

# PERCEIVED ORGANIZATIONAL SUPPORT, PSYCHOLOGICAL EMPOWERMENT, AND JOB PERFORMANCE: MEDIATING ROLE OF ORGANIZATIONAL JUSTICE

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## ABSTRACT

The study tries to explore the relationship between perceived organizational support and psychological empowerment with job performance. Further, it has also examined the mediating effect of organizational justice in the study. Sample for the study was collected from educationist working in higher educational institutions. Total 325 sample was used to study the relationship among study variables. Analysis of the study was done using IBM SPSS and AMOS software version 22. The findings of the study suggest that except one construct (i.e. meaning) of psychological empowerment rest all (i.e. competence, self-determination and impact) have significant influence on job performance. Whereas perceived organizational support is found related with job performance. The mediating effect of organizational justice is found between POS and JP whereas it partially mediates between PE and JP. The study is unique which tries to understand the relationship of study variables in context of higher educational institutions in India.

**Keywords:** *Psychological Empowerment, Perceived Organizational Support, Job Performance, organizational Justice, India*

## INTRODUCTION

Empowerment helps not only employees but also the organization. Various researches are done in the area of empowerment. It was fascinating to know the significance of empowerment in a diverse context. It has enriched the existing literature adding various perspectives of empowerment. With the passage of time age of psychological empowerment has come (Amor, Xanthopoulou, Calvo, & Vázquez, 2021). Psychological empowerment is to have an excellent experience that employees have out of their satisfaction and motivation. Various studies have been done on psychological empowerment and job performance. It was verified in multiple types of research whether psychological empowerment is associated with job performance. Organizations started putting a lot of effort into having such an environment to improve the employees' performance (Sun, 2016; Li, et al. 2018; Malik, Sarwar, & Orr, 2021). In some

studies, psychological empowerment does not consistently help to have job performance (Liden, Wayne, & Sparrowe, 2000). It is necessary to understand in which context this phenomenon is not working and failed to increase employees' job performance. Psychological empowerment is used as a strategy in organizations. It gives a competitive edge to an organization (Kumar, Gupta, and Mishra, 2020; Gupta, Mishra, & Kumar, 2021). It brings flexibility in the process, which is useful for innovative behaviors in an organization. People's performance in an organization is greatly aligned with HR practices and how psychological empowerment of people is done (Olcer & Florescu, 2015).

Attaining and retaining skillful/competitive employees in an organization have become the need of the hour. Competent individuals are the most precious things which an organization has. It is an important strategy to achieve the organizational outcome as well. Acquiring skillful people is an arduous task and, if performed appropriately, will help in making an organization great. There is a lack of skilled people, and their competition has increased. It has become a severe concern in an organization to retain the people. The various strategy has been adopted to retain skilled employees in organizations. Employers are using powerful branding techniques to attract qualified employees for them. Employer and their role for organizational support enhance the motivation of employees. Employees always reciprocate in support of the employer if they are provided a favorable environment (Arasanmi & Krishna, 2019). Blau, 1964 has argued that social exchange theory helps in reciprocating perceived organizational support. "The social exchange involves reinforcement and contingent reciprocal

connections among performers in interdependent contexts". It is further argued that "Social exchange may involve a personal investment of resources, efforts, identity, attachment and commitment for some benefits". Previous studies have explained that employees perceiving organizational values contribute towards organizational success. The theory of social exchange applies to retaining employees as well. Employers' values are essential for achieving a positive attitude of employees towards organizations (Shah, Khattak, Zolin, & Shah, 2019). It is found that employees' perception of perceived organizational support determines the level of job performance done in an organization. Social exchange theory is essential for employer branding and helps attain the employees' job performance and positive attitude towards organizations. It is found that committed employees stay in organizations for a long and contribute to an organization's success. It can be developed through appropriate employer strategy using social exchange theory as a tool (Arasanmi & Krishna, 2019).

