

Government Support And Digital Marketing Capability: Enhancing Digital Marketing Performance Of MSMES In Indonesia

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ARTICLE INFO

Keywords:
Government Support
Digital Marketing
Capability
Digital Marketing
Performance
Dynamic Capability

ABSTRACT

PURPOSE - This study investigates how government support influences digital marketing performance (DMP) through the mediating role of digital marketing capability (DMC) among MSMEs in Pontianak City, Indonesia. Grounded in the Dynamic Capabilities Theory, the study aims to explain how external institutional support transforms into adaptive marketing competencies that enhance MSMEs' competitiveness in digital markets.

METHODOLOGY - A quantitative research design was employed using a structured questionnaire distributed to 250 MSME owners and managers. The sampling technique applied was purposive sampling. Data were analyzed using PLS-SEM to examine both direct and mediating effects. Measurement reliability and validity were confirmed through Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) criteria.

FINDING - The results reveal that government support significantly and positively affects both DMC and DMP. Furthermore, DMC demonstrates a strong positive effect on DMP and mediates the relationship between government support and performance. These findings underscore that capability-building mechanisms are the primary pathway through which public interventions yield sustainable digital performance.

Received 11 November 2025; Received in revised from 06 December 2025; Accepted 12 December 2025

ECOBISMA (Jurnal Ekonomi, Bisnis dan Manajemen) Volume 13 No. 1 (2026)

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Available online 31 January 2026

INTRODUCTION

The rapid advancement of digital technologies has fundamentally reshaped the competitive architecture of contemporary business environments, compelling firms across industries to undertake accelerated adaptation to technological innovation. This pervasive digital transformation not only alters operational processes and value creation mechanisms but also redefines the strategic imperatives through which organizations sustain competitiveness in an increasingly dynamic and technology-driven marketplace. For Micro, Small, and Medium Enterprises (MSMEs), which form the backbone of emerging economies such as Indonesia, this transformation introduces both significant opportunities and profound challenges. MSMEs contribute approximately 61% to Indonesia's GDP and employ more than 97% of the national

workforce, functioning as vital engines of inclusive growth, local innovation, and regional economic resilience. Yet, despite their macroeconomic importance, many MSMEs struggle to capitalize on digital technologies due to structural barriers, such as limited digital literacy, inadequate infrastructure, and constrained managerial capacity to implement technology-driven marketing strategies. In response, the Indonesian government has launched several initiatives – including *UMKM Go Digital* and the *Digital Talent Scholarship* – to strengthen digital readiness and accelerate MSME transformation.

However, while these programs have improved access to digital platforms, empirical evidence suggests that many MSMEs remain at an early stage of digital maturity, often failing to translate online participation into measurable improvements in digital marketing performance (DMP). This indicates that government assistance, while essential, cannot by itself yield sustained competitiveness unless it is coupled with internal capability development. Previous studies (Charoensukmongkol, 2016), (Ishtiaq et al., 2020), (Sorosit & Charpavang, 2022) have underscored the importance of government support for MSME performance and resilience, but these works tend to treat policy interventions as direct performance drivers, overlooking the intermediate processes of capability formation that convert external resources into strategic advantage. Moreover, a contextual and geographical research gap persists, particularly in regions with limited digital infrastructure such as West Kalimantan, where digital penetration remains uneven and institutional support structures are weaker than in industrial hubs like Java. This asymmetry challenges the assumption of uniform policy impact and highlights the need for context-sensitive frameworks explaining how institutional interventions foster MSME digital competitiveness. Addressing these conceptual and contextual gaps, this study adopts the *Dynamic Capabilities Theory (DCT)*, which posits that firms must develop dynamic capabilities to sense, seize, and reconfigure opportunities amid environmental turbulence. In this framework, government support is conceptualized not merely as a static input but as an external enabler that facilitates the formation of *digital marketing capability (DMC)*, the organization's adaptive capacity to integrate digital tools, data analytics, and marketing strategies in pursuit of superior *digital marketing performance*. By empirically examining MSMEs in West Kalimantan, this research extends existing knowledge on MSME digitalization in developing economies by demonstrating that government interventions achieve their intended outcomes only when mediated through internal capability-building processes. Consequently, this study offers both theoretical and practical contributions: it extends DCT by positioning DMC as a dynamic mediating construct linking institutional support to firm-level marketing outcomes, and it provides actionable insights for policymakers to design capability-oriented programs that promote sustainable digital transformation among MSMEs in emerging regions.

