conduct at work is regarded in the sense of SOS theories as an organization's resource which can directly minimize stress reactions and by buffering the negative impact of self-threatening stressors, thereby increasing self-esteem (Stocker et al., 2010). In support of this, Stocker et al. (2010) stated that recognition of the workplace buffering had a detrimental impact on job satisfaction and resentment while working long hours. However, they did not distinguish between boss appreciation and coworker appreciation. The present thesis expands this analysis by concentrating on the supervisor's appreciation as a moderator of the relationship of stressors and turnarounds. Since IT function needs to be done by communities instead of individual workers (Wilson & Sheetz, 2010), the degree to which important others, including the team leader, feel appropriate and valued may be considered especially important to self-confidence (Baumeister & Leary, 1995).

In the literature on leadership, various leadership styles have an appreciative approach. They are focused on personal benefits (Pearce & Sims, 2002), appreciation and recognition of one's accomplishments and credentials (Yukl, 2013), promotion (Rafferty & Griffin, 2006), consideration and other supportive "relationship-oriented" activities (Eckloff & van Quaquebeke, 2008), (Yukl, 2013). Stocker and colleagues (2014) have recently studied the essence of appreciative action, as defined qualitatively by employees, with a special relevance to this report. They observed that encouragement and compliments were the most common forms of appreciation. In addition, supervisors were established as a significant source of appreciation (Stocker et al., 2014).

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Therefore, appreciative leadership in the current study is conceived as a leading action that recognizes the achievements and qualities of the subordinates and appreciates their efforts.

Results from previous studies suggest that a grateful mindset, which is operationalized by an appreciative learning and working atmosphere, has a beneficial impact on workers engagement (Christiaensen et al., 2009). As a result of success and commitment, the bonuses or incentives paid to workers are considered an important source of gratitude and retention for workplace incentives (Milkovich & Wigdor, 1991). Sinha and Sinha (2012) identified the core reasons to promote maintaining pay and respect for the work carried out, the demanding and meaningful working environment, learning opportunities and good worker relations, the improved work-life balance and collaboration within the organization.

Research Hypothesis

H1: positive effect of organization justice on affective commitment
H2: positive effect of organization justice on employee retention
H3: positive effect of affective commitment on employee retention
H4: positive effect of appreciative leadership on affective commitment
H4: positive effect of appreciative leadership on employee retention
H6: mediating effect of affective commitment between organization justice and employee retention
H7: mediating effect of affective commitment between appreciative leadership and employee retention
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METHODOLOGY

A stratified sample was selected of 210 faculty members of the five private universities in Baghdad based on the intent and study model, assuming a degree of 95% conviction and sample error of 5%. A total of 200 completed questionnaires from 210 faculty members were returned. The workers responded anonymously and confidentially. The explanation behind the choice of faculty members from private universities was the reality that private universities are involved in Baghdad's main higher education market. In this way, a more sensitive and diverse group of respondents from the higher education sector was best collected.

Measurement

The main compilation of data for this study has been performed via the dissemination of the self-administered questionnaire to a stratified group of 210 professors from the five private universities in Baghdad and sent to the participants via electronic mail and/or personal notification. Participation was anonymous in the review study. The supervisors of the participants received no details that prevented them from connecting answers to the identities of individual participants. In order to notify the researcher if any doubts or issues about secrecy were posed, participants obtained an email address and telephone number. Three scholars reviewed the questionnaire for grammar, sequence and consistency. Accordingly, the questionnaire has been modified as required. The

