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The Influence of Psychological Safety on Employee Creativity and Organizational Commitment in Halal-Compliant Organizations

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ABSTRACT

Psychological safety is increasingly recognized as an important organizational factor that enables employees to express ideas, take interpersonal risks, and contribute meaningfully to organizational development. In organizations that uphold halal principles and comply with halal product requirements, creating a psychologically safe working environment may be particularly important in fostering positive employee outcomes. This study examines the influence of psychological safety on employee creativity and organizational commitment in halal-compliant organizations. A quantitative research design was employed, involving 137 respondents selected through a purposive sampling technique via the questionnaire. The collected data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) through SmartPLS. The findings indicate that psychological safety has a strong and significant positive effect on employee creativity ($\beta = 0.684$, $t = 6.955$, $p < 0.000$). Psychological safety also demonstrates a strong and significant positive effect on organizational commitment ($\beta = 0.864$, $t = 30.595$, $p < 0.000$). These findings suggest that employees who perceive their workplace as psychologically safe are more likely to demonstrate creativity and develop stronger commitment towards their organization. The study highlights the importance of cultivating a supportive and psychologically safe organizational climate within halal-compliant organizations. The findings provide useful implications for organizational management in strengthening employee engagement, encouraging creative contributions, and sustaining organizational commitment while maintaining adherence to halal principles.

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1. Introduction

Modern organizations are faced with various complex challenges including rapid technological change, fierce global competition, as well as uncertainty in the business environment [24,25]. In this context, organizations require a workforce that is not only creative but also committed to ensuring long-term survival and competitiveness [3]. Creativity is not merely the ability to generate new ideas, but also plays an essential role in helping organizations become more adaptive and responsive to environmental changes [3,25]. In addition, organizational commitment is a key factor that contributes to employee retention, loyalty, and continuous organizational performance [29]. Therefore, understanding and strengthening creativity and commitment among employees is crucial for building a dynamic and resilient organization in facing future challenges.

In a dynamic and complex work environment, employees need to feel psychologically safe to voice their ideas without fear of punishment or humiliation [7,27]. Psychological safety refers to the shared belief that a team member can take interpersonal risks such as asking questions, admitting mistakes, challenging existing ideas, and offering open views without worrying about negative consequences [5,10]. This condition creates a conducive work environment for continuous learning, effective communication, and innovative experimentation [17,27]. When employees feel their workplace is psychologically safe, they are more inclined to put forward unconventional ideas, try alternative approaches, and engage in constructive discussions that can enhance organizational creativity and innovation [25,33]. Therefore, psychological safety not only supports employee mental well-being but is also a critical factor in stimulating overall team creativity and performance.

Psychological safety does not only drive creativity within an organization, but it also plays a vital role in shaping employees' sense of belonging toward the organization. When employees feel that their voices are valued and that they can be themselves without excessive interpersonal risk, they are more inclined to build positive relationships and trust in the organization [7]. This condition yields a positive work experience, wherein employees feel respected and supported, which simultaneously elevates their willingness to remain in the organization [16]. Consequently, psychological safety acts as a crucial foundation in reinforcing organizational commitment, specifically affective commitment, which points to employees' emotional attachment and identification with the organization's values and goals [11,23]. Studies also demonstrate that within a psychologically safe work environment, employees are bolder in taking interpersonal risks, voicing their opinions, and interacting openly, which subsequently strengthens their bond with the organization [8,28]. Therefore, psychological safety contributes not only to enhanced performance and innovation, but also to the establishment of long-term commitment that is critical for organizational survival and success.

Halal-compliant organizations possess unique characteristics that distinguish them from conventional organizations because their operations do not focus solely on profit and performance, but also emphasize adherence to Shariah principles, ethical conduct, integrity, trust, responsibility, and value-based management [12,30]. Within the context of the rapidly expanding halal industry, particularly in Malaysia, organizations need to maintain not only strict compliance with halal standards but also build a work culture that supports employee well-being and their contribution to the organization [12]. This demands a holistic approach to internal management that integrates Islamic values into the daily practices of the organization, thereby enhancing service quality and customer satisfaction [30]. Although past studies have largely focused on aspects of products, processes, certification, governance, and consumer trust, internal organizational behavioral aspects such as psychological safety, employee creativity, and organizational commitment within the context of halal organizations still receive insufficient in-depth attention [12,30]. Therefore, research in this

context offers an opportunity to understand the psychological and behavioral dimensions that support the success and sustainability of halal organizations.

