

# Uncertain Supply Chain Management

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## The role of key workplace elements in determining individual and organizational success in Jordan Tourism Board

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### ABSTRACT

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The aim of this research was to investigate the impact of various work-related factors, such as task load, workers' compensation, and organizational structure community on job success and the overall performance of the Jordan tourism board. The researchers conducted an analysis of 269 randomly selected samples from their study and discussed their findings to validate their hypotheses. The study revealed that factors like compensation levels, organizational structure, community, and task load significantly influence individual and organizational success. The first aspect examined was the task load, which was assessed by considering factors such as job completion rates, daily challenges faced, and the time required for tasks. Work-related compensation, encompassing factors like experience, skill, incentives, and rewards, emerged as the second most crucial factor after working hours. The third and most vital component to consider was the organization structure community, which includes communities of practice, collaborative efforts, and physical infrastructure. According to the research findings, improving employee performance can be achieved by reducing their task load, increasing work income, and developing the organization community that fosters teamwork and the formation of workgroups. These elements collectively impact overall productivity. The study provides valuable insights into an underexplored area, shedding light on how task load, compensation, and organizational structure community interplay. The research's focus on the Jordan tourism board is particularly significant, as it has the potential to help tourism companies enhance their operations and provide superior service to their customers.

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## 1. Introduction

According to Hajjali et al. (2022), businesses face growing pressures for self-improvement due to changing employment dynamics, increased global competition, and customers' ability to achieve product requirements. Persada and Nqabella (2023) emphasize that businesses have prioritized the implementation of information systems to streamline employee tasks and handle larger transaction volumes. Simbolo et al. (2023) find that intense competition and rising customer expectations have led to increased daily efforts by workers without commensurate pay increases. The subsequent part of the research investigates how three common sources of stress: increasing task load, rising pay demands, and unstable organization structure community affect both employees and their employing organizations. Qin et al. (2022) define task load as the work required by the employee to be performed within a specified time to achieve a specific goal. Neerincx and Besouw (2023) suggest that an individual's task load can be influenced by internal factors like motivation, prior experience, and skill, as well as external factors such as the type of task, novelty, complexity, and volume. The practice of assessing task loads, initially developed for war-related purposes, is increasingly prevalent in professional contexts (Wu et al., 2022). The evaluation of task load requirements in information systems has gained significance due to rapid technological

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advancements and the proliferation of specialized systems aimed at enhancing ease, productivity, and efficiency (Kushman, 1992).

Sutrisno (2022) defines compensation as the regular payment made by an employer to employees. Low-compensation workers benefit from minimum compensation laws, which are particularly relevant during periods of rapid global economic change. Some business owners advocate for lower minimum compensations in this era of intense global competition, arguing that these pay rigidities can negatively affect employees' capabilities, leading to decreased employment and unemployment rates (Giacalone & Jurkiewicz, 2010; Baek et al., 2023). Minimum compensation and labor regulations are seen as necessary to protect workers from the impacts of global competition (Hajiali et al., 2022). Simbolo et al. (2023) indicate that increasing the minimum compensation can benefit higher-paying jobs and potentially reduce poverty and inequality.

In summary, research suggests that increasing remuneration and benefits can lead to happier and more motivated workers, resulting in improved performance in both administrative and service activities (Wu et al., 2022). According to Persada and Nqabella (2023), enhancing a company's effectiveness is a significant management challenge, because of the difficulty of enhancing all the success indicators which are related with helping firms to enhance growth ratio and learning performance. Hajiali et al. (2023) find that the implementation of information systems can lead to improvements in organizational performance, including increased innovation, adaptability to change, customer satisfaction, and speed to market. Finally, underscore the positive correlation between an organization's ability to evaluate its information system's impact on overall performance and organizational outcomes, as the system's display is directly linked to these outcomes (Simbolo et al., 2023).

The research will continue with four more sections, each featuring an introductory paragraph. The next section will discuss past studies, followed by sections on research methodologies and data collection in the third part, while the fourth section will delve into the findings and research interpretations in the fifth part.

