

Transformational Leadership and Readiness for Change on the Performance of Bhakti Husada II Hospital

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Abstract

Purpose: This study aimed to determine the effect of transformational leadership and readiness for change on employee performance at Bhakti Husada II Hospital Purwakarta.

Methodology/approach: The research design is verificative and uses a case study approach. The sampling technique used was proportional stratified random sampling with the Lemeshow formula, resulting in a sample size of 161 employees at Bhakti Husada II Hospital, Purwakarta. The research instrument used an online questionnaire consisting of demographic and research-related questions. Hypothesis testing for the study variables was conducted using a multiple linear regression analysis.

Results: The results of the study indicate that transformational leadership and readiness for change have a positive effect on employee performance. The findings show that both transformational leadership and readiness for change simultaneously and partially have a significant influence on the staff performance at Bhakti Husada II Hospital Purwakarta.

Conclusions: This study concludes that strengthening transformational leadership practices and enhancing employee readiness for change are key strategies for improving staff performance. Hospital management should focus on leadership development programs and change management initiatives to sustain high-quality performance.

Limitations: This study was limited to one hospital, relied on self-reported questionnaires that may have caused bias, examined only two variables, and used a cross-sectional design that restricted causal interpretation.

Contributions: This study confirms the positive impact of transformational leadership and readiness for change on performance, offering practical insights for hospitals.

Keywords: *Criminal Law Reform, Legal Sociology, Living Law, Restorative Justice, Theft Crime*

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1. Introduction

The healthcare sector is highly dynamic and has high demands to consistently provide quality and safe services focused on patient needs. Hospitals, as healthcare service institutions, are required to meet these standards in every aspect of their services, playing a role not only in providing medical services but also in adapting to technological developments, regulations, and increasing societal demands ([Al Harbi, Alarifi, & Mosbah, 2019](#)). Good healthcare service quality has been proven to increase employee satisfaction and loyalty, making it one of the indicators of hospital management success ([Ahmad, Ambad, & Mohd, 2020](#)). The organizational environment of a hospital must always enhance employee satisfaction and ensure that healthcare services are delivered effectively ([Karim, Morin, & Binur, 2025](#)). The challenges faced by Hospitals must continually evolve and reform their practices to meet the dynamic demands of healthcare ([Kebede & Wang, 2022](#)).

Hospital staff perceptions of change can be influenced by organizational factors, organizational support, job satisfaction, and safety culture in hospitals ([Lubis, Lumbanraja, Absah, & Silalahi, 2022](#)). Hospital management systems confronted with changes require organizations to be aware of maintaining hospital employee performance. The performance of hospitals in Indonesia is currently facing challenges and opportunities to adapt to changes and ongoing leadership transformations ([Novitasari, Kumoro, Purno, Pramono, & Asbari, 2021](#)). West Java Province, with its diverse healthcare facilities and hospitals spread across various regions, shows readiness and commitment to improving healthcare service quality to meet the increasingly complex and dynamic needs of the community. Facing the dynamics of increasing employee performance demands is a key factor in the sustainability of hospital services.

Optimal performance not only improves service quality but also operational efficiency and patient satisfaction. The transformational leadership style is suitable for hospitals because leaders not only motivate and inspire but also pay attention to every individual while stimulating innovation. Transformational leaders are seen as more capable of building a shared vision, strengthening collaboration, and increasing employee engagement in facing organizational changes ([Makhmut, Setiawan, & Manune, 2025](#)). The results of several studies indicate that the application of readiness for change can improve nurse performance, strengthen patient safety culture, and encourage job satisfaction in hospital environments ([Ellis et al., 2023](#)).

Readiness for change, which indicates the readiness to change, is also an important factor in determining the success of organizations in facing environmental dynamics. Readiness for change is defined as an organization's belief, commitment, and collective ability to accept and implement changes effectively ([Weiner, 2020](#)). A high level of readiness facilitates the transformation process, whereas resistance to change can hinder overall hospital performance. The Covid-19 pandemic is clear evidence that hospitals with strong leadership and high readiness are more adaptive in facing crises than hospitals with high resistance to change ([Utami & Munandar, 2021](#)).

