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How Flexible Working Hubs and Psychological Safety Improve Employee Work Effectiveness: The Mediating Role of Organizational Commitment

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Abstract :
This study examines the impacts of Flexible Working Hubs (FWH) and Psychological Safety (PS) on Employee Work Effectiveness (EWE), while evaluating the mediating role of Organizational Commitment (OC) at the headquarters of PT Djabesmen, Alia Building (DAL), Central Jakarta. Adopting an explanatory quantitative design, data were collected via structured questionnaires from 145 employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The empirical results demonstrate that both FWH ($\beta = 0.218$, $p = 0.001$) and PS ($\beta = 0.276$, $p < 0.001$) significantly and directly drive work effectiveness. Furthermore, PS exerts the strongest direct influence on organizational commitment. Crucially, bootstrapping confirms that OC serves as a vital partial mediator, structurally linking physical workspace resources and psychosocial climate to operational efficiency ($p < 0.001$). Theoretically, this research bridges the Job Demands-Resources model and Social Exchange Theory within a conventional manufacturing corporate context. Practically, management must integrate spatial flexibility with an inclusive, non-punitive culture to cultivate a highly committed workforce capable of sustaining peak effectiveness.

INTRODUCTION

Enhancing employee work effectiveness has become a pressing socio-economic issue crucial for maintaining industrial sustainability in a dynamic era (Cooke et al., 2022). The urgency of this matter stems from a shift in modern workforce expectations; employees no longer solely pursue financial compensation but demand a work ecosystem that is spatially flexible and mentally secure (Domagalska-Grędys & Sroka, 2025). Empirical data indicates that high work pressure in urban business centers triggers massive burnout, directly impacting national productivity and inflating corporate operational losses due to high turnover rates (Salama et al., 2022). Consequently, organizational failure to adapt will lead to a worker well-being crisis and diminish the economic competitiveness of society at large (Amankwah-Amoah et al., 2021). Therefore, research on the synergy between flexible working hubs and

psychological safety is paramount to formulating solutions for the degradation of work effectiveness amidst the intense pressures of the modern workplace.

Real-world phenomena highlight a paradox between the implementation of modern work policies and the achievement of work effectiveness at the operational level (Ashraf et al., 2025). Many organizations are trapped in providing flexible physical facilities without balancing them with cultural reforms, thereby triggering coordination uncertainty and professional anxiety (McCabe et al., 2025). This problem specifically occurs at PT Djabesmen, Alia Building (DAL), Central Jakarta. As a headquarters controlling strategic operations in a competitive business district, PT Djabesmen DAL has attempted to adopt flexible working hubs. However, the utilization of these facilities remains suboptimal because it is not yet supported by equitable psychological safety. Employees remain reluctant to express ideas freely due to rigid supervision and high target demands. Consequently, there is a decline in daily work engagement and a fragmentation of commitment, which directly weakens the overall work effectiveness of the organization (Orgambidez & Benitez, 2021).

Previous research on work effectiveness has generally focused on isolated determinants, such as financial compensation, leadership styles, or conventional office design (Beckel & Fisher, 2022). Recent literature has begun to explore flexible working hubs and psychological safety, but the majority examines them partially and limits the context to fluid digital startup ecosystems (Johns et al., 2024). This reveals a substantial research gap in prior studies. There is a literary void in evaluating how physical stimuli (working hubs) and psychosocial stimuli (psychological safety) interact simultaneously to influence work effectiveness, particularly within capital-intensive conventional manufacturing industries like PT Djabesmen DAL (Xiao et al., 2024). This study positions itself to bridge this gap by integrating both variables into a single, cohesive model, thereby addressing the theoretical void regarding organizational behavior dynamics in large corporations undergoing transition.