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questionnaires were sent in Arabic and English and examined by trained translators. Data obtained using the questionnaire includes measurements for independent variables like corporate justice, demographics, and faculty retentions as dependent variables using 5-point likert scales for any item varying from 1 = extremely opposed, 5 = highly approved, with the exception of personal demographics, as nominal variables comprised of many groups.
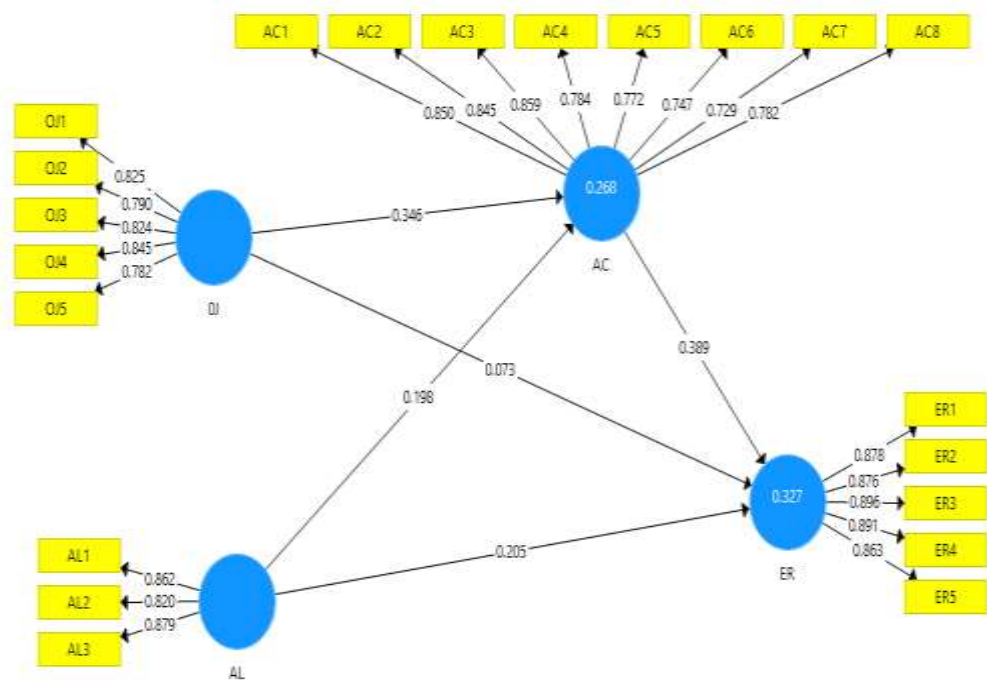
Appreciative leadership has been assessed by three elements in Rafferty and Griffin's (2004) Personal Recognition Scale as it captures representative characteristics, like recognition and recognition of one's job (Stocker et al., 2014). Since this scale was only usable in English, two specialists interpreted their translated products and cross-validated them to obtain the best communication necessary. "My boss commends me while I'm doing a great job than normal," "My supervisor knows that my work output has increased," and "my supervisor compliments me directly when I am doing an exceptional job." A Likert-type response format varying from 1 (very disagreeable) to 6 was used (strongly agree). Internal consistency was outstanding (.93). The retention of employees was assessed by five elements adopted in Hong, Hao, Kumar, Ramendran and Kadiresan (2012).

DATA ANALYSIS

Measurement Model Assessment

Hair, et al,. (1998) stated that the value of factor lodgings must be >0.5 and below 0.05 should be erased. The value of alpha > 0.9 is excellent, 0.8 is good and < 0.7 is acceptable". The CR must be >0.7 (George & Mallery, 2003). Furthermore, the value of convergent validity (CV), and AVE should also be equal or >0.5 that leads to the internal consistency. Additional, Fig. 1 demonstrates the values of the model MMA. Table 2 demonstrates the results of MMA. Factor loading, Cronbach alpha and CR are also >0.7. The factor loading items which have less than 0.7 values were deleted. In addition, AVE is >0.5 that leads to convergent validity.

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Figure 1. Measurement Model

Table 1. Internal Consistency

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)			
0J	0.872	0.876	0.907	0.661			
AC	0.918	0.921	0.933	0.636			
AL	0.816	0.834	0.89	0.729			
ER	0.928	0.93	0.945	0.776			

In addition, the validity of the constructs is measured through convergent validity (CV) and discriminant validity (DV). Results find shown in table 4.1 that the values of AVE for all the latent constructs are greater than 0.50 as stated by (Chin, 1998). Duarte and Raposo (2010) argued that discriminant validity (DV) indicates that how much latent constructs is distinctive from others. The current study measures the discriminant validity (DV) through the method of Fornell and Larcker (1981) by taking the square root of Average Variance Extracted of all the latent constructs as shown in Table 2 with the bold value in the correlation matrix diagonal. The study results in Table 2 show that the square roots of Average Variance Extracted are greater.