The employee performance assessment at RSBH II shows a minimum score in terms of productivity and employee satisfaction above 80%, while adherence to SOP and service effectiveness must be 100% and attendance should be optimal. RS Bhakti Husada II Purwakarta has experienced fluctuating performance over the past four years, influenced by several factors, including leadership changes and policy adjustments in the second and fourth years. In the first year, the hospital recorded a performance achievement of 61%, with the main focus in this year being the arrangement of human resources and the implementation of a new information system as the foundation for long-term services. This performance was quite good, considering that the early stage was a phase of consolidation and adaptation. Entering the second year, the leadership transition had a noticeable impact on hospital performance, as reflected in the decline in performance to 65%. Adjustments to new strategies and structural reorganization caused stagnation in several service units, although some improvement programs continued ([Mulya, 2022](#)).

RS Bhakti Husada II Purwakarta faces various performance challenges, as indicated by fluctuating productivity, suboptimal job satisfaction, and resistance to changes in organizational policy. The relatively rapid leadership changes in the last four years have contributed to leadership instability, weakening the organization's readiness to face the demands of transformation. This underscores the urgency of strengthening transformational leadership and increasing readiness for change as strategic efforts to support the improvement of employee performance and healthcare service quality ([Manalu, 2025](#)). Nevertheless, research comprehensively analyzing the relationship between transformational leadership, readiness for change, and employee performance in regional hospitals with high leadership turnover dynamics is still limited. This gap in the research forms the basis for this study.

2. Literature Review and Hypothesis Development

2.1 Transformational Leadership

The transformational leadership style is considered relevant and effective in optimizing employee performance, especially in healthcare settings that demand high quality. Previous research has shown that transformational leadership positively impacts improving nurses' performance, adherence to

patient safety standards, and fostering a collaborative work culture in hospitals ([Ellis et al., 2023](#)). The implementation of transformational leadership in hospitals improves motivation, innovation, job satisfaction, and employee readiness to face changes ([Kamaluddin & Aljurida, 2020](#)).

Transformational leadership has four dimensions or characteristics: idealized influence (charismatic), where leaders possess charisma, strength, and influence to motivate subordinates to perform their tasks ([Banjongprasert, 2017](#)). Subordinates trust their leaders because leaders demonstrate impressive behavior that earns their respect and serves as a role model. Inspirational motivation (Inspiration and motivation) is the leader's behavior that inspires and stimulates enthusiasm in subordinates for achievement while demonstrating commitment to the company's goals and increasing subordinates' optimism and enthusiasm in achieving the company's objectives ([Lubis et al., 2022](#)). Intellectual stimulation is the leader's behavior in creating new ideas to advance an organization and becoming a leader capable of influencing subordinates to find new perspectives expected to solve problems faced or about to be faced by an organization ([Faeni, Feani, Pujiati, & Cahaya, 2025](#)). Individualized consideration (individual attention) is the leader's willingness to listen to suggestions from subordinates, pay attention to the development of employees' careers, and consider the facilities provided to employees to establish good relationships between superiors and subordinates ([Hidayat, 2025](#)).

2.2 Readiness for Change

The success of hospitals in implementing policies and innovations is highly influenced by the level of readiness for change within the organization and its workforce. Readiness for change is defined as the collective commitment of an organization and belief in its ability to implement changes effectively ([Weiner, 2020](#)). The model is relevant in the context of Indonesian hospitals, where the success of implementing changes is highly influenced by managerial support, understanding of the purpose of the change, and emotional involvement of healthcare workers ([Holt, Armenakis, Feild, & Harris, 2007](#)). The process of readiness for change includes the unfreeze-change-refreeze stages, with a force field analysis to identify driving and restraining factors for change ([Alolabi, Ayupp, & Dwaikat, 2021](#)). An organization's readiness to change is influenced by factors such as supportive leadership, adaptive organizational culture, effective communication, resource availability, and employee involvement ([Putri, Rizaldi, & Ariany, 2021](#)). Discrepancy factors are defined as an individual's belief that change is necessary. This factor must emerge within individuals in the organization and become a mindset when initiating a transformation. This factor is defined as the belief that change or transformation can be implemented.