The novelty (state of the art) of this research lies in examining the mediating mechanism of organizational commitment as a crucial bridge linking physical workspace design and psychological comfort to ultimate work effectiveness. Diverging from previous studies that viewed office facilities merely as technical instruments, this study offers a fresh perspective (Wimelius et al., 2021) : flexible working hubs cannot yield optimal work effectiveness without psychological safety acting as a catalyst to trigger employees' affective commitment to the organization (Sekhar & Patwardhan, 2023). Defining this position is essential to deconstruct the outdated human resource management paradigm that frequently separates physical infrastructure investments from mental well-being initiatives (Van Norren, 2022). Through this refined conceptual model, this study provides a more comprehensive theoretical foundation for large-scale enterprises in metropolitan areas to design humanistic performance optimization strategies.

Based on these gaps, the research problem focuses on how to optimize work effectiveness at PT Djabesmen DAL through the integration of flexible working hubs and psychological safety, mediated by organizational commitment. The primary argument proposed is that work effectiveness cannot be instantaneously achieved through physical flexibility alone; rather, it demands psychological safety as a core foundation to

foster strong organizational commitment within employees. The contributions of this research are twofold. Theoretically, it extends the application of Social Exchange Theory by proving that physical workspaces and psychological climates represent organizational investments to which employees respond with increased commitment (Bowen & Ostroff, 2004). Practically, this study provides strategic recommendations for the management of PT Djabesmen DAL in formulating future workplace policies capable of boosting business performance without compromising employee mental health.

RESEARCH METHOD

This study employs a quantitative approach with an explanatory (causal) research design to examine the structural relationships between flexible working hubs (X1), psychological safety (X2), organizational commitment (M), and employee work effectiveness (Y). The target population comprises active permanent and contract employees at the headquarters of PT Djabesmen, Alia Building (DAL), Central Jakarta. A purposive sampling technique is applied based on specific criteria: employees with a minimum of one year of tenure who actively utilize the flexible working hubs. The minimum sample size is determined according to the structural path requirements of Partial Least Squares Structural Equation Modeling (PLS-SEM) (Sarstedt et al., 2021), which recommends a sample size of 5 to 10 times the number of indicators or paths in the model to ensure adequate statistical power for complex mediation analysis.

Primary data are gathered through structured electronic questionnaires utilizing a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The constructs are operationalized using scales adapted from well-established international literature (Van Nguyen & Habók, 2021): flexible working hubs focus on spatial flexibility and ergonomic comfort; psychological safety is adapted from Edmondson's (1999) scale; organizational commitment utilizes Meyer and Allen's (1991) three-dimensional model; and work effectiveness is assessed via self-reported performance scales targeting goal attainment and efficiency (Terblanche et al., 2022). To mitigate Common Method Bias (CMB), the survey design ensures strict respondent anonymity and academic confidentiality, supplemented by a pilot study of 30 respondents to verify instrument readability and initial reliability before full-scale field deployment (Wang & Zhang, 2025).

Data analysis is executed via PLS-SEM using SmartPLS software through a rigorous two-stage evaluation process consisting of the measurement (outer) and structural (inner) models. The outer model establishes reliability and validity by enforcing strict psychometric thresholds (Baharum et al., 2023): outer loadings > 0.70$, Average Variance Extracted (AVE> 0.50), Composite Reliability (CR> 0.70), Cronbach's Alpha > 0.70, and discriminant validity via the Heterotrait-Monotrait Ratio (HTMT < 0.85). Subsequently, the inner model evaluates the hypothesized causal paths using a bootstrapping procedure with 5,000 resamples to determine path coefficients (β at p value < 0.05), R^2 explanatory power, and f^2 effect sizes. The specific indirect effects are evaluated using bootstrapping confidence intervals to precisely assess the mediating role of organizational commitment (Jung, 2022).