## 2. Literature Reviews

### 2.1 Task Load

As per the research by Qin et al. (2022), task load encompasses the entirety of an individual's physical, mental, and emotional resources required to complete a task. This multifaceted concept can be influenced by both internal and external factors. Examples of these factors include personal motivation, prior experience, aptitude, as well as task-specific attributes like novelty, complexity, and volume, as noted by Souravlas et al. (2022). Task load assessment, originally rooted in quantifying responsibilities related to combat, has evolved to play a substantial role in the realm of business, as highlighted by Neerinx and Besouw (2023). The historical context of task load assessment serves as a backdrop to its current development. Recent technological advancements have given rise to innovative systems designed to enhance user-friendliness, productivity, and efficiency, as emphasized by Vaara et al. (2022). Consequently, there is a growing imperative to scrutinize the task load demands across various types of information systems, irrespective of their nature. Wu et al. (2022) extend this scope by pointing out that task load evaluation is also pertinent to conventional computer systems and portable devices, including those equipped with virtual and augmented reality features.

The shared goal among many stakeholders is to learn how to design and upgrade systems in a manner that maximizes benefits while minimizing user exertion. This objective is pursued by ergonomists and information technology designers who seek to reduce or maintain task load, recognizing that effective task load management is pivotal for user acceptance, productivity, performance, and overall well-being, as underlined by Ferrara et al. (2022) and Kruekaew and Kimpan (2022). Considering the limited work opportunities available to users in today's world, the need to quantify the effort associated with human-computer interaction has become an essential aspect of daily life (Qin et al., 2022). Task load assessment can be approached through both objective measurements, which gauge real-time performance or physiological responses, and subjective evaluations, which rely on an individual's self-assessment of their labor intensity (Vaara et al., 2022). It is worth noting that evaluating task load is a complex task, given that different tasks are influenced by distinct sources of burden (Kruekaew & Kimpan, 2022), and each of these sources contributes differently to an individual's overall perception of task load (Souravlas et al., 2022).

The demands imposed on individuals when they do specific activities constitute task load, also known as workload, a crucial issue in the design and evaluation of various tasks and systems (Qin et al., 2022). It's a complex idea with mental, physiological, and emotional dimensions. For example, the mental exertion known as "cognitive load" varies according to things like work difficulty and the person's level of skill (Vaara et al., 2022). Tasks that put strain on the body's musculoskeletal system fall under the category of "physical load", which includes everything from carrying heavy objects to sitting in awkward positions (Kruekaew & Kimpan, 2022). In contrast, the concept of "emotional load" considers the emotional demands placed on persons during jobs, such as the need to remain calm under pressure or to comfort and reassure patients or customers (Souravlas et al., 2022). Because of its impact on productivity, health, and happiness, task load is an important concept to understand and control in domains as diverse as ergonomics, psychology, and HCI (Qin et al., 2022). Due to the dynamic nature of work and the ever-increasing reliance on technology, task load management has risen to prominence in today's workplaces (Neerinx & Besouw, 2023). Challenges in managing cognitive load, such as knowledge overload and keeping up with quickly evolving technology, are becoming increasingly common as automation and AI become more widely adopted in the workplace (Vaara et al., 2022). A growing number of businesses are realizing that stress brought on by carrying an excessive mental, physical, or emotional

workload has a negative impact on employee morale and productivity (Vaara et al., 2022). As a result, employers are realizing that tools like task delegation, automation, and stress management programs are critical to fostering productive, healthy workplace cultures. Based on previous literature studies and reviews, this research proposed the following first and second hypotheses:

**H<sub>1</sub>:** *Task load has a positive impact on human resource performance.*

**H<sub>2</sub>:** *Task load has a positive impact on overall business performance.*

## 2.2 Workers' Compensation

Workers receive financial compensation for their regular job performance, which is vital for the company's functioning (Hajiali et al., 2022). Minimum compensation regulations lead to a redistribution of compensation favoring lower-paid workers (Simbolo et al., 2023). With the increasing interconnectivity of the global economy, businesses may find it necessary to adopt this policy instrument (Persada & Nqabella, 2023) to adapt effectively. Nevertheless, in the face of intense global competition (Sutrisno, 2022), some business owners advocate for reductions in minimum compensation rates. Their primary argument is that minimum compensation laws and other labor market rigidities can hinder economic growth and innovation, potentially resulting in poverty and limited job opportunities. The intense competition in today's globalized world is often referred to as "the race to the bottom". Minimum compensation and labor regulations are deemed necessary because there is concern that heightened global competition could depress compensations while concurrently improving working conditions for companies (Baek et al., 2023).