Organizational justice guides an organization towards fair practices and a rational approach. Perceived organizational support and psychological empowerment (PE) are essential to enhancing job performance. POS and PE are found suitable for job performance, but it is found in the study that in the case of PE, organizational justice (OJ) partially mediates the relationship. While in the case of POS, it was found that OJ fully mediates the relationship. It is important to note that it may be actual or factual in the case of POS. Therefore, the certainty of job performance cannot be ensured. That is why OJ fully mediates the relationship. PE is developing trust in people that organizations have faith in them, which is

reflected from the study results that OJ partially mediates the relationship. “The concept of justice is considered to be a social construct. What is perceived as justice is dependent on what the majority of a group consider it to be”. Therefore, organizational justice is defined “as individuals’ opinion of what is fair in the organization”. The organizational justice practices will help develop a positive mindset of employees, which is of utmost importance to sustain and achieve the organizational goals (Ajala, 2017).

## LITERATURE REVIEW

### Psychological Empowerment and Job Performance

Psychological empowerment is found to be an essential thing that helps motivate individuals in organizations. It is found in some of the previous studies that if employees in organizations are empowered, they have the ability to make decisions. Such practices will help the organizations achieve success, and the organization will perform effectively in the future. Various studies have highlighted that psychological empowerment has a significant relationship with job performance in the organization. (Suryani, 2019, Shah, Khattak, Zolin, & Shah, 2019; Iqbal, Ahmad, Nasim, & Khan, 2020; Kooij, De Lange, & Voorde, 2022; Helmy, Adawiyah, & Banani, 2019). It is found that empowerment reflects positive feelings, trust, commitment, and satisfaction. Chiang & Jang, (2008). It is evident empowered people feel happy and proud of their jobs. They feel more energetic and confident about their work.

**H1a:** Meaning is associated with job performance

**H1b:** Competence is associated with job performance

**H1c:** Self-determination is associated with job performance

**H1d:** Impact is associated with job performance

### Perceived organizational support (POS) and job performance

Perceived organizational support is considered as organizational values, cares for people and their well-being. It is the perception of people in an organization that reflects organizational concern, support, and appreciation to employees. Most of the studies have reflected that Perceived organizational support is closely related to employees’ job performance in the organization. Therefore, it is hoped that POS will improve people’s performance in firms. (Rockstuhl, et al. 2020; Saadeh, & Suifan, 2019; Jehanzeb, 2020; Akgunduz, Alkan, & Gök, 2018; Shah, & Asad, 2018; Chen, & Eyoum, 2021). Perceived Organizational Support is important for employees. It shows the level of commitment employees have in the organization. According to Organizational Support Theory (OST) “when the organization values the involvement of employees, belief of perceived organizational support is developed which help organizations to enhance employee retention”.

**H2:** Perceived organizational support is closely related to job performance.

### Organizational Justice as a Mediator

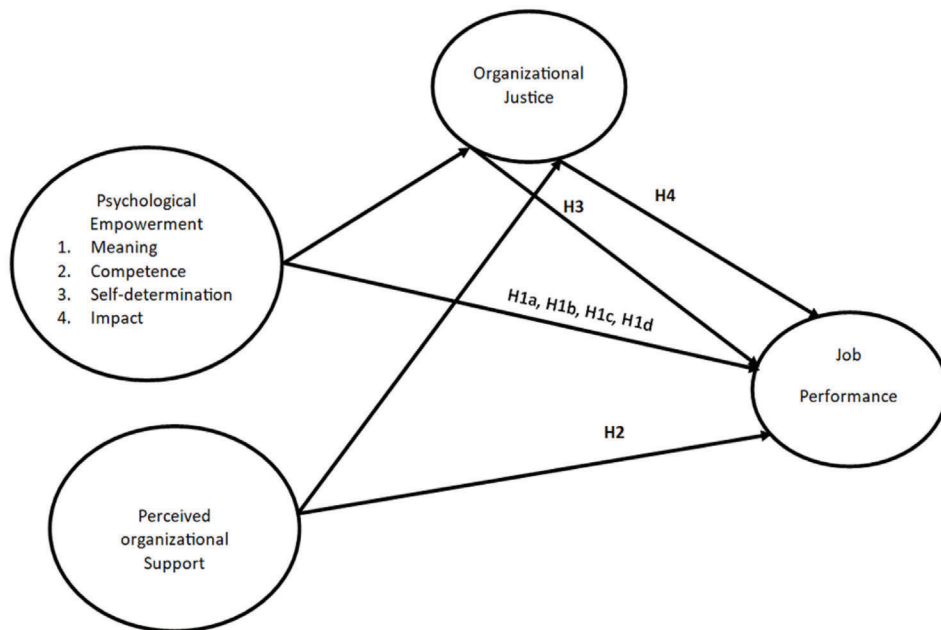
Organizational justice is about perceiving fair practices by employers to all employees in the organization. Organizational justice comprises; distributive justice, procedural justice, and interactional justice. It is about the equitable distribution of organizational resources. The processes to achieve the desired