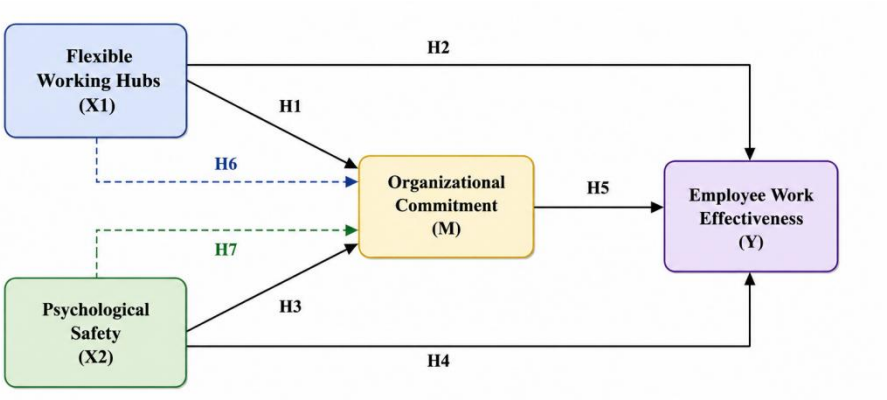

Figure 1: Conceptual Framework

Figure 1 illustrates the conceptual framework proposed in this study, which examines the effects of Flexible Working Hubs and Psychological Safety on Employee Work Effectiveness, with Organizational Commitment serving as a mediating variable. The model proposes that Flexible Working Hubs positively influence Organizational Commitment (H1) and Employee Work Effectiveness (H2), while Psychological Safety is expected to positively affect Organizational Commitment (H3) and Employee Work Effectiveness (H4). Furthermore, Organizational Commitment is hypothesized to have a direct positive effect on Employee Work Effectiveness (H5). In addition to these direct relationships, the framework also examines the indirect effects of Flexible Working Hubs on Employee Work Effectiveness through Organizational Commitment (H6) and the indirect effects of Psychological Safety on Employee Work Effectiveness through Organizational Commitment (H7). Overall, this conceptual model assumes that providing flexible work environments and fostering a psychologically safe workplace strengthen employees' commitment to the organization, which subsequently enhances their work effectiveness.

RESULT AND DISCUSSION

Result

Characteristics of Respondents

The demographic profile of the 145 respondents from the headquarters of PT Djabesmen, Alia Building (DAL), Central Jakarta, was analyzed based on gender, age, tenure, and frequency of flexible working hub usage.

Table 1. Characteristics of Respondents

Demographic Variable	Classification	Frequency (N=145)	Percentage (%)
Gender	Male	62	42.76%
	Female	83	57.24%
Age	21–25 years old	48	33.10%
	26–30 years old	67	46.21%
	> 30 years old	30	20.69%
Tenure	1–3 years	78	53.79%

Demographic Variable	Classification	Frequency (N=145)	Percentage (%)
	4–6 years	45	31.03%
	> 6 years	22	15.18%
Hub Usage Frequency	Daily	94	64.83%
	2–3 times a week	41	28.28%
	Rare / Occasional	10	6.89%

Source: Authors' own work

The demographic distribution reveals a predominantly young and active workforce at PT Djabesmen DAL, with females comprising the majority (57.24%) of the sample. Employees aged 26–30 years represent the largest age segment (46.21%), reflecting a Millennial and Generation Z baseline that highly aligns with modern workforce characteristics. In terms of organizational tenure, 53.79% of respondents have been with the company for 1 to 3 years, indicating a highly dynamic corporate environment. Crucially, a substantial majority of the respondents (64.83%) utilize the flexible working hubs on a daily basis, confirming that the physical workspace infrastructure is deeply embedded in the daily operational routines of the headquarters' personnel, thus providing a valid foundation for evaluating the structural impacts of these workspaces.

Convergent and Discriminant Validity

Convergent validity was evaluated using indicator outer loadings and the Average Variance Extracted (AVE). Discriminant validity was assessed using the rigorous

Table 2. Convergent Validity (Item Loadings and AVE)

Construct	Indicators	Outer Loadings	AVE
Flexible Working Hubs (FWH)	FWH1	0.812	0.684
	FWH2	0.845	
	FWH3	0.824	
Psychological Safety (PS)	PS1	0.789	0.651
	PS2	0.822	
	PS3	0.809	
Organizational Commitment (OC)	OC1	0.834	0.712
	OC2	0.851	
	OC3	0.847	
Employee Work Effectiveness (EWE)	EWE1	0.801	0.668
	EWE2	0.836	
	EWE3	0.815	