LITERATURE REVIEW

Dynamic Capabilities Theory

The Dynamic Capabilities Theory (DCT), first introduced by (Teece et al., 1997) and later refined by (Teece, 2007), provides the theoretical foundation for understanding how firms sustain competitive advantage in rapidly changing environments. DCT emphasizes that organizations must continuously develop, integrate, and reconfigure their internal and external resources to respond to market dynamics and technological disruptions. Unlike static resource-based views that focus on existing assets, dynamic capabilities highlight the firm's ability to sense emerging opportunities, seize them through innovation, and transform organizational processes to achieve

long-term adaptability. Within the MSME context, dynamic capabilities are particularly critical because these firms typically face resource limitations, weaker infrastructure, and lower absorptive capacity. However, their agility, flexibility, and entrepreneurial orientation enable them to adapt quickly when supported by appropriate institutional mechanisms.

In the digital era, digital marketing capability (DMC) embodies a specific form of dynamic capability that allows firms to integrate digital technologies into marketing strategies and decision-making processes. By leveraging dynamic capabilities, MSMEs can translate external support, such as government assistance and market incentives, into internal competencies that enhance strategic agility. Consequently, this study applies the DCT framework to explain how government support (an external enabler) fosters digital marketing capability (an internal adaptive mechanism) that, in turn, enhances DMP. This theoretical perspective underscores that competitive advantage in digital ecosystems depends not merely on possessing resources, but on the capacity to reconfigure and renew them in response to environmental volatility (Morgan et al., 2009).

Government Support and Digital Marketing Capability

Government support represents a crucial institutional mechanism for enhancing MSME competitiveness and innovation. It encompasses various forms of assistance, including financial incentives, training programs, infrastructure development, and policy guidance, all of which are intended to promote technological adoption and business resilience. Studies have demonstrated that consistent and capability-oriented government support can improve SMEs' innovation, digital readiness, and operational performance (Charoensukmongkol, 2016), (Ishtiaq et al., 2020), (Sorasit & Charpavang, 2022). Through such support, MSMEs can overcome barriers related to digital literacy, capital limitations, and technological uncertainty. Specifically, when governments provide structured digital marketing training, mentorship, and financial access to technology, MSMEs can develop stronger DMC: the skills and resources necessary to exploit digital tools effectively.

Accordingly, this study posits that government support enhances MSMEs' ability to deploy and integrate digital marketing technologies, creating a foundation for improved competitiveness.

H1: Government support has a positive and significant effect on digital marketing capability.

Government Support and Digital Marketing Performance

Beyond its role in developing capabilities, government support can directly enhance MSME performance by reducing financial barriers, improving infrastructure access, and creating favorable business environments. Government programs offering financial subsidies, tax incentives, and digital platforms can accelerate MSMEs' digital participation, leading to improvements in sales growth, operational efficiency, and marketing reach (Chege & Wang, 2020). Moreover, government-led ecosystem initiatives: such as collaborative networks, e-commerce facilitation, and regulatory simplification, help MSMEs connect with new customer segments and expand their competitive presence.

In this regard, government support serves as an immediate driver of DMP by enabling firms to implement technology-based marketing strategies that would otherwise be inaccessible due to resource constraints.

H2: Government support has a positive and significant effect on digital marketing performance.