outcomes are fair across the organization and interpersonal aspects of the organization (Chang & Smithikrai, 2010). It is found in previous research that the practices of justice in any organization change people's perceptions. It is a critical practice that must be ensured at every step in any organization. Some of the research highlights that organizational justice improves people's job performance (Malhotra, Sahadev, &

Sharom, 2020; Onn, Yunus, Yusof, Moorthy, & Na, 2018; Perreira, Berta, & Herbert, 2018). It is found that organizational justice mediates the relationship between PE & JP and POS and JP.

**H3:** Organisational Justice mediates the relationship between PE and JP.

**H4:** Organisational justice mediates the relationship between POS and JP.



*Figure 1: Hypothetical Model*

(Source: Researchers own)

## RESEARCH METHODS

It is evident from the given model of the study that the association among variables is validated. It also tries to understand the direction of study variables. The current study comprises of four constructs, namely, psychological empowerment (PE), perceived organizational support (POS), Organizational justice (OJ), and job performance

(JP). This study tries to explore various research objectives to validate the relationship among variable. The objectives of the study are as follows: first, to examine the relationship between various empowerment constructs (i.e., meaning, competence, self-determination, and impact) and job performance. Second, to validate the relationship between perceived organizational

support (POS) and job performance. Third, to study the effect of organizational justice (OJ) as a mediator between POS and JP and PE and JP. A well-structured questionnaire was adapted for study purpose. The questionnaire comprises of 29 statements. Perceived organisational support comprise of five statements. Organizational justice comprises of seven statements. Psychological empowerment comprises of eleven statements. And job performance comprises of six statements.

The reliability of variables was tested using these items and found that variables fulfill the reliability criteria (i.e.,  $\alpha=0.813$ ) (Nunnally, 1970). Confirmatory factor analysis was done using AMOS software version 22 and found that variables satisfy the path analysis criteria. The hypothesized model in the study was also

tested using AMOS Software. The sample of the study was collected from higher educational institutions based in the state of Chhattisgarh, India. Faculties teaching various courses such as B.Com, B.Tech and B.Sc, etc., are selected as a sample for this study. The sample for this study includes both male and female employees of different age groups. The data was collected from higher educational institutions through an online Google form (online). The questionnaire was sent to more than 953 faculties in various educational institutions. Total 398 responses were received which only 325 responses were found suitable for the purpose of this study. The response rate was 41% only. To see the mediating effect of organizational justice, the researcher has applied PROCESS macro by Andrew F. Hayes through SPSS(Hayes, 2012).