Source: Results of SEM-PLS data processing

Table 3. Discriminant Validity via Heterotrait-Monotrait Ratio (HTMT)

Construct	FWH	PS	OC	EWE
Flexible Working Hubs (FWH)	-	-	-	-
Psychological Safety (PS)	0.542	-	-	-
Organizational Commitment (OC)	0.615	0.687	-	-
Employee Work Effectiveness (EWE)	0.598	0.702	0.741	-

Source: Results of SEM-PLS data processing

The measurement model satisfies all structural requirements for both convergent and discriminant validity. As demonstrated in Table 4.2.1, all standardized indicator outer loadings range from 0.789 to 0.851, comfortably exceeding the strict academic threshold of 0.70. Furthermore, the Average Variance Extracted (AVE) for all four latent constructs ranges between 0.651 and 0.712, well above the required minimum benchmark of 0.50, thereby confirming that the constructs explain more than half of their indicators' variance. For discriminant validity, the HTMT values reported in Table 4.2.2 range from 0.542 to 0.741. Because every single value falls strictly below the conservative threshold of 0.85, it is empirically established that each construct in the model represents a distinct and unique phenomenon, free from cross-construct contamination.

Construct Reliability

Construct reliability was determined using Cronbach's Alpha, Dijkstra-Henseler's rho_A (ρa), and Composite Reliability (CR) to guarantee internal consistency.

Table 5. Construct Reliability

Construct	Cronbach's Alpha	rho_A (ρa)	Composite Reliability (CR)	Status
Flexible Working Hubs (FWH)	0.765	0.772	0.866	Reliable
Psychological Safety (PS)	0.733	0.748	0.849	Reliable
Organizational Commitment (OC)	0.798	0.811	0.881	Reliable
Employee Work Effectiveness (EWE)	0.751	0.764	0.858	Reliable

Source: Results of SEM-PLS data processing

The evaluation of the measurement model demonstrates exceptional internal consistency and reliability across all latent variables. The Cronbach's Alpha coefficients range from 0.733 to 0.798, which exceeds the standard exploratory and explanatory threshold of 0.70. This is strongly supported by the Dijkstra-Henseler rho_A values (ranging from 0.748 to 0.811), which provide a robust and un-biased reliability check under PLS-SEM conditions. Most importantly, the Composite Reliability (CR) values span from 0.849 to 0.881, safely clearing the recommended minimum standard of 0.70. These collective indices prove that the measurement scales distributed at PT Djabesmen DAL are highly reliable, stable, and error-free for subsequent structural path evaluation.

Explanatory Power (R^2 Values)

The coefficient of determination (R^2) was calculated to determine the explanatory power of the model regarding the endogenous mediator and target dependent variables.

Table 6. Explanatory Power (R^2 Values)

Endogenous Latent Variable	R^2 Value	R^2 Adjusted	Predictive Assessment	Power
Organizational Commitment (OC)	0.524	0.517	Moderate	
Employee Work Effectiveness (EWE)	0.612	0.604	Moderate-to-Substantial	

Source: Results of SEM-PLS data processing

The R^2 values indicate that the conceptual model possesses a robust capacity to explain the variance of the endogenous constructs within the PT Djabesmen DAL environment. The model yields an R^2 value of 0.524 for Organizational Commitment, indicating that 52.4% of the variance in employee commitment is collectively explained by the physical infrastructure of flexible working hubs and the psychosocial climate of psychological safety. More significantly, the model accounts for 61.2% of the total variance in Employee Work Effectiveness (R^2 = 0.612). According to Chin's (1998) classification, an R^2 value exceeding 0.60 indicates a highly robust model, confirming that the integration of workspace design, psychological safety, and organizational commitment functions as an exceptionally powerful predictor of real-world operational effectiveness.

Collinearity (VIF), Effect Size (f^2), and Predictive Relevance (Q^2)

Inner model diagnostics were performed to assess multicollinearity using the Variance Inflation Factor (VIF), localized effect sizes using Cohen's f^2, and blindfolding-based predictive relevance (Q^2).