Digital Marketing Capability and Digital Marketing Performance

Digital marketing capability (DMC) is defined as a firm's ability to utilize, integrate, and

manage digital marketing tools effectively to achieve strategic marketing goals. As a core manifestation of dynamic capability, DMC enables organizations to sense digital trends, integrate knowledge across marketing functions, and reconfigure strategies in response to customer behavior. Prior studies indicate that firms with strong DMCs achieve better outcomes in terms of market reach, customer retention, and brand positioning (Masrianto et al., 2022), (Homburg & Wielgos, 2022).

Within MSMEs, DMC allows small firms to compete with larger enterprises by utilizing cost-efficient and targeted online strategies. A high level of DMC empowers MSMEs to translate digital technologies into actionable marketing outcomes, driving innovation and performance improvement. Thus, DMC is not merely a technical asset but a strategic competence that determines how effectively firms can convert technological potential into measurable success.

H3: Digital marketing capability has a positive and significant effect on digital marketing performance.

The Mediating Role of Digital Marketing Capability

While government support provides critical resources and institutional legitimacy, its effectiveness ultimately depends on how firms internalize and utilize that support. The Dynamic Capabilities Theory suggests that sustainable competitive advantage arises not from external inputs themselves but from the organizational capacity to reconfigure and deploy them effectively. Therefore, DMC acts as a mediating mechanism that transforms government assistance into superior DMP.

This mediating relationship implies that MSMEs benefiting from government programs achieve improved marketing outcomes only when they develop the internal competencies required to manage digital tools strategically. Previous research (Morgan et al., 2009), (Sun et al., 2020), (Sharabati et al., 2024) supports the argument that capability-building bridges the gap between external enablers and firm-level performance. Consequently, firms that cultivate DMC are better positioned to sustain the benefits of government support, ensuring long-term digital competitiveness and resilience.

H4: Digital marketing capability mediates the relationship between government support and digital marketing performance.

METHODOLOGY

This study employed a quantitative survey approach to empirically examine the relationships among government support, DMC, and DMP of MSMEs in Pontianak, West Kalimantan, Indonesia. The survey method was chosen because it enables the collection of factual data from a representative sample of a larger population, allowing for statistical generalization and hypothesis testing. The research was conducted in 2025 and focused on MSME owners and managers as primary respondents. The choice of Pontianak as the research site was supported by secondary data from the Department of Cooperatives and MSMEs of West Kalimantan Province (April 2023), which recorded 197,311 MSME units across the province, with 41,906 units located in Pontianak alone.

Data collection utilized both primary and secondary data sources. Primary data were obtained directly from respondents through structured questionnaires distributed electronically via Google Forms and offline through direct visits to business premises, ensuring accessibility for respondents with limited internet connectivity, supplemented by direct observation and short interviews with MSME owners or managers to ensure contextual understanding of their digital marketing activities. Secondary data were gathered from institutional reports, government

documents, and academic publications that provided contextual support for the empirical analysis. The study applied a purposive sampling technique, targeting MSMEs that have knowledge of or active engagement with digital marketing platforms. Based on (Sugiyono, 2021) guidelines, a sample size of 250 respondents was determined to be adequate for quantitative analysis. This number satisfies the sample size criteria for multivariate techniques such as Structural Equation Modeling (SEM), which typically require a minimum of 5-10 times the number of estimated parameters.

The research variables were measured using a Likert scale, with response options ranging from 1 (strongly disagree) to 5 (strongly agree). Each construct was operationalized through multiple indicators drawn from established measurement models in prior studies. Quantitative data were analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0 software. PLS-SEM was selected due to its robustness in handling complex models with multiple latent variables, both reflective and formative, and its suitability for exploratory and predictive research contexts.

