

The Moderating Role of Openness to The Experience on Employee Mobility's Influence on Job Security and Employee Retention

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Abstract

This study sought out to examine the influence of employee global mobility on job security and employee retention. Paired t-tests were applied to examine the responses of 148 luxury hotel employees in The Bahamas through a scenario-based experiment. The findings show that the scenario had a positive effect on job security and employee retention with a statistically significant increase from the hypothesis that EGM has a positive effect. There was also not enough evidence to prove that openness had a moderating effect. The results confirmed that the global mobility would be a suitable talent management strategy and they innovative hybrid will support a sustainable business and society and that in their perceptions; organizations were doing a better job at maintaining their employees and sustaining work for their employees.



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1.Introduction

The mobility of employees is not new to the hospitality industry as the historical foundation of multinational companies was to utilize expatriate managers in many knowledge transfer processes. Employee mobility has been explored in many diverse ways. Internal employee mobility refers to an employee's expectation of opportunity laterally, upward or downward within their organization (Prince, 2003), external employee mobility which refers to the movement of individuals between firms (Saunders, 1993), and expatriation which refers to the commonly practiced temporary employment of management in a host country or a third location to fill international positions when the host country had no locals qualified for the position, to ensure that there was management development and to assist in controlling, transferring and coordinating home country policies and corporate culture (Harzing, 2001) . We then extend the literature to create global employee mobility. This can be measured as the perceived opportunity of internal organizational movement across multiple locations around the world. Global employee mobility, drawing from Hobfoll's (1989) conservation of resources (COR) theory, can be viewed as a constructive resource because of its focus on opportunities for professional development (Xanthopoulou et al. (2009) in organizational literature.

Inevitability with the presence of unforeseen events as the world has seen with the covid-19 pandemic and the economic downturn that followed, massive layoffs place job security at a new paramount level for an increasing number of people. Premise of job security depends literally on the uncertainty of future events. Job security refers to the organization and employee collaborative effort to protect the loss of the employee's job (Gelinas, 2005). First, any job/industry can fit in the spectrum of job insecurity depending on the uncertainty where continuous employment until retirement is guaranteed (Rosow and Zager, 1984), but this continuum speaks limitless for the hospitality industry where their employment is cyclical and most natural disasters deter their ability to know whether they will have employment the next day. This makes this research especially important to them as they have been victims to mass layoffs and singular working weeks during off seasons for centuries, ((Melia, 2009; Rolle, 2016; Myers, 2008) especially in very small islands where tourism is their number one industry.

Due to the unfamiliar nature of global mobility within line staff employees, we have to access the moderating role of the employee's willingness to be relocated and gain the experiences. Subsequently we refer to their openness to the experience. Lee and Kemple (2014) define openness to experience as the degree an individual has for an eagerness to gain new experiences or adventures. Therefore, basically these are employees who are fond of new experiences and tend to engage in search for new information, skills and ideas. The assumption is then that employees high on openness to experience will have a high involvement in any creative process (Tan et al, 2019). Moreover, employee retention is a systematic effort comprised of several factors to ensure that employees stay within their organization at will until retirement (Bidisha and Mukulesh, 2013; Fritz-enz, 1990). Within the hospitality industry they had to implement creative ways to sustain their employees beyond the basis of basic compensation. Since then, talent retention practices in luxury hotels have included strategies that fit the organizational culture. They were tailored to the individual, or groups of people including the focus of teamwork, opportunities to progress, family-oriented and open access culture, corporate social responsibility to ensure an increasing quality of work life, implicit engagement and employee participation, compensation and succession planning (Marinakou and Giousmpusoglou, 2019; Ali and Mehreen, 2019; Kim et al., 2020). These strategies was created from a blueprint of solutions from all problems that this industry had seen since one of the earliest documented retention strategies, which was the allowance of emotional expressions of their employees (Spencer, 1986) and assurance that the human resources