Several notable gaps in the existing literature warrant deliberate attention. First, concerning the contextual aspect, scholarly investigations into psychological safety have predominantly centered on mainstream sectors such as healthcare, education, technology, and manufacturing—while remaining largely unexamined within the distinct framework of halal-compliant organizations, which possess their own unique demands and challenges [11,23]. Second, regarding the relational dimension, numerous studies analyze psychological safety in relation to employee creativity or organizational commitment independently; however, research integrating both variables within a unified structural model remains scarce [11,28]. Third, from an Islamic and halal organizational viewpoint, current literature heavily emphasizes compliance, certification procedures, and supply chain logistics, whereas behavioral and psychological dimensions of the workforce receive sparse focus, despite being vital for cultivating a resilient and competitive organization [12,30]. These identified voids create a pathway for a more comprehensive investigation that merges organizational psychology aspects within the halal sector, thereby contributing significantly to both theoretical advancement and management practice in halal organizations.

This study is important because it helps halal organizations understand that halal compliance is not merely an issue of external compliance, but is also closely related to how organizations build an internal work environment that is psychologically safe, ethical, and supportive of employee development. Understanding the role of psychological safety enables halal organizations to create a work atmosphere where employees feel confident to contribute ideas while simultaneously strengthening their psychological attachment to the organization [11,28]. The implications of this study are highly relevant to human resource managers, organizational leaders, halal industry practitioners, and policymakers striving to build organizations that not only comply with halal standards but also foster a work culture supporting innovation and long-term commitment [12,23]. Thus, this study contributes to the development of more holistic and sustainable halal organizations in facing the challenges of globalization and increasingly intense halal industry competition.

Therefore, this study aims to examine the influence of psychological safety on employee creativity and organizational commitment within the context of halal-compliant organizations. By utilizing one independent variable (psychological safety) and two dependent variables (employee creativity and organizational commitment), this study intends to construct a comprehensive framework to understand how a psychologically safe work environment can strengthen both of these crucial behavioral aspects in halal organizations [11,28]. The findings of this study are expected to provide practical and theoretical guidance for halal organizations in improving human resource management and organizational development strategies rooted in Islamic values and halal principles.

1.1 Literature Review

1.1.2 Psychological safety

Psychological safety describes a shared team belief that individuals can take interpersonal risks without dreading negative repercussions such as embarrassment, rejection, or penalties [7]. This framework highlights that staff members feel secure expressing concepts, posing inquiries, raising concerns, admitting errors, and questioning established workplace practices. Edmondson [7] outlines that psychological safety plays a vital role in cultivating a work climate that fosters learning and creativity. Within value-driven and ethical institutional settings, psychological safety facilitates the development of a culture that prizes integrity, social accountability, and staff dedication. Consequently, psychological safety holds the potential to establish a conducive atmosphere for novel

idea generation and favorable emotional engagement with the organization. Psychological Safety Theory explains how employees' perceptions of interpersonal safety influence their willingness to take interpersonal risks, participate in discussions, share ideas, and engage in learning behaviors [7]. When psychological safety is high, the fear of negative consequences decreases, which leads to increased participation and the courage to speak up. This process subsequently contributes to positive employee outcomes such as enhanced creativity, commitment, and performance. This theory serves as the foundation for understanding the relationship between psychological safety as the independent variable and creativity and organizational commitment as the dependent variables.

1.1.3 Employee creativity

Employee creativity is defined as an individual's capability to generate novel and practical ideas that help resolve issues or drive enhancements within a workplace [1,2]. Creativity differs from innovation, which involves putting those fresh concepts into practice, as creativity is primarily centered on the idea generation phase. Fostering workforce creativity remains vital for any institution because it drives competitiveness, aids in adapting to shifts, and elevates overall organizational performance [1]. Elements that shape creative output consist of domain specific expertise, creative thinking skills, intrinsic drive, and a supportive atmosphere [1,2]. A conducive working climate particularly one featuring psychological safety acts as a key catalyst in empowering staff to experiment and voice thoughts openly without apprehension [7]. Amabile's [1,2] Componential Theory of Creativity posits that creativity is influenced by three core components: domain-relevant skills, creativity-relevant processes, and intrinsic motivation. In addition, social and environmental factors further shape an individual's level of creativity. Psychological safety establishes a supportive social environment in which employees feel comfortable voicing unconventional ideas, experimenting with novel approaches, and taking constructive risks [1]. Therefore, psychological safety not only explains how the environment influences creativity, but also elucidates the relationship between psychological safety and employee creativity in this study [7].