Supporting factors, such as organizational valence, represent the belief that the changes being implemented can benefit the organization, indirectly benefiting all individuals in the organization. Management support for implementation is when individuals or members of an organization believe that their supervisors or leaders are committed to change implementation ([Dung & Hai, 2020](#)). This can affect employee morale and motivation because members tend to view their leaders as role models and exhibit supportive behavior toward the organization. Personal valence refers to the belief that the changes being implemented will benefit individuals personally ([Hafidah & Gustini, 2021](#)). When someone is convinced that the change will have a positive impact on them, it will increase the chances of a successful business transformation ([Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022](#)).

2.3 Performance

Employee performance is a work outcome that can be measured both quantitatively and qualitatively, covering creativity, flexibility, and reliability, which impact patient needs fulfillment. Performance is influenced by various factors, including leadership, abilities, motivation, incentives, and a supportive work environment ([Latama, Muhandi, & Aspiranti, 2022](#)). Performance dimensions include quality, quantity, timeliness, cost-effectiveness, the need for supervision, and interpersonal impact. Strategies for improving hospital performance include competency development through training, providing fair incentives, managing workloads to prevent stress, and open and transparent internal communication ([Al Harbi et al., 2019](#)). Hospital employee performance depends not only on individual factors but also on the management system and work environment that support the achievement of quality healthcare

services. Quality is the degree to which the efforts or results of performance satisfy the criteria set by consumers.

Performance appraisal is a method for measuring employees' contributions within an organization. The evaluation factors include six primary performance indicators used to assess performance, such as the quality of performance that satisfies consumers based on the criteria set by consumers (Natalia, 2021). The amount of work completed within a certain period or the number of products produced in one job. The time spent by employees in completing tasks or producing results earlier than expected and maximizing the available time to finish other tasks. Supporting factors, such as cost-effectiveness, involve how workers optimally utilize organizational resources to produce a product or reduce the resources needed to produce a product. The need for supervision is the extent to which workers can complete tasks without assistance or intervention from superiors to avoid errors or harmful results. Interpersonal impact refers to the extent to which workers maintain dignity, reputation, and cooperation among employees (Sihombing & Febriansyah, 2025).

2.4 The Influence of Transformational Leadership and Readiness for Change on Performance

Transformational leadership is a leadership style that encourages employees to go beyond their limits through motivation, inspiration, and personal attention (Kebede & Wang, 2022). The higher the motivation provided by the leader through these four dimensions, the greater the drive for employees to improve performance, even beyond their initial expectations. Indicators of transformational leadership, such as charisma, inspiration, individual attention, and intellectual stimulation, create a comfortable work environment without excessive pressure, enabling employees to achieve the performance expected by their managers. Thus, transformational leadership has been proven to have a significant influence on employee performance.

Readiness for change reflects the extent to which employees accept and support organizational changes. Openness to new ideas, facing challenges with greater flexibility, and actively contributing to achieving the goals of change (Zaura & Riasnugrahani, 2023). Hospitals with strong transformational leadership and high readiness for change are proven to be more capable of improving motivation, satisfaction, and employee engagement in achieving their organizational goals. Effective transformational leadership combined with high readiness for change is a relevant strategy for sustainably improving hospital employee performance (Alolabi et al., 2021). Transformational leadership has great potential to improve employee performance through mediating the readiness for change. Clear communication regarding the vision of change and active support, along with a work environment that recognizes, supports, and motivates employees to adapt to change. The footwear industry revealed that readiness for change has a positive and significant impact on employee performance, where readiness for change acts as a full mediator (Natalia, 2021).