departments were doing what they promised. Therefore the purpose of this study is to examine the influence of global mobility on job security and employee retention. Then we want to explore the boundary conditions which are the level of openness to strengthen or weaken the process. Previous studies has focused on perceived organizational support and internal mobility (Chiu, et.al, 2015), and external global mobility within the teaching and business industries (Tolkach and Tung, 2019; Lam, 2018;) none of them has shown examples of hotels that have taken an extraordinary innovative approaches to retaining their employees, or extensive research on perceived global learning opportunities and its relationship to the intention to voluntarily leave the organization, or global mobility within the same organization for line staff in general. This research can aid in the contribution to global mobility literature and help practitioners to understand the how retain employees and increase job security and expand the research of mobility.

2. Hypothesis Development

2.1 Employee Mobility

Hospitality organizations are aware of the strategic position they hold when they have a globalized workforce and how employees are the key to service excellence Sen and Bhattacharya, (2019). Mobility as aforementioned has been seen in many diverse aspects. Internal mobility, external mobility locally and globally and the global internal mobility of managers have all be discussed at great lengths of some and lesser of others. While this is a two faceted coin- opportunity for the employee and talent management for the organization, global mobility has been seen since its inception to play vital roles in global organizations as they complete their international assignments for many reasons. The opportunity however, has only been afforded to managerial and executive members of organizations (Barber and Pittaway, 2000). Mobility throughout literature has been used to fill the skills gap, building management expertise, launching new endeavors which has functional requirements, transferring technology, enabling managerial control, transferring of corporate culture, incurring financial reasons including cost driven objectives and convenience reasons (McNulty, 2015). Human and Career mobility in the hospitality and tourism sector was used to identify mobility patterns of these workers in different regions around the world for career growth and personal development (Tolkach and Tung, 2019) and how internal mobility opportunities can mediate the relationship of employee organizational behavior and their intent to stay with the organization (Chiu et.al, 2015). This paper experiments for the first time with a hybrid of the combination with expatriation or mobility the purpose of personal and management development, talent management, employee retention and job security. This research takes on the position of challengers of seasonality, whose model was introduced by Jolliffe and Farnsworth (2003). This means that luxury hotels would be able to support their line staff employees beyond the normal busy season to a more even-paced work year. This system is called employee global mobility (EGM). Since in the natural design of life, all employees will eventually leave an organization involuntarily or voluntarily, new strategies such as this should always be in effect for the new and old employees who perform well in the organization.

2.2. Global Mobility and Job Security

Workforce instability can negatively affect the employment relationship and morale of the workers in any industry (Lochhead and Stephens, 2004). However, one of the fundamental characteristics of tourism is its cyclical nature. This factor contributes influentially to the industry's underemployment (Jolliffe and Farnsworth, 2003). It is unfortunate that job insecurity can be represented as a stress variable and job stability and security creates a stable stream of income that contributes to the psychological well-being of employees (Rombaut and Guerry, 2020). Since the hospitality industry has not reinvented the wheel of a fair adjusted

pay system in the modest and busy seasons that would balance the lack of available funds in the lower seasons; the main reasons for the concept of job instability are unscheduled and inconsistent hours of work, and the disparity of benefits between front line employees and the management team (Jung and Yoon, 2015). Job instability is so defined in the tourism industry due to the cyclical variation in tourism demand resulting in employees having non-permanent employment ending once the seasonal specific peak time has passed. According to Arasli, Altinay and Arici (2020), an account needs to be made of the specific supply in the hospitality industry especially in areas where there are high face-to-face and voice-to-voice interaction, close customer care and high-quality service to guests that can only be achieved with a continuously motivated, engaged, skillful and able employees in secured jobs. A study by Steil et al, (2020) suggests that there is evidence that actions directed toward cross training individuals to aid in job security. Cross training which is supported by global mobility creates job security value drives. For the purpose of this paper, job insecurity is of the heterogeneous nature. The employees affected by the instability of the industry are all employment arrangements included in seasonal workers, long term workers in departments effected by occupancy, fixed contract workers, temporary, casual and part time workers depicting ones used by Ainsworth and Purss (2009). When organizations make commitment to multidimensional working terms, job security is positively affected and significantly increases. With the manipulation of an expatriate assignment and the ease of access that the hospitality industry has to multiple locations, hotels have an untapped potential to create mobility systems that no other industry can easily imitate. Employer-provided job security even in its perception phase shields the relative assurance owned by the employee therefore we can hypothesize:

H1: Employee Global Mobility has a positive effect on Job security

2.3 Global Mobility and Retention

The seasonality and labor-intensifying effects regarding the workforce became the single most important and powerful factors according to one of the latest recorded retention researches (Arasli, Altinay and Arici, 2020) where studies in hotels, the public sector, universities and the steel production industry reveal a positive relation between training and personnel retention. Though it may not be the only reason employees intend to stay at their organization, the constructs talent management and retention is evidently and positively correlates. The slightest decrease in perceived retention efforts from the organization increases the employee turnover rate in the hospitality sector. This is because many hotel employees' intents to stay are surrounded by their workforce stability and therefore reflect their level of commitment to the organization (Vong et al., 2018) and employees are not committed to organization where they do not see long term growth and overall development. Organizations are increasingly concern with this issue because many hotel employees' intent to stay reflects their level of commitment to the organization and job performance through the stages of intention to voluntary quits (Vong et al., 2018). Due to the fact that employee retention creates uprising performance results and contributes to the psychological well-being of the employee (Rombaut and Guerry, 2020), it was shown that perceived learning opportunities of professionals presented a negative correlation with the intention to leave the organization signifying that there is a strong relation between global mobility and employee retention.

In order to retain hotel employees throughout the latter of literature, training and development, opportunities for career progression and in house coaching programs needed to be implemented or in some variation of these aforementioned had to present. Since then, talent retention practices in luxury hotels have included strategies that fit the organizational culture tailored to the individual, or groups of people including the focus of teamwork, opportunities to progress, family-oriented and open access culture, corporate social responsibility to ensure

an increasing quality of work life, implicit engagement and employee participation, compensation and succession planning (Marinakou and Giousmpusoglou, 2019; Ali and Mehreen, 2019; Kim et al., 2020). Cross training and development actions contributed to their staying within the organizations researched. The performance of these employees, like that of their management colleagues, in accomplishing guest satisfaction and loyalty, is a critical asset for the hospitality organization's success therefore we can hypothesize:

H2: Employee Global Mobility has a positive effect on Employee Retention

2.4 Theoretical Foundation – Conservation of resources theory

COR theory is based on the principle that individuals are motivated to protect their current resources (conservation) and focus their efforts to acquire new resources (acquisition) simultaneously (Halbesleben et al., 2014). Resources were loosely defined as conditions or states, object or other things that people value (Hobfoll, 1988). The more distinct definition to accommodate organizational literature was defined as anything perceived by the individual to help attain his or her goals (Halbesleben et al., 2014). While it is true that the assessment of resources differs among individuals and is connected to their personal experiences and circumstances, the theory suggests that employment-related resource gains will have a greater significance in the perspective of resource losses of oneself or others. For example getting a new job after economic downturn or a global pandemic or maintaining your employment as you watch many other people lose their source of income (Vinokur and Schul, 2002; Wells, et al., 1997). This theory also has a motivational element as well, suggesting that individuals will engage in behaviors that avoid resource losses because loss at atomic levels can have such an intense negative impact on well-being (Whitman et al., 2014).