1.1.4 Organizational commitment

Organizational commitment refers to the level of psychological attachment employees hold toward their organization, reflecting their loyalty, sense of responsibility regarding institutional goals, and desire to remain [21,22]. This commitment matters because it shapes workplace behaviors like performance, attendance, and turnover intentions. Elevated commitment correlates with reduced employee turnover rates and enhanced organizational productivity [22]. Meyer and Allen's [21]. Three-Component Model divides organizational commitment into three distinct dimensions: affective, continuance, and normative commitment. Researchers frequently apply this framework to illustrate how personnel establish psychological bonds with their employers [22]. Organizational Commitment Theory suggests that employees develop various forms of psychological attachment to an organization based on emotional bonds, perceived costs of leaving the organization, and a sense of moral obligation [21,22]. Psychological safety contributes to the establishment of trust and a positive supportive environment, which in turn reinforces positive employee experiences and enhances their organizational attachment [7]. Through psychological safety, employees are more inclined to feel valued and supported, which can strengthen their commitment to their organization. Therefore, psychological safety functions as a vital mechanism linking interpersonal workplace experiences with employees' levels of organizational commitment [22].

1.2 The Relationship between Psychological Security and Employee Creativity

In the context of employee creativity, psychological safety plays a vital role in establishing an environment that supports intellectual risk-taking and the expression of novel ideas. Empirical research demonstrates that psychological safety significantly drives employee creativity through several primary mechanisms. First, it mitigates the fear of failure and judgment, empowering staff to experiment with fresh approaches and innovate free from anxiety [6,35]. Second, psychological safety fosters a culture of open idea-sharing and peer collaboration, which represents a critical element within the creative process [14,19]. Third, it encourages personnel to speak up and offer constructive feedback, which subsequently enhances creative and innovative performance throughout the organization [13]. In addition, psychological safety also makes it easier for employees to experiment and learn from mistakes, which is a critical aspect in the development of creativity and innovation [9,35]. A study by Carmeli *et al*., [4] asserts that inclusive leadership that supports psychological safety can increase employee engagement in creative tasks. Although numerous studies confirm a positive link between psychological safety and creativity, empirical evidence within organizational contexts that adhere to halal principles remains limited. This opens up avenues for further research to understand how psychological security can be optimized in an ethical work environment grounded in Islamic values. Building on the preceding discussion, the following hypothesis is proposed:

H1: Based on the preceding discussion, the following hypothesis is proposed: Psychological safety exerts a significant positive influence on employee creativity.

1.3 The Relationship between Psychological Safety and Organizational Commitment

Psychological security represents a state in which individuals feel free to voice their opinions, take social risks, and propose ideas without fear of negative consequences such as judgment, rejection, or punishment [7]. This concept is closely linked to trust, employees' sense of belonging to the organization, and perceived organizational support, all of which play a crucial role in shaping organizational commitment. Previous studies indicate that psychological safety enhances trust between employees and the organization, thereby strengthening their emotional and psychological bond to the organization [18,23]. When employees feel valued and supported, they tend to exhibit higher levels of commitment, which involve loyalty, the desire to remain with the organization, and the willingness to contribute actively to the achievement of organizational goals [26,28].