RESEARCH RESULTS

Descriptive Statistics

Descriptive statistics were used to present the demographic characteristics of respondents participating in this study. The demographic data included gender, age, educational background, length of employment, and income level. These descriptive statistics provide an initial overview of the sample profile, which is essential for further analysis of factors influencing employee engagement in four-star hotel companies in Batam City. Table 1 presents the detailed demographic characteristics of the respondents.

Table 1. Demographic Characteristics of Respondents

Characteristic	Types	n	Percentages
Gender	Male	118	47%
	Female	133	53%
Age	<20 Years	61	24.30%
	21-30 Years	101	40.20%
	31-40 Years	55	21.90%
	>40 Years	34	13.50%
Educational Background	Senior High School or equivalent	49	19.50%
	Diploma	80	31.90%
	Bachelor's Degree	112	44.60%
	Others	10	4.40%
Length of Employment	<1 Tahun	54	21.50%
	1-5 Tahun	101	40.20%
	6-10 Tahun	61	24.30%
	>10 Tahun	35	13.90%
Income Level	<Rp.3.000.000	58	23.10%
	Rp.3.000.000 - Rp.5.000.000	80	31.90%
	Rp.5.000.000 - Rp.10.000.000	65	25.90%
	>Rp.10.000.000	48	19.10%

Source : Primary data is processed, 2025

Table 1 shows that the majority of respondents in this study were female, totaling 133 individuals (53%). The largest age group was 21–30 years, comprising 101 respondents (40.2%). Most respondents held a bachelor's degree, with 112 individuals (44.6%). Regarding length of employment, 54 respondents (21.5%) had worked for less than one year, 101 respondents (40.2%) had worked for 1–5 years, 61 respondents (24.3%) had worked for 6–10 years, and 35 respondents (13.9%) had worked for more than 10 years. In terms of income level, 58 respondents earned less than IDR 3,000,000, 80 respondents earned between IDR 3,000,000 and IDR 5,000,000, 65 respondents earned between IDR 5,000,000 and IDR 10,000,000, and 48 respondents earned more than IDR 10,000,000.

Validity Test

The validity test is conducted to measure the extent to which the research instrument is able to accurately measure the intended constructs. This validity assessment is carried out using two main indicators, namely outer loading and Average Variance Extracted (AVE). Outer loading measures the degree to which each indicator (item) is associated with the construct being measured and is considered acceptable when the outer loading value exceeds 0.60. AVE is used to evaluate the proportion of variance in the indicators that can be explained by the construct, where an AVE value greater than 0.50 indicates adequate convergent validity. When both criteria are satisfied, the data or measurement items can be considered valid and suitable for further analysis. Table 2 presents the results of the outer loading analysis in this study.

Table 2. Outer loading

Variable	Commitment	Employee Engagement	Motivation	Return and compensation	Training Development
Commitment					
C1	0.821				
C2	0.807				
C3	0.826				
C4	0.798				
C5	0.839				
C6	0.818				
C7	0.815				
C8	0.789				
C9	0.839				
C10	0.810				
C11	0.830				
C12	0.836				
C13	0.825				
C14	0.852				
C15	0.824				
Employee Engagement					
EE1		0.832			
EE2		0.810			
EE3		0.813			

EE4	0.810
EE5	0.787
EE6	0.774
Motivation	
M1	0.851
M2	0.789
M3	0.837
M4	0.814
M5	0.810
Return and Compensation	
RC1	0.865
RC2	0.868
RC3	0.846
RC4	0.854
Training Development	
TD1	0.856
TD2	0.848
TD4	0.862
TD5	0.851
TD6	0.838
TD7	0.767
TD8	0.787
TD9	0.839
TD10	0.843

Source : Primary data is processed, 2025

Based on the results presented in the outer loading table, all factor loading values for each indicator across all constructs are greater than 0.60. In other words, the indicators used in this study can be considered valid for measuring the intended constructs. Furthermore, Table 3 presents a graphical illustration of the Average Variance Extracted (AVE) values, which are used to assess the convergent validity of the constructs examined in this study.