People invest resources in order to protect themselves from resource damage, and to gain resources (Hobfoll, 2001) and the theory goes beyond predictions of stress and strain to understand motivation. As a result, researchers have examined how employees invest in resources following major resource losses in organizations, including but not limited to the way resource loss affects job satisfaction, the behavior they use to approach work, and different forms of job performance (Hochwarter et al., 2008; Wheeler et al., 2013). The importance of this connection is that if they do not maintain the current employment while acquiring new resources; if any part of this system is disrupted, the results are of a different type of mobility. For example, if they acquire new resource and relinquish their current resources, it can be considered external mobility because they are changing their place of employment. In sum, COR theory is based on the tenet that individuals will always strive to protect their current resources and acquire new resources, For further clarity, as the theory uses resources in multiple instances, we will show the correlation with the study variables .People must invest resources (time and disruption of their daily schedule to complete the global mobility assignment) to gain resources (job security). However, the motivational element of the theory suggests that individuals will engage in behaviors that avoid resource losses (openness to the experience) because loss at extreme levels can have such an intense negative impact on well-being (inconsistent work; job security) (unemployment; employee retention). Therefore, individuals are motivated to protect their current resources (employee retention of current employment) and acquire new resources (more stable working year and job security) at the same time. Concluding that people invest resources (time; mobility) in order to protect themselves from resource damage (unemployment; employee retention) and to gain resources (job stability; job security).

2.5. The moderating role of openness to experience

Being an expatriate is a rigorous experience that requires the individual to simultaneously learn new business concepts, collaborate with coworkers from a different culture, deal with family relocation issues and mentally adjust to a new culture (Chen et al., 2019). Due to the unfamiliar nature of the retention strategy, we want to assess the moderating role of the employee's willingness to be relocated and gain the experience. Lee and Kemple (2014) defined openness to experience as the degree to which an individual has an eagerness to have new experiences or adventure. Therefore, these employees who are fond of new experiences search for new information, skills and ideas. The assumption continues that employees with high levels in openness to experience will have a high involvement in any creative process (Tan et. al, 2019).

In the organizational setting, McCrae and Costa (1997) further reminds that in reality the majority of individuals possess a middle ground or an intermediate level of openness within the spectrum of different types of experiences. Although employees may all possess levels of openness, we will have to focus on their conceptualization of openness. Hiring employees who are capable and willing to work in a changing environment has been a longtime strategy to managing human resources in a changing environment, because organizations are relying on the expertise of the human resources selection and staffing process to provide the organization with people who are more adaptable (Tan et. al., 2019). Individuals with high openness to experience are more likely to embrace new experiences and explore unfamiliar situations given enough support (Du et. al., 2019, Gocłowska et al 2019). Consequently, openness to experience will strengthen the positive relationship between individual intrinsic motivation and creative achievement thus, we hypothesize:

H3a: Openness moderates the effect between job security and employee global mobility.

H3b: Openness moderates the effect between employee retention and employee global mobility.

Figure 1 shows the pathway from the perceived employee global mobility effects to job security and employee retention with a proposed influence of openness to the experience.