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Table 2. Discriminate Validity

Constructs	0J	AC	AL	ER
0J	0.813			
AC	0.504	0.797		
AL	0.796	0.474	0.854	
ER	0.432	0.523	0.447	0.881
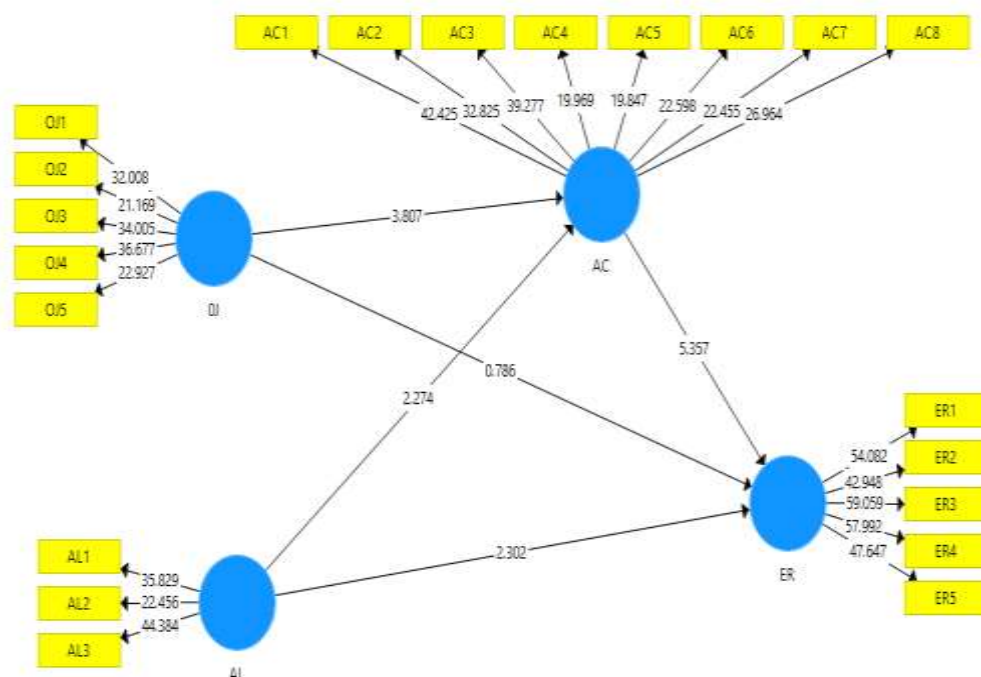
Figure 2. Structure Equation Model

Direct hypotheses for accepting or rejecting were measured as shown in Table 3. All the relationships with t-value greater than 1.96 and P value is less than 0.05 would be accepted. Thus, H1, H3, H4 and H5 are accepted. However, H2 is rejected. The relationship of organizational justice and affective commitment is accepted with the β-value is 0.346, t value is 3.918>1.96 and p value is 0<0.05. The relationship of organizational justice and employee retention is rejected with the β-value is 0.073, t value is 0.797<1.96 and p value is 0.425>0.05. The relationship of affective commitment and employee retention is accepted with the β-value is 0.389, t value is 5.312>1.96 and p value is 0.000<0.05. The relationship of appreciated leadership and affective commitment is accepted with the β-value is 0.198, t value is 2.363>1.96 and p value is 0.018<0.05. The relationship of appreciated leadership and employee retention is accepted with the β-value is 0.205, t value is 2.318>1.96 and p value is 0.02<0.05.