Positive perceived organizational support is also closely linked to psychological safety, where employees who feel that the organization cares about their well-being are more likely to build a strong commitment [23]. Furthermore, psychological safety helps reduce workplace stress and anxiety, enabling employees to maintain high focus and motivation, which in turn enhances their organizational engagement [16,26]. Theoretically, a positive connection between psychological safety and organizational commitment is expected because psychological safety provides a psychological foundation that enables employees to feel secure and valued within their work environment. This encourages them to build deeper relationships with the organization, boosting their sense of responsibility and loyalty, which form the core of organizational commitment [21]. Building on the preceding discussion, the following hypothesis is proposed:

H2: Psychological safety exerts a significant positive influence on organizational commitment

1.4 The Relationship between Employee Creativity and Organizational Commitment

Research indicates that employee creativity exerts a significantly positive influence on organizational commitment. When workers perceive that their ideas and contributions are valued, they experience a greater sense of achievement and purpose in their roles. This positive psychological experience subsequently strengthens their attachment to the institution, thereby elevating their level of organizational commitment [15]. Within this framework, creativity not only enriches individual functions within the enterprise but also fosters a stronger emotional bond with the organization itself. Studies by Wu and Chen [34] alongside Sadeghi and Razavi [31] further corroborate that personnel who are given the opportunity to express and utilize their creativity tend to possess a more robust identification with the workplace, which ultimately results in heightened organizational commitment. Within organizational contexts that comply with halal principles, the opportunity for employees to contribute creative ideas can also reinforce their perception that their contributions are meaningful and aligned with organizational values. This, in turn, can heighten their commitment to the organization, as they feel their creativity is valued within the framework of the organization's core values [15]. Therefore, the positive relationship between employee creativity and organizational commitment is vital not only for organizational performance but also for strengthening an organizational culture and values rooted in halal principles. Building on the preceding discussion, the following hypothesis is proposed:

H3: Employee Creativity exerts a significant positive influence on Organizational Commitment

1.5 Psychological Safety within Halal Compliant Organizations

Halal organizations are not only concerned with halal products and certification, but also emphasize ethical values such as integrity, trust, responsibility, and value-based leadership that comply with Shariah principles. These values shape a responsible and fair organizational climate, which directly supports employee well-being and organizational justice [20,32]. Psychological safety within halal organizations becomes highly relevant because employees operate in an environment that emphasizes honesty and social responsibility, allowing them to feel secure in sharing ideas, taking social risks, and voicing opinions without fear of negative repercussions [7]. This enhances employee engagement, innovation, and commitment to the organization [4]. Therefore, psychological safety within the context of halal organizations is not merely an individual psychological factor, but also a manifestation of halal values collectively practiced within the organizational culture, making the work environment more inclusive and ethical.

2. Methodology

2.1 Research Design

This study employs a quantitative approach utilizing a cross-sectional research design to gather data at a single point in time. This design was chosen because it allows for the efficient and timely assessment of the relationships among psychological security, employee creativity, and organizational commitment within halal product companies

2.2 Population and Sample

The study population comprises employees serving in companies that generally manufacture and distribute halal products. The study sample was selected using a purposive sampling technique

to ensure that the participating respondents are strictly employees working exclusively within halal-certified companies. A total of 137 questionnaires were distributed to the respondents via Google Forms platform to facilitate online data collection.

2.3 Study Instrument

The questionnaire utilized in this study was adapted from instruments whose validity and reliability had been established in prior research. The psychological safety scale was sourced from Edmondson [7], whereas employee creativity was measured using scales from Amabile [1]. Meanwhile, organizational commitment was evaluated using a scale adapted from Meyer and Allen [21]. All items employed a seven-point Likert scale to assess respondents' levels of agreement with the provided statements.

2.4 Data Collection

Data was gathered online via Google Forms over a specified timeframe. This approach was selected to facilitate access for respondents operating across diverse locations and to ensure a seamless and secure data collection process.

2.5 Data Analysis

The collected data were examined using SmartPLS software to perform structural equation modeling (SEM). This approach permits the simultaneous evaluation of relationships among key variables within the research model, in addition to assessing instrument reliability and validity. Moreover, this analysis enables the validation of the conceptual framework and the evaluation of the research hypotheses proposed in the study.

3. Results

3.1 Respondents' Characteristics

This study involved 137 respondents with demographic profiles predominantly comprising females (65.0%, n=89) compared to males (35.0%, n=48). In terms of age distribution, the majority were young adults aged 20-29 years (86.9%, n=119), with most holding Bachelor's degree qualifications (57.7%, n=79) followed by Diploma holders (33.6%, n=46). Regarding length of service, 65.0% (n=89) were new employees with less than one year of experience, while 25.5% (n=35) had served for 1-3 years. From the job position perspective, operational workers constituted the largest group (83.9%, n=115), followed by Supervisors/Junior Managers and Senior Management, each representing 8.0% (n=11). Overall, the respondent profile reflects that this study primarily involves young, highly educated, newly employed workers, with the majority positioned at the operational level.