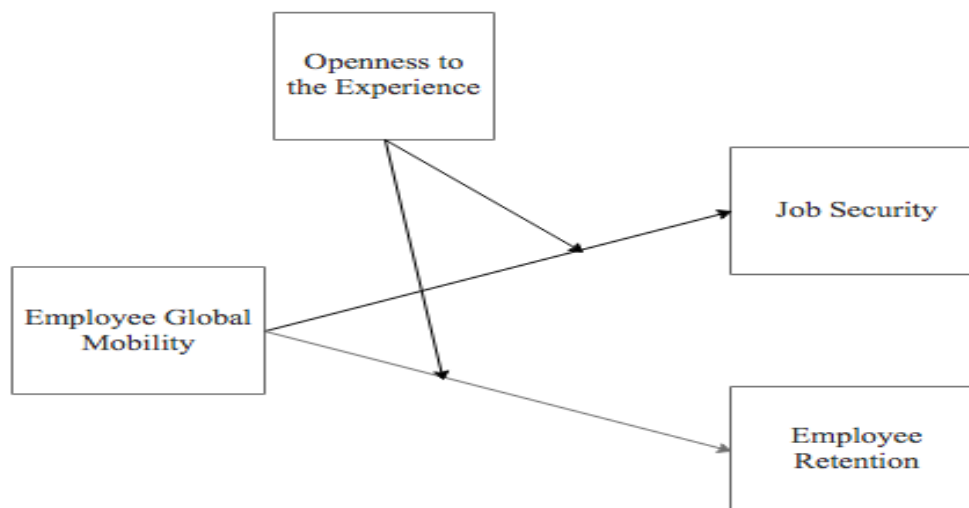


Figure 1: Proposed model

3. Methodology

3.1. Research setting, design and process

Data was collected from a scenario-based experiment to understand if EGM would adjust their perceived job security and retention. The scenario was carefully developed with the

combination of the results from a preliminary study and the lack of previous finding in the literature. By combining the content of all areas of concern that would've needed to be addressed for the scenario to be clear the follow scenario was developed to describe EGM:

Your organization is offering an opportunity to work in another part of the world where the language is the same and the culture is similar (example: America) during the slow season in The Bahamas (example: post covid-19 conditions), when you are on a 1-2 day work week. This opportunity allows you to work for the same hotel brand at another location for approximately three (3) months. When you move to this second or host location, you will continue to work approximately 5 days. You will be provided housing with internet access to be able to use all communication means and a one way ticket to the location. You will cover your work meals outside of the ones provided during your shift at the hotel, entertainment and additional leisure activities. You will have 3 days to adjust prior to your first paid day to work. The host organization will provide a two-day training and orientation/ adjustment lesson for you. During your approximate three months to this host location, you will meet other people in your department from around the world and different international guests. Individual benefits may include but not limited to increasing your global perception, compensation, resume enhancement, international exposure and working in a new environment.

The study was collected by 148 line staff employees from luxury brand hotels in Nassau, Bahamas that are located in more than 5 areas in the world, employing additional staff when occupancy remains at 80% or over for a given period of time in high guest contact service departments which included Marriot, Rosewood, Four Seasons, Grand Hyatt, Comfort Suite and Melia, selected through quota sampling as the demographics for the respondents in both studies are very specific and the limited amount of hotel options in Nassau. The participants in the scenario experiment were gathered on their employment premises. They were given the questionnaire to test their current state of perceived job security and retention and their range of openness. The scenario was given to them and read to them for both audio and visual then given their new instructions for the post test to indicate their change in perception of their job security and retention. A repeated measures design was used to analyze the data by identifying the gaps between the responses with paired-sample t-tests. If there were to be an increase within the means of the respondents then we know that the scenario (treatment) would've had a positive effect.

3.2. Measures

A self-administered questionnaire was developed to measure each of the variables as it is the preferable method in the measurement of personal feelings. Each variable was measured using multi-item scales with a seven point likert-type scale, ranging from strongly agree (7) to strongly disagree (1). All items were adapted from instruments within previous literature with validated scales and proven reliability. Retention was measured with the retention factor measurement scale, specifically, job content, training and development, organizational support and career advancement adopted by Döckel et.al. (2006) with a total of 8 items (Cronbach's $\alpha = .81$) (Boshoff and Allen, 2000; Spreitzer, 1995; Schaufeli et.al., 2006). Job security was measured with 3 items (Cronbach's $\alpha = .90$) adapted from Dewittee (2000) consisting of both cognitive and affective items measuring the level of job insecurity: "I am confident that I will be able to work for my organization as long as I wish" and "I feel insecure about the future of my job in an unstable industry", which was reverse coded where necessary. Openness to experience was measured with 10 items (Cronbach's $\alpha = .73$) adapted from the NEO-Five factory inventory and the five factor model from the International personality item pool (Costa & McCrae, 1992; Goldberg, 1999). Finally, upon the pilot test, no changes were made in the questionnaire as there were no difficulties apprehending the constructs.