Increasing the minimum compensation could potentially shift the labor market towards jobs with higher pay. If this scenario holds true, raising the minimum compensation might help combat poverty and inequality by increasing the earnings of those affected by the law and possibly creating new, higher-paying job opportunities for those willing to pursue them (Simbolo et al., 2023). In summary, elevating compensations and salaries is associated with enhancements in the quality of administrative and service work (Hajiali et al., 2022). Workers' compensation is an essential program that ensures workers are cared for in the event of an injury or illness sustained on the job (Simbolo et al., 2023). Because of the financial and medical assistance, it provides, workers' compensation is an essential safety net (Persada & Nqabella, 2023). The goal of this system is to prevent employees from having to waste time and money suing their employers to cover medical expenses and lost wages (Baek et al., 2023). It's good for workers because it helps them financially during rehabilitation, and it's good for businesses because it prevents them from being sued over workplace mishaps (Hajiali et al., 2022). Workers' compensation normally consists of four main parts: medical care, pay replacement in the event of injury or illness, disability benefits, and retraining services.

Workers who suffer injuries on the job can make a claim with their company's insurance carrier, which will then determine whether or not the claim is legitimate and pay any associated compensation. Employees are generally entitled to payments under the Workers' Compensation system regardless of who was at blame for the accident. However, there are several exceptions to this rule, such as when an employee is visibly intoxicated or engages in intentional wrongdoing. The purpose of workers' compensation laws and regulations is consistent throughout nations and jurisdictions: to ensure that workers are taken care of in the case of a work-related injury or illness (Hajiali et al., 2022). There are legal consequences for businesses who fail to provide Workers' Compensation insurance to their employees (Baek et al., 2023). Workers' compensation plays an important role in fostering a safe working environment, helping injured employees, and keeping the peace between employers and employees (Persada & Nqabella, 2023). Based on previous literature studies and reviews, this research proposed the following third and fourth hypotheses:

**H<sub>3</sub>:** *Workers' Compensation has a positive impact on human resource performance.*

**H<sub>4</sub>:** *Workers' Compensation has a positive impact on overall business performance.*

## 2.3 Organization Structure Community

When we discuss organization structure community, we are referring to a network of interconnected components. This concept is applicable in various contexts. Organizations consist of foundational elements, a framework, a covering, and partitions. As defined by Hayat et al. (2023), organization structure community represents "the framework of connections among positions, systems, operational processes, individuals, and groups collaborating to achieve objectives" (Su, 2023). The organization's structure encompasses numerous job positions and associated responsibilities. Structures serve the purpose of "dividing, organizing, and coordinating" tasks that must be executed (Inkelas et al., 2023). While structure may not directly manage processes, it nonetheless exerts an influence on all aspects of an organization's operations. In the business world, the term "organization structure community" pertains to how an organization manages its reporting, formal communication channels, the allocation of responsibilities, and decision-making procedures. According to Van et al. (2022), organizational structure of a community enhances both internal and external communication. Inkelas et al. (2023) suggest that organization structure community should aid in decision-making, adaptation to the environment, and resolution of conflicts within units. The organization structure community also oversees internal reporting and reception, aligning with the organization's core principles and action coordination. A systematic approach is used to develop a business strategy, as outlined by Liu et al.

(2022). Components, relationships, and relational structures constitute a comprehensive entity. Van et al. (2022) define "structure" as the guiding philosophy of organizational actions, representing a complex web of connections between various segments of an organization. This structure orchestrates both the rigid and flexible aspects, with hierarchical units and workgroups representing the solid dimension. Fu et al. (2023) describe the interdependencies between these components and clusters as a "soft" organization structure community. The organization's members evaluate the structure's flexibility. According to Hayat et al., (2023), observed dimensions of organization structure community include hierarchy, functionality, and involvement. Organization theorists primarily focus on structures, encompassing physical and social aspects. Physical structures encompass commercial premises and locations. Social structure, in the context of organizational theory, pertains to the relationships among individuals, roles, and various components within an organization.

The culture, productivity, and general performance of an organization are heavily influenced by its structure and its surrounding community (Van et al., 2022). The term "Organization Structure Community" describes the relationship between the formal structures (such as hierarchies and reporting lines) and the informal communities (such as those formed around common interests, goals, or roles) that develop inside an organization (Fu et al., 2023). Scholars like Hayat et al. (2023) have shown how the structure of an organization can affect the development and maintenance of such groups. The ability to effectively harness both formal and informal networks to achieve objectives is greatly enhanced when firms have a thorough understanding of this interplay, which is essential for promoting cooperation, innovation, and employee engagement (Liu & Su, 2023). There are new problems and opportunities in today's workplace due to the advent of remote work and virtual teams, and businesses are exploring new approaches to build and sustain communities inside their structural frameworks (Sparrowe et al., 2021). Based on previous literature studies and reviews, this research proposed the following fifth and sixth hypotheses:

**H<sub>5</sub>:** *Risk taking has a positive impact on human resource performance.*

**H<sub>6</sub>:** *Risk taking has a positive impact on overall business performance.*

#### 2.4 Job Performance and Overall Business Performance

Individual performance is assessed concerning various potential outcomes, such as meeting work standards, attaining targets, or satisfying specific criteria (Sutrisno, 2022). Another aspect to consider is performance itself, which refers to how effectively something operates or the extent to which it falls short. As indicated by Andreas et al. (2022), performance management encompasses all organizational and departmental efforts aimed at enhancing overall productivity. Furthermore, job performance occurs within the regular course of an organization's operations (Van et al., 2022). Workers on the job performance and the rewards they receive are influenced by their skills, abilities, and attributes. Performance can also be defined as the effort an individual puts into achieving a specific outcome (Qais et al., 2023), utilizing the available energy. According to Inkelas et al. (2023), performance is gauged by the speed at which tasks are completed to fulfill job requirements. Job performance is the result of an employee's exertions, or their actions aligned with their job description. Andreas et al. (2022) identify four criteria used to evaluate employee performance: work quality (including accuracy, skills, cleanliness, and quantity), reliability (ability to follow instructions and capabilities), and attitudes (comprising other attitudes, work ethic, and cooperation with the organization). Research and studies suggest that businesses that invest in their employees' job performance by fostering a knowledge-driven environment that encourages collaboration and raises compensation levels tend to witness enhanced staff productivity (Vaara et al., 2022; Singh, 2016).

Information systems can serve as the exclusive tool for implementing a company's plans. Furthermore, they have implications for employee performance (Lee et al., 2022). Managing organizational processes (OPs) remains a challenging task. Performance assessments encompass financial, market, internal process, and learning and development areas (Souravlas et al., 2022). This study delves into strategic performance within information systems, encompassing performance management, selection, application tracking, e-learning, collaboration, and communication (Wu et al., 2022). Others reveal that the implementation of information systems leads to improvements in organizational performance, including heightened innovation, adaptability to change, customer satisfaction, and speed in entering the market. According to Simbolon et al. (2023), there exists a positive correlation between an organization's capability to analyze its information system's performance and the overall outcomes of the organization. A company's success can be determined by its "operational ability to meet the desires of key stakeholders" (Haydar et al., 2023). Evaluating a corporate firm's success involves multiple dimensions and is relevant to the discussion. Sutrisno (2022) asserts that market performance, supplier relationships, operational processes, workforce, and customer engagement collectively determine a business's success. Small and medium-sized enterprises (SMEs) can enhance their performance by adopting a market-oriented approach (García de Soto et al., 2022). According to Kumar et al. and Nyathi (2023), market orientation has both immediate and long-term impacts on a company's financial results. Improving an organization's performance can be achieved by focusing on and enhancing its physical infrastructure, adherence to international quality standards, information technology capabilities, and ability to adapt to global developments and pressures like globalization and competition (Yandi & Havidz, 2022). Additionally, enhancing employees' skills, performance, and collaboration within the organization can yield positive results. Based on previous literature studies and reviews, this research proposed the following seventh hypothesis:

**H<sub>7</sub>:** *Human resource performance has a positive impact on overall business performance.*

### 3. Research Methodology

This study aims to enhance our comprehension of how factors like task load, compensation, and the organization structure community exert influence on job performance and business outcomes within the Jordan Tourist Board. Using Google Drive, participants employed a Likert scale to assess the key hypotheses, where ratings ranged from 1 (indicating strong disagreement) to 5 (indicating strong agreement). We applied the PLS method to scrutinize our hypotheses. After meticulously purifying the data, we found that 269 participant responses met the criteria for analyzing and discussing the research hypotheses. Notably, the results significantly surpassed the initial estimations, exceeding them by a factor of ten to one.