**Table 1: Demographic description of respondents (N=325).**

Age	Groups	Frequency	Percentage
	25-35	155	48
	36-45	90	28
	46-55	55	17
	Above 55	25	7
Gender	Male	161	49
	Female	164	51
Job categories	Assistant Professor	187	58
	Associate Professor	121	37
	Professor	17	5
Education	PG	62	19
	MPhil	53	16
	Ph.D	210	65
Experience	0-5	109	33
	05-10	142	44
	More than 10	74	23

Source: Researcher's Own

The above table comprises the data of demographic characteristics of the respondents. It is evident from the above table 1 where age of the respondents is categorized into four categories. These are 22-35, 36-45, 46-55, and above 55 years of age. These age categories are 48, 28, 17, and 7. The gender of the respondents is categorized as male and female only. Male comprises of 49 and female 51 percent respectively. Respondents are categorized into three job categories; Assistant professor, associate professor, and professor. The percentage of these categories are 58, 37, and 5, respectively. The educational background was categorized into three as PG, M.Phil. and Ph.D. This composition is 19, 16, and 65 percent, respectively. The respondents' experience was categorized into three that are 0-5 years, 05-10 years, and more than 10 years. The percentage of these categories is 33, 44, and 23, respectively.

## MEASURES

Perceived organizational support. It is assessed using five items given by Rhoades et al. (2001), having a Cronbach alpha value of 0.87; CR=0.901 and AVE=0.657. All measures are found suitable

for this study. The mean, standard deviation, factor loadings, and standardized regression weight of all the statements used for this study are also mentioned in table No.2. Likert five scale has been used where "1=strongly disagree; 5= strongly agree".

Organizational Justice. It is assessed using five items given by Parker et al., (1997), having a Cronbach alpha value of 0.821; CR=0.920 and AVE=0.626. All measures are found suitable for this study. The mean, standard deviation, factor loadings, and standardized regression weight of all the statements used for this study are also mentioned in table No.2. Likert five scale has been used where "1=strongly disagree; 5= strongly agree".

Psychological Empowerment. It is assessed using 11 items given by Spreitzer (1995), having a Cronbach alpha value of 0.806; CR=0.901 and AVE=0.632. All measures are found suitable for this study. The mean, standard deviation, factor loadings, and standardized regression weight of all the statements used for this study are also mentioned in table No.2. Likert five scale has been used where "1=strongly disagree; 5= strongly agree".

**Table 2: Reliability of measurement items.**

Variable	Measurement Items	Mean	Std. deviation	Factor Loading	SRW	Alpha	CR	AVE
Perceived organizational support Rhoades et al. (2001)	POS1	4.11	0.645	0.716	0.716	0.877	0.901	0.657
	POS2	4.01	0.602	0.895	0.895			
	POS3	4.09	0.619	0.787	0.782			
	POS4	4.18	0.526	0.845	0.816			
	POS5	3.98	0.701	0.789	0.727			

Organizational Justice Parker et al., 1997)	OJ1	3.89	0.670	0.763	0.754	0.821	0.920	0.626
	OJ2	4.17	0.608	0.725	0.746			
	OJ3	3.51	0.628	0.851	0.893			
	OJ4	3.88	0.616	0.842	0.872			
	OJ5	3.24	0.616	0.858	0.832			
	OJ6	4.44	0.646	0.865	0.829			
	OJ1	3.89	0.670	0.763	0.754			
Psychological empowerment was adopted from Spreitzer (1995).								
Meaning	PE1	4.17	0.540	0.880	0.802	0.812	0.913	0.643
	PE2	4.02	0.504	0.748	0.780			
	PE3	4.32	0.516	0.863	0.833			
Competence	PE4	4.76	0.695	0.725	0.785	0.765	0.832	0.557
	PE5	4.05	0.650	0.849	0.802			
	PE6	4.26	0.646	0.876	0.810			
Self-determination	PE7	4.73	0.607	0.859	0.821	0.746	0.870	0.661
	PE8	4.10	0.619	0.854	0.833			
Impact	PE9	4.23	0.615	0.738	0.733	0.710	0.903	0.715
	PE10	4.26	0.642	0.765	0.736			
	PE11	4.09	0.684	0.725	0.749			
Job Performance by Ang et al. (2003) and Kim et al. (2009)	JP1	4.16	0.643	0.810	0.891	0.790	0.919	0.705
	JP2	4.29	0.653	0.748	0.767			
	JP3	4.56	0.623	0.719	0.709			
	JP4	4.26	0.696	0.740	0.703			
	JP5	4.09	0.629	0.710	0.711			
	JP6	4.38	0.670	0.891	0.831			