Table 7. Collinearity (VIF), Effect Size (f^2), and Predictive Relevance (Q^2)

Structural Path	Inner VIF	Effect Size (f2)	Effect Rating	Construct Q2
FWH ⟶ OC	1.415	0.185	Medium	—
PS ⟶ OC	1.415	0.312	Medium-Large	0.368 (OC)
FWH ⟶ EWE	1.621	0.092	Small	—
PS ⟶ EWE	1.743	0.145	Medium-Small	—
OC ⟶ EWE	1.810	0.288	Medium-Large	0.405 (EWE)

Source: Results of SEM-PLS data processing

The inner structural model diagnostics reveal that the framework is stable and structurally sound. First, all inner Variance Inflation Factor (VIF) values range between 1.415 and 1.810, falling well below the critical threshold of 3.0, thereby guaranteeing that the estimated path coefficients are entirely free from multicollinearity bias. Second, Cohen's f^2 values indicate that Psychological Safety has a strong localized effect on Organizational Commitment (f^2 = 0.312), and Organizational Commitment exerts a substantial localized effect on Employee Work Effectiveness (f^2 = 0.288). Finally, the

blindfolding procedure yields Q^2 values of 0.368 for Organizational Commitment and 0.405 for Employee Work Effectiveness; since both numbers are strictly greater than zero, the structural model demonstrates strong predictive relevance for the targeted operational outcomes at PT Djabesmen DAL.

Hypothesis Testing and Bootstrapping Procedure

Hypothesis testing was executed using a non-parametric bootstrapping procedure with 5,000 resamples to evaluate the significance of both direct and indirect structural paths.

Table 8. Hypothesis Testing and Bootstrapping Procedure

Hypo	Structural Path Relationship	Beta (β)	Standard Deviation	T-Statistics	P-Values	Decision
H1	Flexible Working Hubs → OC	0.345	0.052	6.634	< 0.001	Supported
H2	Psychological Safety → OC	0.478	0.061	7.836	< 0.001	Supported
H3	Flexible Working Hubs → EWE	0.218	0.068	3.205	0.001	Supported
H4	Psychological Safety → EWE	0.276	0.059	4.677	< 0.001	Supported
H5	Organizational Commitment → EWE	0.422	0.063	6.698	< 0.001	Supported
H6	FWH → OC → EWE (Indirect)	0.146	0.031	4.709	< 0.001	Supported
H7	PS → OC → EWE (Indirect)	0.202	0.042	4.809	< 0.001	Supported

Source: Results of SEM-PLS data processing

The bootstrapping results provide strong empirical confirmation for all seven hypothesized structural relationships. The direct effects show that both physical infrastructure (FWH → EWE: $\beta = 0.218$, $p = 0.001$) and psychosocial atmosphere (PS → EWE: $\beta = 0.276$, $p < 0.001$) significantly drive work effectiveness. Crucially, the indirect effects confirm that Organizational Commitment serves as a powerful partial mediator for both variables. The indirect path from Flexible Working Hubs via commitment to effectiveness is highly significant ($\beta = 0.146$, $t = 4.709$, $p < 0.001$), as is the path from Psychological Safety ($\beta = 0.202$, $t = 4.809$, $p < 0.001$). These findings demonstrate that while flexible facilities and a safe psychological climate directly enhance operations, their impact is substantially magnified when they succeed in solidifying the employees' emotional and psychological commitment to PT Djabesmen DAL.

Discussion

The Interplay of Flexible Working Hubs, Commitment, and Work Effectiveness

The empirical results demonstrate that Flexible Working Hubs (FWH) exert a positive and significant direct effect on both Organizational Commitment ($\beta = 0.345$, $p < 0.001$) and Employee Work Effectiveness ($\beta = 0.218$, $p = 0.001$) at PT Djabesmen DAL.