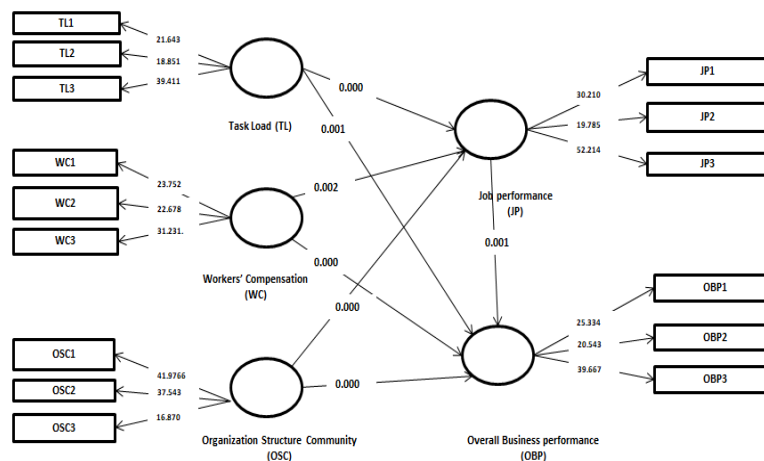
### 4. Research Results

The measurement model's validity and reliability underwent scrutiny. We assessed the test's reliability and internal consistency by applying Cronbach's alpha. As per Hair et al. (2006), Cronbach's alpha should exceed 0.70 for satisfactory reliability. The results, displayed in Table 1, indicate that each component of the scale surpassed the recommended threshold of 0.70 for Cronbach's alpha. To assess convergent validity, we conducted CR and AVE tests. Both Fornell and Larcker suggest CR and AVE values exceeding 0.70 and 0.50, respectively. The table in question presents the unacceptable component and the average failure rate. For each factor, there was at least one indicator with a path loading surpassing 0.50, confirming the hypothesis testing validity within the assessment-based research paradigm.

**Table 1**  
Reliability and validity test

Code	Variable	Factor's Loading	VIF
Task load (TL)	(Cronbach's Alpha: 0.481, CR: 0.453, AVE: 0.764)		
TL1	rate of jobs being completed	0.533	1.456
TL2	standard day-to-day concerns	0.455	1.468
TL3	the time at which work is finished	0.456	1.541
Workers' Compensation (WC)	(Cronbach's Alpha: 0.565, CR: 0.533, AVE: 0.638)		
WC1	Payout or Restitution	0.534	1.754
WC2	Competence and Proven Experience	0.631	1.766
WC3	Motivating Factors and Prizes	0.532	1.922
Organization structure community	(Cronbach's Alpha: 0.655, CR: 0.537, AVE: 0.498)		
OSC1	Practicing Groups or Communities	0.688	1.689
OSC2	Collective Effort	0.543	1.655
OSC3	Infrastructure that can be touched	0.735	1.865
Job Performance (JP)	(Cronbach's Alpha: 0.538, CR: 0.755, AVE: 0.689)		
JP1	Problem-Solving on the Job	0.510	1.834
JP2	The Benefits of One's Work	0.421	1.733
JP3	Dedication and mentality are essential.	0.683	1.612
Overall Business Performance (OBP)	(Cronbach's Alpha: 0.574, CR: 0.742, AVE: 0.722)		
OBP1	Gain and Money Received	0.520	1.532
OBP2	Both in Their Effectiveness and Their Efficiency	0.527	1.544
OBP3	The Level of Innovativeness	0.677	1.759

Based on the previous table which showed that the research model assessment was good, we can now continue discussing the research hypotheses.



**Fig. 1.** The results of bootstrapping

Based on Table 1 and Fig. 1 which represented the direct impact of relationships between research variables, the research hypotheses are fully accepted.

**Table 2**  
Discriminant Validity

Construct	TL	OSC	EP	JP	OBP
TL	0.221				
WC	0.544	0.254			
OSC	0.133	0.221	0.221		
JP	0.310	0.444	0.345	0.289	
OBP	0.278	0.232	0.687	0.276	0.255

Discriminant validity assessment followed the Fornell-Larcker criterion. This criterion is satisfied when the average variance extracted (AVE) for each component exceeds their respective correlations. As depicted in Table 2, the correlations between components were consistently lower than the square root of their AVE values, indicated by the bold diagonal entries. This confirms the test's discriminant validity.

After validating the measurement model, the researchers shifted their focus to the structural model, where  $R^2$  was found to be 50.1%. This  $R^2$  value surpasses the 25% threshold recommended by Hair et al. (2016). The data provided compelling evidence in favor of all hypotheses, evident from the remarkably low p-values in Table 3. Supporting both Hypotheses 1 and 2, it was confirmed that task load has a significant impact on both job performance ( $\beta = 0.431$ ,  $p < 0.05$ ) and organizational performance ( $\beta = 0.432$ ,  $p < 0.05$ ). Similarly, Hypotheses 3 and 4 were corroborated, showing that an increase in worker compensation led to higher individual worker productivity ( $\beta = 0.210$ ,  $p < 0.05$ ) and enhanced organizational output ( $\beta = 0.113$ ,  $p < 0.05$ ). In summary, the study's results clearly indicate that organization structure community indeed exerts a positive influence on both individual job performance ( $\beta = 0.246$ ,  $p < 0.05$ ) and overall business success ( $\beta = 0.365$ ,  $p < 0.05$ ). The data also supports the hypothesis that work performance significantly and positively impacts total job performance ( $\beta = 0.540$ ,  $p < 0.05$ ).