Source: Researcher's Own

Job Performance. It is examined using six items given by Ang et al. (2003) and Kim et al. (2009), having a Cronbach alpha value of 0.790; CR=0.919 and AVE=0.705. All measures are found suitable for this study. The mean, standard deviation, factor loadings, and standardized regression weight of all the statements used for this study are also mentioned in table No.2. Likert five scale has been used where "1=strongly disagree; 5= strongly agree".

**Table 3: Correlation Analysis among the variables.**

Variables	Mean	Std. Dev.	POS	OJ	PE	JP
Perceived organizational support (POS)	4.20	0.86	1			
Organizational Justice (OJ)	4.29	0.73	0.707**	1		
Psychological Empowerment (PE)	3.19	0.81	0.062	0.302*	1	
Job Performance (JP)	3.55	0.93	0.031*	0.258**	0.760**	1

Source: Researcher's Own

Correlation values of all constructs are exhibited in the above table 4. It depicted the value of r “(coefficient of correlation)” of these constructs. The results confirm the relationship between perceived organizational support and organizational justice (0.707\*\*), psychological empowerment and job performance (0.760\*\*), organizational justice and job performance (0.258\*\*), perceived organizational support and job performance (0.031\*).

**Table 4: Model fit Indices.**

CMIN/df	3.354
CFI	0.910
GFI	0.903
TLI	0.901
IF	0.896
RMS	0.068
CLOSE	0.286

Source: Researcher's Own

The CFA method primarily concludes how specific factor in the model represents the data. That can be examined with the help of model fit indices. If model fits are found to be good, the model gets validated. the SEM model was validated and have a good fit where, CMIN/df = 3.354 (Kline ,1998), GFI = 0.903, (Mac Callum & Hing,1997), CFI=0.910 (Hu and Bentler ,1999), TLI = 0.901 (Hooper et al.,2008), RMSEA = 0.068 (Stinger ,1990 and Mac Callum et al.,1996), PCLOSE= 0.286. it is evident from the result of the SEM model that all paths are found significant. Which is statistically validated. The significant value (p value) is found less than 0.05.

**Table 5: Regression Analysis Table.**

Construct/Variable	B	se	t	sig	Hypothesis
Meaning –Job Performance (R2=0.002)	0.029	0.031	0.615	0.066	(H1a) Not supported
Competence - Job Performance (R2=0.327)	1.024	0.024	20.248	.000	(H1b) Supported
Self-determination- Job Performance (R2=0.723)	0.916	0.015	69.479	.000	(H1c) Supported
Impact –Job Performance (R2=0.611)	0.649	0.013	53.954	.000	(H1d) Supported
Perceived organizational support- Job Performance (R2=0.526)	0.441	0.010	21.672	.000	(H2) Supported

Source: Researcher's Own

First, from the above table, it is evident that one aspect of psychological empowerment, i.e., meaning has an insignificant effect on job performance (JP). Here, b (0.029), t (0.615) and  $p > 0.05$ . Therefore, (H1a) is not supported. Second, the result shows that one of the psychological empowerment, i.e., competence has a significant effect on job performance (JP). Where b (1.024), t (20.2485), and  $p < 0.05$ . Therefore, the hypothesis (H1b) is accepted. Third, from the result of the study it is explicitly clear that one aspect of psychological empowerment, i.e., self-determination has a significant effect on job performance (JP). Where b (0.916), t (69.479), and  $p < 0.05$ . Therefore, the hypothesis (H1c) is accepted. Fourth, the result of the study clearly depicts that, one aspect of psychological empowerment, i.e., the impact has a significant effect on job performance (JP). Where b (0.649), t (53.954), and  $p < 0.05$ . Therefore, the hypothesis (H1d) is accepted. Fifth, the result of the study suggests that, perceived organizational support has a significant effect on job performance (JP). Where b (0.441), t (21.672), and  $p < 0.05$ . Therefore, the hypothesis (H2) is accepted.