3.2 Measurement Model

Table 1 demonstrates that all factor loadings exceeded 0.70, with average variance extracted (AVE) values surpassing 0.50 for all variables which validates the convergent validity of the study constructs. Additionally, composite reliability (CR) values were above 0.80 indicating satisfactory internal consistency across all study constructs.

Table 1
The outcomes of convergent validity analysis and composite reliability

Construct	No. of Item	AVE	Composite Reliability
Pyschological Safety	5	0.859-0.886	0.942
Employee Creativity	5	0.868-0.922	0.955
Organizational Commitment	5	0.851-0.934	0.956

Table 2 indicates that all Heterotrait–Monotrait Ratio (HTMT) values were below 0.85, with confidence interval values less than 1.0 shown in parenthesis confirming that discriminant validity criteria have been satisfied for all study constructs.

Table 2
Results of discriminant validity

Construct	Pyscholgical Safety	Employee Creativity
Employee Creativity	0.819	
	(0.741,0.894)	
Organizational Commitment	0.796	0.809
	(0.152,0.693)	(0.197,0.732)

Note. Values within the parenthesis exhibit the confidence interval values at 2.5% and 97.5%

3.3 Structural Model

Table 3 presents that all variables have means between 4.4219 and 4.4277, indicating that the levels of Psychological Safety, Employee Creativity and Organizational Commitment are at high level. The variance inflation factor (VIF) values are smaller than 3.3, showing that the correlation between all variables are not influenced by collinearity problem.

Table 3
The results of VIF and descriptive statistics

Construct	Mean	Standard Deviation	VIF	
			2	3
1. Pyschological Safety	4.4234	0.45119	1.000	3.045
2. Employee Creativity	4.4277	0.46727		3.045
3. Organizational Commitment	4.4219	0.47259		

The results of model assessment show four essential outcomes: First, the standardized root mean square residual (SRMR) value is 0.045, below the recommended 0.1 criterion, indicating good model fit. Second, effect size (f^2) assesses predictor contribution: 0.02-0.15 (small), 0.15-0.35 (medium), >0.35 (large) (Cohen, 1988). The effects are: Psychological Safety on Employee Creativity (2.045) large; Psychological Safety on Organizational Commitment (0.180) medium; Employee Creativity on Organizational Commitment (0.265) medium. Third, blindfolding test (Q^2) shows Employee Creativity (0.538) and Organizational Commitment (0.571) above zero, indicating exogenous variables have predictive relevance.

Table 4 presents the results of hypothesis testing and model strength. The model strength (R^2 value) is measured based on the baseline: 0.02 (small effect), 0.13 (medium effect), and 0.26 (large effect) (Cohen, 1988). Effect of Psychological Safety on Employee Creativity (67.2%) is large, and effect of Psychological Safety and Employee Creativity on Organizational Commitment (70.9%) is large. Further, the hypothesis testing results show three important outcomes: First, H1 (β=0.684;

t=6.955) was supported, indicating that Psychological Safety significantly influences Employee Creativity. Second, H2 (β=0.864; t=30.595) was supported, indicating that Psychological Safety significantly influences Organizational Commitment. Third, H3 (β=0.282; t=2.788) was supported, indicating that Employee Creativity significantly influences Organizational Commitment.

Table 4
Direct hypotheses testing

Hypothesis Relationship	β	t	Decision	R^2	Decision
H1: PS à EC	0.684	6.955	Significant	0.672	Large Effect
H2: PS à OC	0.864	30.595	Significant	0.709	Large Effect
H3: ECà OC	0.282	2.788	Significant	0.709	Large Effect

4. Discussion

The findings of this study indicate that psychological safety exerts a significant positive influence on employee creativity. This means that employees who perceive their work environment as psychologically safe are more inclined to voice new ideas, test alternative approaches, and take constructive interpersonal risks. These findings align with Psychological Safety Theory, which posits that when employees do not fear negative consequences such as judgment or punishment, they are bolder in taking social risks and contributing ideas openly [7]. Within the context of halal compliant organizations, this relationship becomes even more pertinent, as an organizational environment rooted in the values of integrity, trust, and accountability encourages workers to share thoughts without dreading excessive criticism. This supports the establishment of a work culture that not only complies with halal principles but also fosters innovation and creativity among personnel [12,30]. Furthermore, these results concur with prior research asserting that psychological safety enhances employee courage to experiment and express opinions within organizations [4,35].