**Table 3**  
Research Hypotheses Test

	Research Hypotheses Test	Beta	P-Value	Results
H1	TL → JP	0.233	0.000	Supported
H2	TL → OBP	0.322	0.001	Supported
H3	WC → JP	0.122	0.002	Supported
H4	WC → OBP	0.422	0.000	Supported
H5	OSC → JP	0.546	0.000	Supported
H6	OSC → OBP	0.235	0.000	Supported
H7	JP → OBP	0.443	0.001	Supported

## 5. Future Research and limitations

While this study centered on the Jordan Tourism Board, future research could explore the impact of task load, compensation, and organization structure on job performance and business outcomes in different organizations. To fully grasp the scope of these concepts, it is essential to examine them across various markets and industries. A longitudinal research approach is necessary to gain insights into how factors such as task load, salary levels, and organizational structure community affect job performance over time. Researchers can monitor these variables to assess their sustainability and any potential changes that may arise.

Additionally, exploring factors that act as mediators and moderators can illuminate the complex relationships among task load, compensation, organization structure, community, job performance, and company results. The findings from this study underscore the need for further investigations into the costs of domestic tourism.

It's important to note that this report exclusively addresses the tourism industry in Jordan. The influence of task load, compensation, and organization structure on employee performance and overall business performance can vary significantly depending on the type and size of the organization. Due to the study's limited sample size and narrow focus, its findings may not be generalizable. Enhancing the study's generalizability can be achieved through additional research in diverse industries or regions, which may assist businesses and organizations in assessing the impact of task load, compensation, and organization structure community on job performance and overall business success. Moreover, understanding the interactions among task load, worker compensation, and organization structure community can be enriched by examining potential mediating and moderating factors. It's plausible that factors like globalization, evolving consumer demands, and intense competition could mitigate the stress associated with labor. While this study centered on the Jordan Tourism Board, future research could explore the impact of task load, compensation, and organization structure on job performance and business outcomes in different organizations. To fully grasp the scope of these concepts, it is essential to examine them across various markets and industries. A longitudinal research approach is necessary to gain insights into how factors such as task load, salary levels, and

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## 6. Research Conclusion and Implication

Numerous factors, including task load, worker compensation, and organization structure community, have a significant impact on both individual task performance and the overall success of the Jordan Tourism Board. A secondary objective of the ongoing research is to provide comprehensive data on the advantages of implementing innovative ideas to enhance employee productivity and company performance. Individual employee performance (hypotheses 1, 3, and 5) and the overall performance of the organization (hypotheses 2, 4, and 6) are considerably influenced by the organization structure, community, worker compensation, and the task load imposed on employees.

The study's findings underscore the need for further research into the effects of workplace stressors on Jordan's tourism industry, which could assist the Jordan Tourist Board in its efforts to promote the sector and, consequently, the country's GDP.

To gauge task load, we examined factors such as task completion rates, daily difficulties encountered, and the time required to finish assignments. The study lends support to the notion that reducing employee task loads could enhance their productivity, benefiting the organization. This finding corresponds with the outcomes of other researchers in this field (Kosch et al., 2023; Haller et al., 2023; Xi et al., 2023; Colin et al., 2023; Kane et al., 2023) and reinforces the validity of our research.

We also investigated the impact of factors like financial incentives, rewards, experience, and skill on performance. The results affirm the idea that increased compensation enables employees to allocate more attention and effort to improving their performance, subsequently boosting organizational productivity. This aligns with the findings of prior research (Maestas et al., 2023; Autor et al., 2023; Fortin et al., 2023), indicating the reliability of our study.

The study examined various aspects of the organizational structure community, including communities of practice, team projects, and physical facilities, to understand how their respective configurations influenced outcomes. The research findings lend support to the hypothesis that an organization's structure significantly impacts its success by allowing for the reallocation of time and resources from previous allocations. These findings are consistent with conclusions drawn by other researchers (Purwanto et al., 2023; Radevi et al., 2023; Su et al., 2023; Farhang et al., 2023), corroborating our study's validity.

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