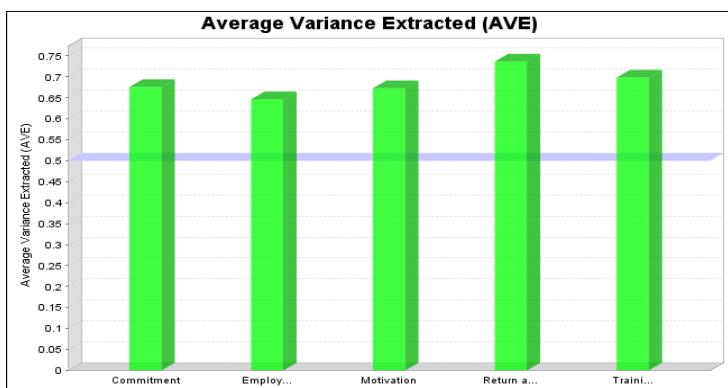


Figure 1. Average Variance Extracted

Based on Figure 1, all variables tested—Commitment, Employee Engagement, Motivation, Return and Compensation, and Training and Development—have Average Variance Extracted (AVE) values greater than 0.50. The AVE values for each variable range from 0.55 to 0.75, indicating that the constructs examined meet the criteria for convergent validity. An AVE value exceeding 0.50 implies that more than 50% of the variance of the indicators within each variable is explained by the respective construct. Overall, both the outer loading values and the AVE results demonstrate that all indicators have successfully passed the validity test.

Reliability Test

The reliability test measures the internal consistency of the research instrument used in this study. This reliability assessment was conducted using **Cronbach's Alpha coefficient**, which indicates the extent to which items within each construct are correlated with one another and measure the same underlying dimension. A research instrument is considered reliable if its Cronbach's Alpha value exceeds 0.60. Figure 2 presents a graphical illustration of the reliability test results in this study.

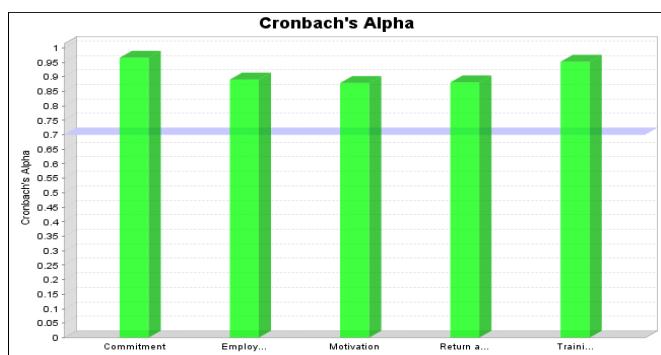


Figure 2. Reliability Test Result

Based on the graph presented, all variables tested—Commitment, Employee Engagement, Motivation, Return and Compensation, and Training and Development—have Cronbach's Alpha values greater than 0.60. The Cronbach's Alpha values for each variable range from 0.70 to 0.95, indicating a very high level of internal consistency. These values confirm that all variables in this study have successfully passed the reliability test.

R-Squared

The R-squared (R^2) value is used to measure the extent to which the independent variables in the research model explain the dependent variable. A higher R^2 value indicates that the model has a stronger explanatory power in describing the relationships among the variables tested. Table 3 presents the results of the R-squared analysis.

Table 3. R Square Test Result

	R Square	R Square Adjusted
Employee Engagement	0.606	
Motivation	0.533	0.528

Source : Primary data is processed, 2025

Based on the results presented in Table 3, the independent variables in this research model are able to explain the variation in the dependent variables, namely Employee Engagement and Motivation. The R^2 value for Employee Engagement is 0.606, indicating that 60.6% of the variance in Employee Engagement can be explained by the independent variables included in the model.