H_1 : There is an influence of transformational leadership and readiness for change on performance

H_0 : There is no influence of transformational leadership and readiness for change on performance

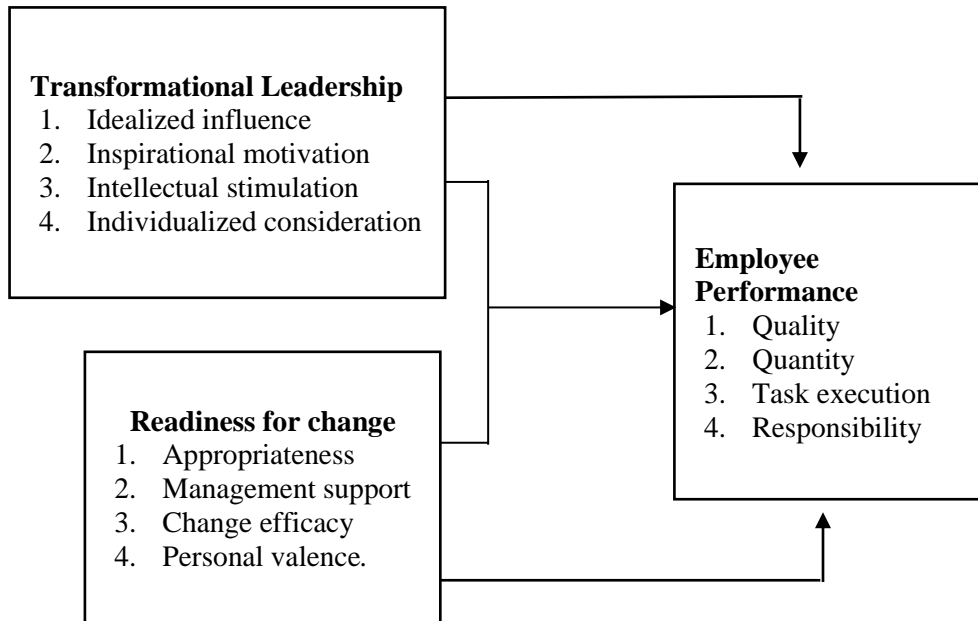


Figure 1. Conceptual framework

3. Research Methodology

The research approach uses descriptive and verificative quantitative methods, with the aim of describing the empirical conditions while testing the influence of transformational leadership and readiness for change on employee performance at Bhakti Husada II Hospital Purwakarta. Data collection procedures were carried out through questionnaires and documentation, with the questionnaire instrument developed based on the research variable indicators and then tested for validity and reliability. The validity test results showed that the r-count value was less than the r-table (0.361), as well as the Cronbach's alpha values (0.953, 0.971, and 0.816), indicating that the instrument used was reliable and valid. The sampling strategy used was a proportional stratified random sampling. The research population was 270 employees, with a sample of 161 respondents obtained based on the Slovin formula, with a margin of error of 5%. The study was conducted from July to August 2025. This study uses a quantitative approach to empirically test the relationship between variables. Multiple linear regression was chosen because it meets the BLUE criteria, resulting in accurate, efficient, and unbiased estimates of the parameters. This method is suitable for analyzing the simultaneous and partial influence of transformational leadership and readiness for change on performance. Hypothesis testing was carried out using the F test, t test, and adjusted R-squared to assess the strength of the model. This approach ensures that theory verification is conducted objectively and data-driven.