**Table 6: Results of mediation through PROCESS macro-Analysis.**

					95% confidence interval	Mediation
Bootstrapping	Direct effect	Indirect	boots	LLCI	ULCI	
PE →OJ→JP	0.9328	0.2371	0.0011	0.1224	0.3685	(H3) Partial Mediation
POS →OJ→JP	0.3575	0.5179	0.0590	0.3752	0.6075	(H4) Full Mediation

Source: Research Output

Note: i) (N=325)

ii) “LLCI = lower-level confidence interval; ULCI = upper-level confidence interval”

iii) “\*significant at the 0.05 level; \*\* significance at the 0.01 level; \*\*\*P # 0.005”.

It is evident from the mediation analysis that organizational justice has a partial mediating effect between psychological Empowerment (PE) and job performance. Moreover, the mid values are not found zero (LLCI-ULCI) as it is evident in the above table. Which clearly depicts a relationship i.e. indirect. It is evident from the data that the indirect impact is less as compared to direct one, as visible in the above table results. Therefore, it can be said that a significant direct and indirect effect is found in the current study. Here, it can be concluded that a partial mediation exists in the current study. Therefore, hypothesis three was accepted.

It is evident from the mediation analysis that organizational justice has a full mediation effect between perceived organizational support (POS) and job performance (JP). Moreover, the mid value is not found zero (LLCI-ULCI) as it is evident in the above table. Which exhibits an indirect effect. It is evident from the data that the indirect effect is more in comparison to the direct effects, as visible in the above table. Therefore, we found a significant indirect impact and an immediate impact on the study. Here we can conclude that complete mediation is there in the study. Therefore, hypothesis four was accepted.

## DISCUSSION

It is evident from the study result that psychological empowerment has a significant effect on job

performance. It was found that one of the constructs of psychological empowerment, i.e., meaning has an insignificant effect on job performance. It is because the meaning for one individual is different from other individuals. People’s perceptions about organizations, values, culture and management support vary. This may be one of the reasons meaning does not have a significant effect on job performance in the study. The other construct, “competence,” significantly relates to job performance. If people in an organization are capable of doing their jobs effectively, their performance will be a great one. So here, it can be said that job performance is closely related to the competence of the employees. That is why it is essential to maintain the competence level of people in an organization. That’s what the current study suggests too. Self-determination is found very crucial for the employees. If they seem determined, their performance goes up. The result of the study suggests the same and found that employees’ self-determination is the deriving factor for improving job performance. Further, this study reveals that the construct “Impact” significantly affects job performance. Here it is to be noted that impact is beneficial for successful endeavors. If employees are concerned about their impact on organizations, performance improves significantly. And it is evident from the result of the study as well. The results of the survey are very much aligned with the previous researches (Sun, 2016; Ölçer, & Florescu, 2015; Chiang, & Hsieh, 2012; Tetik, 2016; Ahmed, & Malik, 2019; Kundu, Kumar, & Gahlawat, 2019; Arefin, Alam, Islam, & Rahaman, 2019; Malik, Sarwar, & Orr, 2021). It is essential to know the significance of perceived organizational support on job performance. In today’s time, people in

an organization are driven by various factors. These factors are greatly influencing the behavior of people. It is found that if people perceive that organizational support is given to them, their performance improves. Job performance results from various factors, but the perception of people in an organization plays a crucial role in it. The result of the study suggests the same. Here perceived organizational support has a significant effect on job performance. Many studies have found similar results. Perception changes the thought process, and it changes people's behavior, which gets reflected in the performance of the people in an organization. (Arasanmi, & Krishna, 2019; Jano, Satardien, & Mahembe, 2019; Talukder, Vickers, & Khan, 2018; Tang, Yu, Cooke, & Chen, 2017). The perceived organizational support becomes instrumental for organizational justice. If an organization practices the fundamental concept of justice, it helps in achieving great job performances. This study has explored the mediating effect of organizational justice between PE & JP and POS & JP.