Direct Effect

The direct effect test examines the relationships between the independent and dependent variables in the research model. This test is conducted to determine the magnitude of the direct influence exerted by the independent variables on the measured dependent variables. Significant path coefficient values indicate a strong direct effect, whereas lower values reflect weaker effects. The results of the direct effect test, based on the calculated path coefficients in the model, are presented below.

Table 4. Direct Effect

Variable	Sample Mean (M)	T statistics (O/STDEV)	P values	Hasil
H1 : Commitment -> Motivation	0.301	4.908	0.000	Significant Positive
H7 : Motivation -> Employee Engagement	0.778	25.615	0.000	Significant Positive
H3 : Return and Compensation -> Motivation	0.330	5.378	0.000	Significant Positive
H2 : Training Development -> Motivation	0.255	4.815	0.000	Significant Positive

Source : Primary data is processed, 2025

Based on Table 4 (Direct Effect), the results of the path coefficient analysis for the direct relationships among variables indicate that all tested relationships have positive and significant effects. The following is a detailed explanation of the direct effect test results:

1. Commitment → Motivation (H1) shows a T-statistics value of 4.908 and a P-value of 0.000, indicating a significant positive effect. This result suggests that Commitment has a significant positive influence on Motivation.
2. Motivation → Employee Engagement (H7) has a T-statistics value of 25.615 and a P-value of 0.000, which is also statistically significant. This finding indicates that Motivation has a significant positive effect on Employee Engagement.
3. Return and Compensation → Motivation (H3) shows a T-statistics value of 5.378 and a P-value of 0.000, indicating a significant positive effect. This result demonstrates that Return and Compensation significantly influence Motivation.
4. Training and Development → Motivation (H2) has a T-statistics value of 4.815 and a P-value of 0.000, indicating a significant positive effect. This finding suggests that Training and Development have a significant positive influence on Motivation.

Indirect Effect

The indirect effect test is conducted to determine whether a mediating variable influences the relationship between the independent and dependent variables. This test is important for providing a deeper understanding of the underlying mechanisms involved in the relationships among the variables examined. The results of the indirect effect test, based on the path analysis performed, are presented below.

Table 5. Indirect Effect

Variable	Sample Mean	T statistics	P values	Result
H4 : Commitment-> Motivation -> Employee Engagement	0.234	4.748	0.000	Significant Positive
H6 : Return and Compensation -> Motivation -> Employee Engagement	0.256	5.235	0.000	Significant Positive
H5 : Training Development -> Motivation -> Employee Engagement	0.198	4.607	0.000	Significant Positive

Source : Primary data is processed, 2025

Based on Table 5 (Indirect Effect), the results of the indirect effect analysis indicate that all tested relationships have positive and significant effects. The following explains the results in detail:

1. Commitment → Motivation → Employee Engagement (H4) shows a T-statistics value of 4.748 and a P-value of 0.000. This indicates that Commitment has a significant indirect effect on Employee Engagement through Motivation.
2. Return and Compensation → Motivation → Employee Engagement (H6) has a T-statistics value of 5.235 and a P-value of 0.000. This result demonstrates that Return and Compensation have a significant indirect effect on Employee Engagement through Motivation.
3. Training and Development → Motivation → Employee Engagement (H5) shows a T-statistics value of 4.607 and a P-value of 0.000. This indicates that Training and Development have a significant indirect effect on Employee Engagement through Motivation.

Discussion

The findings of this study provide comprehensive insights into the relationships among commitment, motivation, training and development, return and compensation, and employee engagement within four-star hotel companies in Batam City. Overall, the results demonstrate that all hypothesized relationships are positive and statistically significant, both directly and indirectly, confirming the robustness of the proposed research model.

The results indicate that commitment has a positive and significant effect on motivation. This finding suggests that employees who demonstrate a strong sense of attachment, loyalty, and responsibility toward their organization tend to exhibit higher levels of motivation. Employees with high commitment are more willing to exert extra effort, align their personal goals with

organizational objectives, and remain dedicated to their work. This result is consistent with previous studies, which found that organizational commitment plays a crucial role in enhancing employee motivation by fostering a sense of belonging and emotional attachment to the organization.