4. Results and Discussion

4.1 Respondent Characteristics

The respondents' characteristics by gender show that there were 112 female respondents (69.6%) and 49 male respondents (30.4%). The largest age group among the respondents was 31-40 years, with 88 respondents (54.7%), followed by 20-30 years with 51 respondents (31.7%), and 41-50 years with 17 respondents (10.6%). Based on the respondents' age, it can be concluded that the employees of Bhakti Husada II Hospital Purwakarta are predominantly in the 20–40-year age range. The largest number of respondents by job position were from the nursing department (59 respondents, 36.6%), medical services (24 respondents, 14.9%), medical support (23 respondents, 14.3%), and general and human resources (26 respondents, 16.1%). The majority of respondents had a bachelor's degree (S1), with 94 respondents (58.4%), followed by a diploma (D3) with 54 respondents (33.5%). Based on the educational level data, it can be concluded that most employees at Bhakti Husada II Hospital Purwakarta hold a Bachelor's Degree (S1). This section presents the research results of this study.

The results show that most of the readiness for change indicators fall into the moderate category (47.9%-54.9%), with one indicator reaching the high category (60.2%), indicating that staff readiness is fairly moderate but not yet evenly distributed across all dimensions. Transformational leadership was rated high by 26.7% of respondents, moderate by 40.4%, and low by 32.9%, with the strongest indicator being “Admiring the leader of this organization.” These findings affirm that transformational leadership has been implemented in the hospital and positively contributes to readiness for change. The employee performance results showed that the majority of employees (58.4%) rated their performance as poor, whereas only 41.6% rated it as good. The average score was 28.3, with a median of 28 and a mode of 23, indicating that overall employee performance at the hospital is still relatively low and suboptimal.

4.2 Research Results

Prerequisite tests, including normality and homogeneity tests on all variables, were conducted to determine the data distribution.

Table 1. Normality test results

No	Variables	Sig Normality	Sig Homogeneity
1	Transformational leadership	0.759	0.119
2	Readiness for change	0.431	0.197
3	Performance	0.348	0.107

The analysis results were normally and homogeneously distributed, thus meeting the requirements for regression testing. The heteroskedasticity test using the Glejser method and scatterplot analysis revealed no specific pattern in the residual distribution, indicating that the regression model was free from heteroskedasticity issues. Furthermore, the multicollinearity test results show that all independent variables have a tolerance value > 0.10 and $VIF < 10$, indicating that there is no multicollinearity in the model. Therefore, the regression model met the Best Linear Unbiased Estimator (BLUE) criteria and was suitable for further analysis. Hypothesis testing was then conducted using multiple linear regression, which is considered appropriate because the data are homogeneous, normally distributed, and meet the classical assumptions overall. These findings strengthen the validity of the model in explaining the influence of transformational leadership and readiness for change on employee performance.

Table 2. Hypothesis test analysis

Model	Sum of Squares	df	Mean Square	F	Sig	F table
Regression	798.365	2	399.183	150.738	0.000a	3.05
Residual	71.501	27	2.648			
Total	869.867	29				

The hypothesis test results show that the F-value for the variables transformational leadership and readiness for change on employee performance was 150.738. Compared to the F-table value (3.05), the F-value is much greater than the F-table, so H_0 is rejected. Additionally, the p-value (0.000) is smaller than α (0.05), further confirming that H_0 is rejected. Therefore, it can be concluded that transformational leadership and readiness for change variables simultaneously have a significant effect on employee performance at Bhakti Husada II Hospital Purwakarta.

Table 3. Multiple linear regression test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	13.729	3.304		54
Transformational leadership	0.219	0.043	0.501	5.149
Readiness for change	0.215	0.054	0.409	3.979

The multiple linear regression analysis between the variables of transformational leadership and readiness for change on employee performance results in the following regression equation:

$$Y = 13.729 + 0.219X_1 + 0.215X_2 \quad (1)$$

The constant value of 13.729 indicates that if both independent variables, transformational leadership (X_1) and readiness for change (X_2), are zero, employee performance will remain at a positive value of 13.729. The regression coefficient for transformational leadership of 0.219 shows a positive relationship, meaning that an increase in transformational leadership will lead to an improvement in employees' performance. Similarly, the readiness for change coefficient of 0.215, also positive, indicates that the higher the individual's readiness for change, the higher the performance that can be achieved. Furthermore, the adjusted R Square value of 0.270 indicates that the contribution of both independent variables to employee performance is 27%, while the remaining 73% is influenced by other variables not included in this research model. The data analysis results indicate that H_0 is rejected and H_1 is accepted, explaining the influence of transformational leadership and readiness for change on employee performance at Bhakti Husada II Hospital Purwakarta. The findings show that readiness for change and transformational leadership directly have a significant positive impact on employee performance in implementing change at Bhakti Husada II Hospital Purwakarta.