4. Results

4.1. Profiles of the respondents

The age of the participants ranged from 16 to over 56 years old. The largest group was between 25 and 39 years old (41%), followed by participants aged between 16 and 24 (37%) and there were 34 more females than male in this sample. In terms of educational level, approximately 39% of the participants had high school diplomas with a negative linear relationship as the educational level increased. A majority of the respondents 74% (109 participants) had worked within one to six years in the organization and can show reliability in their knowledge of the importance and understanding of job security with the largest group in the 1 to 3 year category. Further detailed profiles are provided in Table 1.

Table 1: Profiles of the respondents (N=148)

Category	N	Percentage
Gender		
Male	57	38.5
Female	91	61.5
Age Group		
18-24	54	36.5
25-39	60	40.5
40-55	27	18.3
56 or over	7	4.7
Educational Background		
Bachelors or higher	20	13.5
Some College/Uni	32	21.6
Technical/Vocational	39	26.4
High School	57	38.5
Years in present position		
Less than one year	11	7
1-3 years	75	51
4-6 years	34	23
7 or more years	28	19

Source: Research Data (2021)

4.2. Comparing analysis results between experiences and scenario

We then tested the correspondence between the changes in variables from before and after interaction with the scenario-based experiment. Table 2 shows the mean differences are statistically significantly different between EGM of line staff and job security because our p value is less than alpha at a 95% confidence level. The results showed that within in 95% confidence interval, both the upper and lower differences are negative and on the same side of zero with a t-test static of -4.104 and statistically significant ($p < .001$). Therefore, we reject the null hypothesis and can conclude that the scenario-based experiment was positively effective for this variable (16% increases in perceived job security due to scenario) and conclude the data is in support of Hypothesis 1. The differences of the means of Employee Retention and EGM of line staff were also significantly different where t test static is -6.104 ($p < .001$) thus also supporting Hypothesis 2. The results showed an $M_{diff}=.43$ and a 9% increase in perceived employee retention due to scenario as seen in Table 2.

Table 2: Comparison between the means of scenario experiment.

	Before (A)	After (B)	Mean Diff. (C:B-A)	% Diff. (C/A) %	Paired T-test	P Value	Remarks
Job Security	4.12	4.77	.65	15.78	-4.104	.000	16% increase in scenario data
Employee Retention	4.71	5.14	.43	9.13%	-6.104	.000	9% increase in scenario data

4.3. Moderating role of openness to the experience

Hypothesis 3(a) and (b) investigates the positive linear moderating effect of openness to the experience on the relationship between job security and EGM. The groups were separated into three study groups {Strong (above or equal to 6.5 on Openness Scale); moderate (less than 6.5 on Openness Scale but equal or above lowest point of 5.5); mild (less than 5.5 on Openness Scale)}. Before the ANOVA analysis, it is necessary to test the homogeneity of variance. Levene's test results show that $F_{(5, 290)} = 0.415$, NS, which indicates that the variance is homogeneous and suitable for ANOVA analysis. We then followed with an ANOVA test, among the level of openness, we find that job security and global employee movement does not have a significant result ($F=0.399$, p is between .10 and .05). Retention also resulted non-significantly ($F=0.3889$, $p > .05$). Therefore we can also conclude that we cannot reject the null hypothesis and Hypothesis 3 (a) and (b) are not supported.

5. Discussion and Conclusion

Despite the widespread acknowledgement of the benefits surrounding retaining employees, they have suffered at the hands of unprepared organizations to maintain their high performers during low season or unforeseen losses. In agreement with (Marinakou and Giousmpasoglou, 2019), major contributions to employee turnover were lack of progression opportunities. Our findings support the dependence of job security and retention intention of employees with an innovative progression opportunity. This paper sought out to do many intangible things with first, creating a development that would thoroughly define an effective mobility system, to introduce the experiment to the hospitality industry, to evaluate the influence of EGM on job security and employee retention in line staff and to determine if their openness would weaken or strengthen the outcomes. Our results show that the global mobility would be a suitable to increase perception of job security and employee retention. As the first paper to introduce this hybrid system, talent management and work place influence would share coexisting results with (Sanjeev, 2016) with an increase in retention pursuing arising talent management, creating a total reward system similar to Turnea (2018) with intrinsic and extrinsic benefits to the employees.