Justice is the most remarkable aspect that must be practiced in every organization, irrespective of its size and brand. It is considered one of the most significant values of organizations. The study results have indicated that OJ has a partial mediating effect between PE & JP. But it has a full mediating effect between POS and JP. Various studies have highlighted the influence of OJ on job performance (Abekah-Nkrumah, & Atinga, 2013; Mahajan, & Benson, 2013; Misra, Rana, & Dixit, 2012; Topbaş, et. al., 2019; Durairatnam, Chong, & Jusoh, 2019; Khaola, & Rambe, 2020). Therefore, it can be said that psychological empowerment, perceived organizational support, and job performance is closely related. It is also

important to note that organizational justice is crucial for improving the job performance of people in an organization,

## IMPLICATION

People empowerment is a pivotal aspect of an organization. It can be achieved by properly implementing HRM policies in an organization. Most organizations face various challenges to have quality people in their organizations who take up challenges and bring the organization to the desired level. HRM in organizations is using psychological empowerment as a tool to bring changes in people's behavior towards the organization. It is to be noted that an empowered individual brings many changes to the organization, which is essential for its success and sustainability. The result of the current study suggests that psychological empowerment has a significant effect on job performance. Practitioners in organizations need to focus on the empowerment of people to utilize employees' potential in an organization to the fullest. It is also evident from the study result that perceived organizational support plays an essential role in enhancing the employee's performance. If found that they have been treated fairly, people in the organization, and if stability is there, they have a positive opinion towards the organization. It is to be noted that practitioners in the organization must ensure that POS is the must to succeed in business endeavors. The POS must be provided to the people in an organization across the hierarchy. It becomes more useful if the employer ensures organizational justice. The result of the study suggests that OJ has a partial and complete mediating effect between PE & JP and POS & JP. It is recommended to the researchers and

academicians to explore this concept across various industries and verify the relationship. Therefore, it could be generalized to a great extent. This study is helpful for both researchers and practitioners. Researchers can extend this study to other areas to validate the relationship. At the same time, the practitioners can implement the concept of psychological empowerment in their HR practices and POS and ensure the OJ in the organization achieves the desired job performance.

## **CONCLUSION, LIMITATION, AND SCOPE FOR FUTURE RESEARCH**

This research paper explores the effect of psychological empowerment and perceived organizational support on job performance. It is found that many studies have been done in organizations with this regard. But in higher educational institutions, this type of relationship is not done and verified. It is unique in nature because educationist orientation and their behavior towards such variables are entirely different from any other sector. It is believed that educationists behave more maturely than any other employee. This study is novel in knowing the faculty's responses to similar variables. It was interesting to note that psychological Empowerment and perceived organizational support have the same results as it is found in other sectors. It was also

surprising to note that organizational justice can influence the behavior of educationists similar to other sectors' employees. The conclusion which can be drawn from the study's result is that these variables are behaving similarly in the case of higher educational institutions as it behaves in other types of organizations. The influence of "meaning" a construct of psychological empowerment is less than other constructs of PE. It is found that OJ partially mediates between PE & JB, whereas it fully mediates in the case of POS and JP. This study has added new dimensions to the existing literature that the study variables are significant relations on other sectors.

Though, this paper has made a significant contribution to the existing literature. But this study has specific limitations too. The sample was taken from the academicians working in the higher education sector in India confined to the state of Chhattisgarh only. This research can be extended to other parts of the country also. Similar data can be taken from the different sectors, and results can be compared. Another important variable may mediate the relationship between POS & JP and PE & JB. The variables can be employee engagement, organizational commitment, emotional intelligence, etc. It may be possible that both quantitative and qualitative methods can be added in future research. Finally, a similar study can be done in other sectors also.

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