4.3 Discussion

The research results show that transformational leadership at Bhakti Husada II Hospital Purwakarta is categorized as moderate to high, although it is not yet optimal. Of the 161 respondents, 26.7% rated their transformational leadership as high, 40.4% as moderate, and 32.9% as low. The highest indicator was admiration for the leader (X_6), which confirms that the staff perceive the leader as someone who can inspire. The data indicate that the implementation of transformational leadership is still in the developing stage and has not yet had a maximum impact on staff performance. Leaders who can provide motivation and personal support can create a conducive work environment and reduce turnover intentions ([Latama et al., 2022](#)). This highlights the importance of strengthening leadership training, creating an organizational climate that supports innovation, and paying attention to staff welfare so that the four dimensions of transformational leadership can be applied evenly.

The study indicates a major challenge related to policy consistency at the Bhakti Husada II Hospital Purwakarta. Frequent leadership changes have led to repeated shifts in strategic direction and policies, thereby reducing employee trust in management. This condition is reflected in the low score for management support, which is considered one of the main obstacles to building readiness for change. Management is a key factor in the success of organizational change because it is directly related to trust and employee involvement ([Zaura & Riasnugrahani, 2023](#)). Readiness for change in the hospital is still perceived as high by some employees, although many challenges remain. Readiness for change is influenced not only by organizational planning but also by active involvement and acceptance by employees as agents of change ([Natalia, 2021](#)). Therefore, hospitals need to emphasize program continuity, strengthen change communication, and encourage active leadership support across all organizational levels to improve their readiness for change.

Healthcare workers in government hospitals in Saudi Arabia show that employee performance is closely related to work engagement, managerial support, and a supportive environment. Perceptions of organizational fairness and regular performance feedback can improve employee responsibility and work consistency ([Ellis et al., 2023](#)). The findings emphasize that the success of nursing performance is greatly influenced by the balance of workload and a sense of mastery, especially in public service contexts that demand accuracy and responsiveness. The research results show that employee performance is still categorized as being low. Of the 161 respondents, 58.4% rated their performance as poor, and only 41.6% rated it as good. The average performance score was 28.3, with a median of 28 and a mode of 23. These findings show that most employees do not exhibit optimal performance. The main justification is the uncertainty of policies due to leadership changes, which causes disorientation and reduces their motivation. The responsibility factor emerges as the weakest indicator, showing weak commitment and involvement in task execution ([Istifarah, Fajri, & Purwanto, 2025](#)).

Low employee performance can directly impact patient service quality, organizational effectiveness, and the achievement of other hospital-quality indicators. An inconsistent work environment contributes to declining work spirit, motivation, and collaboration among the staff. Therefore, hospitals need to build a consistent performance management system, emphasize policy sustainability, and strengthen cross-organizational communication to create work stability ([Cesilia, Paramarta, & Alexandra DeSousa, 2025](#)). Performance at this moderately low level can also be interpreted as an indication that systems and work procedures are in place but have not yet reached maximum effectiveness and efficiency. In the hospital context, this could potentially affect the quality of patient services, waiting times, and other quality indicators. To improve performance to a high level, strategic interventions are needed, including improving the performance evaluation system, providing rewards for achievements, and conducting regular training to enhance healthcare workers' technical and soft skills. Hospital management can take a data-driven approach to analyze specific areas that need improvement, such as task effectiveness, timeliness, and quality of documentation, which could drive the creation of sustainable superior performance in supporting the institution's mission and vision