The tourism industry has rarely tackled job stability as it seems to be an extremely difficult and expensive initiative. They have found ways throughout history to embrace the seasonality and tried to substitute in other ways to maintain valued employees knowing that service industries are intangible in nature. This research idea will support a sustainable business and society because the Bahamian economy can be continuous and more stable in an effort to challenge seasonality. Employees would have increased job stability, steady income year-round and broadened international experience making the workforce more marketable. We have also found that when customer needs are aligned with employees and the relationship between the two is very significant in high face to face interactions; organizations need to adapt climactic thinking to ensure that their employees are stable and secure. Foreign assignment provides employees with a broader, global aspect of their organization's operations, develop their communication skills due to the exposure to different cultures, increase their confidence as a

result of planning and motivation techniques that are learnt working in complex environments and finally career and organizational development.

5.1. Theoretical implications

This study is the first to provide a theoretical approach within expatriation to line staff with evidence proven beneficial from both the prospects themselves and management. The study addressed the need to enhance the abilities of the human resources in the service industry as knowingly deprived throughout literature. Authors have argued, (Tlaiss.et.al, 2017) that talent in the hospitality industry is unique and organizationally specific. We contribute to the COR – based organizational literature that is undeveloped. This study also builds a consensus towards work attitudes and motivations towards their openness to reduce losses. We also develop and test a model that links internal global mobility and job security for the first time. Then we contribute to literature in the understanding of openness availability and the use of work attitudes towards acquiring new resource. This study also enhances the theoretical framework of employee retention by integrating other related concepts such as job stability within the hospitality industry and the moderating effect of openness to experience to enable the interrelationships to be fully understood and consequently how they can impact the theory and motivational aspects of COR theory.

5.2. Managerial implications

As our demographics has also shown, employees seem to have a tendency to anticipate internally for the progression of their careers and in the absence of these opportunities they would , if primarily focused, search within other organizations to meet their needs (Akrivos et al., 2007). This study proposes an implication that agrees within soft exclusive platforms that provide flexibility, highly interactive relationships, and working structures that enables work-life balance for high performance organizations that should ultimately be adapted by the group that best suits it. One of the major important factors in talent management is career management. This study proposed that hospitality organizations should develop this systematic approach to facilitate long-term employee development for job security in the hotels. The theoretical challenge in the industry is to retain talent, thus the human resources department must ensure that they are selecting appropriately skilled and motivated who will transform to high performing employees once the organization begin to contribute to their development and career management (Thunnissen, 2016). The organization should recruit high achievers so that they will have higher levels of openness, invest in practical and theoretical training systems such as a mobility system and support them to develop their career which strengthens the human capital and builds on the organization's human resources competitiveness as the employees are motivated to stay on the job and create stability in the industry.

5.3. Limitations and further research

Significant research opportunities can be found within the limitations being addressed. First, the context of the luxury hotel sector was only used for this study. These challenges exist in other operations within the hospitality sector, and therefore research can be expanded into other small subsectors of lodging, for example independent privately owned bouquet style hotels, inns and midscale bed and breakfast organizations. Moreover, this study focuses on the primal area of The Bahamas; research can be extended into the perceptions of the four or more other countries that would complete the full cycle of movement within the system. This research also only focuses on proactive measures of retention. Future research can investigate the reason behind the absence of more practical talent retention strategies as this one. Although low skill requirements are characteristics that are the said perception of workers

within the hotel sector, further research can focus on non-traditional educational methods, excluding movement to enhance skills and report its results. Other limitations include sample size; this research has a limited size and could not provide subsamples to expand the data and create a better generalization of the results. There is also no cross-cultural component in this study as it is possible that individuals from different cultural backgrounds can skew the results. There are also limitations in the method and other common method bias

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