Furthermore, the analysis reveals that motivation has a strong and significant influence on employee engagement. This finding highlights motivation as a key driver of employee engagement in the hospitality industry. Motivated employees are more enthusiastic, energetic, and dedicated to their work, which encourages them to actively participate in organizational activities and contribute beyond their formal job requirements. This result supports prior research emphasizing that both intrinsic and extrinsic motivation significantly enhance employee engagement, particularly in service-oriented industries where employee performance directly affects service quality and customer satisfaction.

The results also demonstrate that return and compensation have a positive and significant effect on motivation. This finding indicates that fair and competitive compensation systems play an essential role in encouraging employees to perform better and remain motivated. When employees perceive that their efforts are rewarded appropriately through salaries, incentives, and other benefits, they are more likely to feel valued by the organization. This perception strengthens their motivation and willingness to contribute to organizational goals. This result aligns with previous studies that emphasize the importance of compensation systems in shaping employee motivation and job satisfaction.

In addition, training and development are found to have a positive and significant effect on motivation. This suggests that providing employees with opportunities to improve their skills and competencies enhances their confidence and enthusiasm at work. Training programs not only equip employees with technical and soft skills but also signal organizational support and investment in employee growth. Such support increases employees' motivation and commitment to the organization. This finding is consistent with earlier research highlighting that effective training and development programs contribute significantly to employee motivation and long-term organizational performance.

The indirect effect analysis further confirms the mediating role of motivation in the relationship between commitment, return and compensation, training and development, and employee engagement. The results show that commitment indirectly influences employee engagement through motivation, indicating that motivated employees serve as a critical mechanism linking commitment to engagement. Similarly, return and compensation indirectly affect employee engagement through motivation, suggesting that compensation enhances engagement by first increasing employee motivation. Training and development also indirectly influence employee engagement through motivation, emphasizing that training initiatives strengthen engagement by fostering motivated and capable employees.

These findings reinforce the importance of motivation as a central factor in enhancing employee engagement. Motivation functions as a bridge that connects organizational practices – such as commitment-building initiatives, compensation systems, and training programs – to positive employee outcomes. High levels of employee engagement contribute not only to improved individual performance but also to organizational effectiveness, service quality, and competitive advantage in the hospitality industry.

Overall, the results of this study suggest that hotel management should prioritize strategies aimed at strengthening employee commitment, providing fair and attractive

compensation, and implementing effective training and development programs. By fostering employee motivation through these initiatives, organizations can enhance employee engagement and ensure long-term organizational sustainability.

CONCLUSION

This study set out to explore how Emotion Artificial Intelligence (Emotion AI) influences Based on the results of this study conducted in several four-star hotels in Batam City, it can be concluded that employee engagement is influenced by work motivation, commitment, training, and the compensation received by employees. Motivation acts as a key factor that links commitment, training, and compensation to the level of employee engagement. When employees feel motivated, receive relevant training, demonstrate strong commitment, and obtain fair compensation, they tend to be more enthusiastic in performing their duties and contribute optimally to the organization. Therefore, managerial attention to these aspects is crucial in order to enhance employee retention and productivity in the workplace.

To optimize organizational performance, several recommendations can be considered by hotel management. These include prioritizing employee development through regular training programs and appropriate recognition, fostering a supportive and comfortable work culture in which employees feel heard and valued, and providing transparent and fair compensation and incentive systems to motivate employees and maintain their loyalty to the organization.

For future research, it is recommended to examine comparisons across different hotel classifications, such as three-star hotels, five-star hotels, or Sharia-based hotels. Future studies may also incorporate additional variables, such as leadership style and work-life balance, to further explain employee engagement. Moreover, adopting a qualitative research approach could provide deeper insights into employees' experiences and perceptions.

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