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Table 3. Direct Relationship

Hypothesis	Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	0J -> AC	0.346	0.088	3.918	0	Accepted
H2	0J -> ER	0.073	0.091	0.797	0.425	Rejected
H3	AC -> ER	0.389	0.073	5.312	0	Accepted
H4	AL -> AC	0.198	0.084	2.363	0.018	Accepted
H5	AL -> ER	0.205	0.088	2.318	0.02	Accepted

In the table 4, the results show that the mediating effect of affective commitment between organizational justice and employee retention as the t-value 3.07 greater than 1.96, p value 0.002 less than 0.05 and β value 0.135 is significant. Thus, H6 is accepted. Similarly, the results show that the mediating effect of affective commitment between appreciative leadership and employee retention as the t-value 2.115 greater than 1.96, p value 0.034 less than 0.05 and β value 0.077 is significant. Thus, H7 is accepted.

Table 4. Indirect Relationship

Hypothesis	Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H6	0J -> AC -> ER	0.135	0.044	3.07	0.002	Accepted
H7	AL -> AC -> ER	0.077	0.036	2.115	0.034	Accepted

In the end, the quality of model is measured through construct cross-validated redundancy called predictive relevance (Q^2). Achieving a certain quality of model, the value of Q^2 should be greater than 0 (Chin, 1998). The value of Q^2 of Affective commitment is 0.15>0 and employee retention are 0.235 >0 in Table 5.

Table 5. Predictive Provenance

Constructs	SSO	SSE	Q^2 (=1-SSE/SSO)
0J	1,290.00	1,290.00	0.156
AC	2,064.00	1,742.24	0.235
AL	774	774	
ER	1,290.00	986.919	

DISCUSSION

The current study is to examine the effect of organization justice, appreciative leadership on employee retention through the mediating effect of affective commitment. Further, organization support theory explains the whole

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theoretical framework the effect of organization justice, appreciative leadership on employee retention through the mediating effect of affective commitment. All the relationships with t-value greater than 1.96 and P value is less than 0.05 would be accepted. Thus, H1, H3, H4 and H5 are accepted. However, H2 is rejected. The relationship of organizational justice and affective commitment is accepted with the β-value is 0.346, t value is 3.918>1.96 and p value is 0<0.05. The relationship of organizational justice and employee retention is rejected with the β-value is 0.073, t value is 0.797<1.96 and p value is 0.425>0.05. The relationship of affective commitment and employee retention is accepted with the β-value is 0.389, t value is 5.312>1.96 and p value is 0.000<0.05. The relationship of appreciated leadership and affective commitment is accepted with the β-value is 0.198, t value is 2.363>1.96 and p value is 0.018<0.05. The relationship of appreciated leadership and employee retention is accepted with the β-value is 0.205, t value is 2.318>1.96 and p value is 0.02<0.05.

The method of bootstrapping analyses using 95 percent bias corrected and accelerated confidence intervals (CIs) was employed over other methods of mediation testing (Preacher & Hayes, 2008). In the table 4, the results show that the mediating effect of affective commitment between organizational justice and employee retention as the t-value 3.07 greater than 1.96, p value 0.002 less than 0.05 and β value 0.135 is significant. Thus, H6 is accepted. Similarly, the results show that the mediating effect of affective commitment between appreciative leadership and employee retention as the t-value 2.115 greater than 1.96, p value 0.034 less than 0.05 and β value 0.077 is significant. Thus, H7 is accepted.

CONCLUSION
This study provides a deeper understanding of the role of organizational context in impacting employees' attitudes and behaviors. The study makes two major contributions to theory and practice. First, the study demonstrates that the effects of POS on employees' outcomes (retention) happen via affective commitment. Second, although the direct relationship between organizational justice and employee retention is well examined, organizational justice has strongly affected on employee retention through the mediating effect of affective commitment in healthcare sectors.

Limitations and Future Research

While this research adds significantly to philosophy and experience, it is subject to some limitations. First, causal inferences of the variables are constrained by the cross-sectional nature of the analysis. The implications are that the associations cannot be viewed as causal relationships but as correlations that only reflect a certain causal order and that must be verified in potential longitudinal studies. Second, though methodological and statistical checks have been carried out to ensure common system variances, the findings can also be skewed by this, given that all data have been gathered from self-reports. In subsequent studies can also preferably reproduce the effects of this study by utilizing approaches rather than self-reporting.

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