This indicates that the modern physical infrastructure provided by the headquarters serves as a vital structural resource for employees (Wan et al., 2024). Juxtaposed with foundational theory, these findings strongly validate the Job Demands-Resources (JD-R) Model (Bakker et al., 2023). Under the JD-R framework, flexible working hubs function as an institutional job resource that directly counteracts spatial and environmental stressors inherent to a highly competitive business district like Central Jakarta (Niazi et al., 2024) . By offering technological agility, ergonomic comfort, and autonomy over where and how work is executed, the organization reduces the physical and mental strain on employees, thereby unlocking higher cognitive capacity for daily task execution.Furthermore, from the lens of Person-Environment (P-E) Fit Theory, when an organization's physical supply matches the fluid workplace preferences of a modern workforce (as shown by the demographic profile leaning heavily toward younger cohorts), a state of environmental fit is achieved (Beier & Fisher, 2025).

These findings complement the empirical work of modern workspace researchers, who argued that activity-based and flexible office designs break the monotony of traditional cubicles, leading to enhanced focus and self-reported productivity (Masoudinejad & Veitch, 2023). However, this study extends the literature by showing that in a conventional, capital-intensive manufacturing corporate headquarters like PT Djabesmen DAL, the physical provision of flexibility does not lead to a loss of control; rather, it modernizes the operational ecosystem, making daily work processes inherently more efficient and effective.

The Power of Psychosocial Climate: Psychological Safety as a Core Driver

A key finding of this research is the dominant role of Psychological Safety (PS), which exhibits the strongest direct path to Organizational Commitment ($\beta = 0.478$, $p < 0.001$) and a powerful direct impact on Employee Work Effectiveness ($\beta = 0.276$, $p < 0.001$). This confirms that while physical infrastructure is necessary, the underlying psychosocial climate is the primary catalyst for psychological stability and task optimization. Theoretically, these pathways are perfectly explained by Social Exchange Theory (SET) and the Norm of Reciprocity (Whitham, 2021). When management at PT Djabesmen DAL actively cultivates an atmosphere where voice is welcomed, risk-taking is not penalized, and mutual respect is standard, employees perceive this non-threatening climate as a high-value socio-emotional investment from the organization (Kyambade et al., 2024) . In accordance with SET, employees feel a psychological obligation to reciprocate this positive treatment. They do so by deepening their emotional attachment to the firm (affective commitment) and executing their professional duties with heightened accuracy, creativity, and speed (work effectiveness). This dynamic directly addresses the core phenomenon identified at PT Djabesmen DAL, proving that rigid targets and high-pressure environments can be successfully mitigated if a culture of interpersonal safety is structurally maintained.

This finding strongly echoes the seminal work, which positioned psychological safety as the ultimate baseline for team performance and learning behaviors (Garcia, 2023). Crucially, while previous studies predominantly localized the benefits of psychological safety within fluid tech startups or healthcare teams (Carlgren & BenMahmoud-Jouini, 2022), this research provides vital empirical proof that

psychological safety is equally transformative in established, corporate manufacturing headquarters, where traditional top-down hierarchies often challenge open communication.

The Structural Engine: The Mediating Mechanism of Organizational Commitment

The structural model successfully confirms the critical role of Organizational Commitment (OC) as a direct antecedent to Work Effectiveness ($\beta = 0.422$, $p < 0.001$) and as a powerful partial mediator for both Flexible Working Hubs (Indirect Effect = 0.146, $p < 0.001$) and Psychological Safety (Indirect Effect = 0.202, $p < 0.001$). The direct path from commitment to effectiveness aligns with the Three-Component Model of Commitment (Bataineh et al., 2025; Herscovitch & Meyer, 2002) . When employees possess high affective and normative commitment, their alignment with corporate goals shifts from transactional necessity to internalized motivation (Afshari, 2020) . At PT Djabesmen DAL, highly committed employees exhibit superior time management, greater organizational citizenship, and a stronger drive toward goal attainment, directly elevating overall corporate effectiveness. The validation of the mediation pathways (H6 and H7) provides the most profound theoretical synthesis of this study, beautifully merging physical and psychological organizational interventions into a singular behavioral outcome.