This study also discovers that psychological safety exerts a significant positive influence on organizational commitment. When employees feel respected and their voices are valued, they foster more positive interpersonal relationships and elevate their trust levels toward the organization. This condition subsequently strengthens their emotional and psychological attachment to the organization [7]. From the perspective of Organizational Commitment Theory, workers who experience a supportive and positive work environment are more inclined to develop a robust bond with the organization [21]. Within the context of halal compliant organizations, psychological safety not only reflects formal adherence to halal standards, but also mirrors how ethical values and social responsibility are translated into organizational culture and employee treatment. This emphasizes that halal compliance transcends mere certification or products, as it likewise entails shaping an inclusive and ethical corporate culture [12,23]. A significant positive relationship between employee creativity and organizational commitment was also revealed in this study. This indicates that staff members who actively contribute creative ideas are more inclined to build a robust psychological attachment to the organization. The underlying mechanism occurs when individuals are given the opportunity to generate and execute ideas, making them feel that their contributions are meaningful and valued, which consequently enhances job satisfaction and a sense of organizational ownership. These favorable experiences further reinforce their commitment [15,34]. From the perspective of Creativity Theory, creativity is not merely an individual capability but also the outcome of an interaction between employees and a supportive work environment [1]. Within halal-compliant organizations, the creative contributions of staff become even more significant when they perceive

their ideas to be aligned with the ethical values and Shariah principles upheld by the organization, thereby simultaneously strengthening its core values and culture [15].

4.1 Theoretical Implications

Overall, the findings of this study support the integration of three primary theories Psychological Safety Theory, Creativity Theory, and Organizational Commitment Theory into a comprehensive framework. Psychological Safety Theory explains why psychological safety encourages employees to voice ideas and take interpersonal risks. Meanwhile, Creativity Theory clarifies how a conducive work environment facilitates creative behavior. In addition, Organizational Commitment Theory explains how positive work experiences and meaningful contributions strengthen employee attachment to the organization. These findings also indicate that employee creativity has the potential to serve as a vital pathway through which a positive psychological environment contributes to enhanced organizational commitment, although this study did not directly test the mediating role.

4.2 Practical Implications

The findings of this study offer several vital practical implications for organizational management to consider, particularly within the context of halal compliant organizations. First, organizational leaders are vital in fostering a psychologically safe work environment where staff feel free to voice ideas and take constructive risks without fear of retribution. Leaders must encourage open dialogue, avoid penalizing honest mistakes, and receive differing viewpoints positively. Listening and paying attention to employee suggestions can also enhance their engagement and creativity. Second, human resources (HR) management, training on psychological safety, and supportive leadership development are crucial. HR must also establish recognition and reward mechanisms for employees' creative contributions while providing effective employee voice channels. This can strengthen a work culture that supports innovation and commitment. Third, in halal compliant organizations, halal adherence should be viewed not merely as an operational requirement or certification, but as an integral part of a broader organizational culture that emphasizes ethics, respect, and responsibility toward employees. This culture must be translated into daily organizational practices that support staff well-being while fostering creativity and long-term commitment. Such a holistic approach can help halal organizations remain competitive and sustainable within an increasingly challenging industry [12,30].

5. Conclusions

Overall, this research validates the vital role of psychological safety in boosting employee creativity and commitment within halal-compliant organizations. Employee creativity is also proven to contribute to the strengthening of organizational commitment, emphasizing the importance of a supportive work environment anchored in halal values. Nevertheless, this study has limitations, particularly regarding its cross-sectional design, which prevents the precise determination of causal relationships. Therefore, future research is recommended to adopt a longitudinal approach and examine additional factors such as leadership style, organizational support, and Islamic ethical values that may influence this relationship. Cross-sector studies involving various types of halal organizations are also essential to broaden the understanding and application of the findings.

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