The regression analysis results show that transformational leadership and readiness for change together have a significant effect on employee performance, with an Adjusted R² value of 0.27. These findings indicate that approximately 27% of the variation in employee performance can be explained by these two variables. Meanwhile, the remaining 73% is influenced by other factors outside the research model, such as organizational culture, reward and incentive systems, job satisfaction levels, and employees' workload. Therefore, although transformational leadership and readiness for change contribute positively, several other important aspects also need attention to improve performance optimally ([Cesilia et al., 2025](#)). Despite the moderate contribution, the results remain meaningful because they emphasize that the synergy between leadership and readiness for change is the main foundation for improving organizational productivity. The findings support research showing that a combination of transformational leadership style with readiness for change is an important strategy for improving performance in dynamic organizations such as hospitals ([Shabrina, 2020](#)). The practical implication is the need for transformational leadership training based on coaching, systematic change communication programs, and a reward system for employees who show a high adaptation to change.

The synergy between transformational leadership and readiness for change is a strategic combination for improving employee performance, especially in dynamic organizations such as hospitals ([Shabrina, 2020](#)). At Bhakti Husada II Hospital Purwakarta, which has collaborated with BPJS and faced complex service challenges, leadership and readiness for change are crucial factors in keeping employee performance optimal. The mapping of respondents' answers regarding transformational leadership shows that the average results fall into the moderate category in providing their perception of transformational leadership perceived by the staff at Bhakti Husada II Hospital Purwakarta; therefore, these results may have implications for the employee performance questionnaire. Responses positioned in the moderate category reflect that the staff at Bhakti Husada II Hospital Purwakarta still feel that the transformational leadership they experience is within reasonable limits, but this can sometimes result in a decrease in performance, which can impact service quality due to the unaddressed effects of transformational leadership ([Indrayani et al., 2025](#)).

Effective leadership and readiness for change can be the foundation for improving productivity, but they need to be strengthened with training strategies, reward systems, and broader participatory leadership ([Cesilia et al., 2025](#)). These findings have significant implications for the management of Bhakti Husada II Hospital Purwakarta. First, the importance of strengthening leadership capacity through training and coaching based on transformational leadership principles. Second, organizations need to increase staff awareness and readiness for change through effective change communication programs, involvement in the change planning process, and empowering employees to be more resilient in facing the dynamics of the healthcare service system. By strengthening these two aspects, hospitals can create an innovative, adaptive, and competitive work environment in line with the quality service demands in the era of National Health Insurance and healthcare globalization.

5. Conclusions

5.1 Conclusion

The findings indicate that transformational leadership and readiness for change at RS Bhakti Husada II Purwakarta have both direct and indirect effects on the employees' performance. Simultaneously and partially, both variables showed a significant positive influence on performance. This suggests that stronger transformational leadership and higher readiness for change are associated with improved employee performance, although the overall performance level remains moderate. Practically, these results provide a basis for management to enhance leadership capacity and organizational change programs to achieve sustainable performance improvements.

5.2 Research Limitations

This study was limited to a single hospital setting, which restricted the generalizability of the findings. In addition, the use of self-reported questionnaires may have introduced response bias. The study also focused only on two independent variables and employed a cross-sectional design, limiting the ability to establish causal relationships.

5.3 Suggestions and Directions for Future Research

Future research is recommended to expand the study across multiple institutions to improve its generalizability. Researchers are also encouraged to include additional mediating or moderating variables to provide a more comprehensive understanding of employee performance. The use of longitudinal or mixed-method approaches is suggested to better capture causal relationships and provide deeper insights. From a managerial perspective, hospitals should strengthen transformational leadership through training and mentoring and enhance readiness for change through structured communication, management support, and resilience development programs.

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Author Contributions

MA contributed to the conceptualization, study design, data collection, data analysis, and manuscript drafting. DRO contributed to the methodology validation, supervision, interpretation of the results, and critical revision of the manuscript. TA contributed to the data collection support, data processing, literature review, and manuscript editing. All authors have read and approved the final version of this manuscript.

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