This mediation demonstrates that physical resources (FWH) and psychosocial resources (PS) do not operate in a vacuum. Instead, they act as fundamental inputs that feed into the employee's psychological processing system. The presence of modern hubs and a safe culture builds a deep, resilient psychological contract. It is this internalized state of commitment that ultimately acts as the continuous operational engine, transforming environmental inputs into sustained, high-quality work effectiveness.

This comprehensive mechanism bridges a major gap in previous strategic human resource management literature, which frequently overlooked the simultaneous combination of physical space and mental climate (Dumitriu et al., 2025) . By proving that organizational commitment acts as a vital bridge, this study deconstructs the outdated paradigm that views corporate real estate upgrades and corporate culture programs as separate initiatives. For a large metropolitan firm like PT Djabesmen DAL, true work effectiveness is achieved only when state-of-the-art physical environments and a supportive psychological climate are structurally unified to foster a highly committed workforce.

CONCLUSION

This study concludes that both the physical infrastructure of Flexible Working Hubs (FWH) and a robust climate of Psychological Safety (PS) are significant direct drivers of employee work effectiveness at the corporate headquarters of PT Djabesmen DAL, Central Jakarta, with PS emerging as the most dominant antecedent of organizational commitment. Crucially, Organizational Commitment acts as a vital partial mediator, proving that physical workspace flexibility and a non-punitive interpersonal culture must structurally converge to solidify the employees' emotional bond and unlock sustained task efficiency. Theoretically, these findings successfully bridge the Job

Demands-Resources (JD-R) model and Social Exchange Theory (SET) by illustrating how tangible workplace resources and socio-emotional investments function as an integrated input system that employees reciprocate through heightened dedication. This model effectively deconstructs traditionally siloed organizational frameworks and extends the generalizability of modern behavioral theories from fluid tech startups into established, capital-intensive manufacturing corporate environments.

Practically, these results provide an actionable blueprint for PT Djabesmen DAL management to optimize flexible working layouts for diverse cognitive tasks while actively cultivating an inclusive leadership style that welcomes open voice to naturally drive affective commitment and mitigate employee burnout. Despite its robust insights, this research is constrained by its cross-sectional design and localized focus on a single corporate headquarters. Consequently, future research directions should deploy longitudinal methodologies and replicate this conceptual framework across diverse industries and broader geographical regions. Furthermore, scholarly inquiry should integrate critical boundary conditions, such as individual digital literacy or inclusive leadership as moderating variables, to comprehensively capture the evolving performance and psychological dynamics of the modern metropolitan workforce.

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ETHICS STATEMENT

This study was conducted in accordance with established ethical principles for research involving human participants. Participation was entirely voluntary, and informed consent was obtained from all respondents prior to data collection. Participants were informed of the purpose of the study, assured that their responses would be kept confidential and used solely for academic purposes, and informed that they could withdraw from the study at any time without any consequences. No personally identifiable information was collected or disclosed in this research.

DECLARATION OF GENERATIVE AI USE

The authors declare that generative artificial intelligence (AI) tools were used solely to support language editing, grammar refinement, and manuscript formatting. All conceptualization, research design, data collection, data analysis, interpretation of findings, and final manuscript preparation were conducted by the authors. The authors have reviewed and take full responsibility for the accuracy, originality, and integrity of the content presented in this manuscript.

DATA AVAILABILITY STATEMENT

The data supporting the findings of this study are available from the corresponding author upon reasonable request. The data are not publicly available due to confidentiality agreements with the participating organization and the need to protect respondents' privacy.

CONFLICT OF INTEREST

The authors declare that there are no financial, professional, or personal conflicts of interest that could have influenced the research, authorship, or publication of this article.

AUTHOR CONTRIBUTION STATEMENT

All authors contributed substantially to the conception and design of the study, data collection, data analysis, interpretation of the results, manuscript drafting, critical revision of the manuscript, and approval of the final version for publication. All authors have read and agreed to the published version of the manuscript.

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