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A Sustainable Approach to Mitigate Work Alienation: A Study among Gen Z

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ABSTRACT

The paper proposes a sustainable approach to managing and retaining new entrants to the workforce. Therefore, the study aims to explore the intricate interactions between employee alienation and three critical organizational factors: corporate social responsibility association, organizational justice, and Job crafting. To validate the hypothesis, primary data were collected from 257 Gen Zs recently placed in the Big 4 companies of Delhi-NCR. Correlation and Multiple regression used to analyse the hypotheses. Complying with the sensemaking and job characteristics theories, this paper attempted to establish a conceptual structure and offer meaningful conclusions to the academic fraternity, policymakers and corporate world. Results showed a negative and significant connection between independent variables (CSR association, organizational justice and job crafting) and a dependent variable (work alienation). The outlook of young people towards work has drastically changed. Therefore, addressing alienation among Gen Z involves a healthy work culture that prioritizes genuine belongingness, personal growth, and providing a platform for meaningful contribution.



Keywords: CSR association, organizational justice, Job Crafting, work alienation, and sensemaking



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JEL Classification: M1, M12, M14, L2

INTRODUCTION

Sustainability is identified as an organization's duty and responsibility to meet the demands of its stakeholders and the company while ensuring that it does not deplete the natural and human resources that will be crucial for future as well as for current generations (Labuschagne et al., 2005). Adopting a sustainable approach in the workplace is gradually becoming important because sustainable strategies are needed to maximize talent and productivity among the youngest people in our workforce (Generation Z) (Chillakuri, 2020). According to an article published by the Pew Research Center, Gen Z is the generation after the millennials, who were born after 1997 (Dimock, 2019). Moreover, the leading age is already 23, gainfully employed, or about to be employed (Chillakuri & Mahanandia, 2018; Prayag et al., 2025). Notably, The generational groups posit distinct values and features that are responsible for influencing employees' behaviors and feelings (Parry & Urwin, 2011; Leslie et al., 2021). As a result, many organizations seek to recognize the working styles of various generations and try to cater to their needs accordingly (Bennett et al., 2017). Undoubtedly, working with Gen Z creates challenges at the workplace, and they will make up a quarter of the world's workforce by the following year, as reported by the World Economic Forum (Dadhich et al., 2024). Therefore, it is increasingly necessary to handle them prudently and sustainably. Analysis of the Gallup survey shows that 54% of Gen Z feel no desire to engage in their work (Pendell, 2022). Most notably, low engagement is linked to higher job turnover (Bhatnagar, 2012). Also, the survey reported that they are not incredulous about the job because they found better options elsewhere but because of the fundamentals

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of a healthy workplace. Corporate sustainability is a diverse construct that encompasses elements like social, environmental, and economic organizational outcomes (Wagner, 2010; Hahn & Figge, 2011). There is a drastic shift in young people's outlook about work; in a CSR-associated firm, flexibility and fairness at the workplace can foster a whole, well-rounded life and meaningfulness in the workplace (Lauritzen, 2020). Furthermore, by integrating CSR activities, granting a flexible working culture, and promoting fairness at the workplace, an organization demonstrates a commitment to social responsibility, employee well-being, social inclusion, adaptability, and economic development through space for innovation (Boron & Murray, 2004; Ramamoorthy et al., 2005; Huong et al., 2016; Rastegar & Ruhanen, 2023). Therefore, sustainability in the organization entails various mixtures of the criteria of – perception of authentic work initiatives, unfair activities, and controllability at the workplace. Today, high-profile white-collar jobs are becoming the ultimate goal of Gen Z's life, and organizations should try to retain them by fostering a healthy work environment.

Previous studies encountered the problem of disassociation and meaninglessness among white-collar workers (Nair & Vohra, 2012; Shantz et al., 2015). Disassociation and meaninglessness have been postulated as dimensions of alienation (Seeman, 1959). However, work alienation is a much older construct, dating back to the works of (Karl Marx, 1844). Organizational theory literature began discussing the idea of Work Alienation during the 19th century by defining it as a psychological state where an individual eventually develops estrangement - mentally, physically, or both from social involvement (Clark, 1959; Seeman, 1971; Yıldız & Alpkan, 2015). In 1975, Seeman postulated five dimensions of alienation - powerlessness, meaninglessness, normlessness, isolation, and self-estrangement. Past research, especially empirical studies, reveals that the concept has been consolidated with poor performance, work disengagement, work dissatisfaction, and turnover intention (Kartal, 2018; Chiaburu et al., 2013). However, research showed that CSR association helps employees reduce the feeling of alienation by providing meaningfulness at work (Kakkar et al., 2023).

Additionally, organizational justice and job autonomy can help mitigate alienation among white-collar workers (Bansal, 2017; Banai & Reisel, 2007). They tend to be alienated if they do not feel heard or experience relative freedom at work. Therefore, considering the aforementioned facts, the present paper attempts to incorporate CSR, justice, and controllability perception, addressing the gap in understanding how these factors collectively alleviate a sense of meaningfulness and association in the workplace. In addition, the study seeks to explain the underlying psychological processes by drawing on Sensemaking Theory and Job Characteristics Theory. The present study predominantly makes three contributions in the study. First, empirical studies on evaluating the significance of CSR activities, organizational justice, and job crafting together on work alienation are sparse; hence, the impact of these occupational outcomes on work alienation is examined in this paper. Second, organization behavior literature needs an understanding of the workplace conduct of new entrants in the work settings (Barhate & Dirani, 2022; Abbasi et al., 2024). Therefore, the study highlights the workplace behavior of Gen Z. Third, the paper contributes to advancing the work alienation literature as it helps to identify prevalent predecessors or mitigating factors of work alienation.

THEORETICAL FRAMEWORK AND RESEARCH HYPOTHESES

The above relationships can be better understood through sensemaking theory and the job characteristic model. In support of understanding the relationship between CSR association and organizational injustice with work alienation, "sensemaking theory" is useful, wherein "sensemaking" is termed a dynamic cognitive process via which individuals interpret the cues or signals of certain organizational events and make meaning out of it (Weick, 1995). Moreover, Kramer (2016) highlighted the principle of sensemaking, which is when employees collectively perceive the cues in a work setting, which can shape their sense of who they are as an individual or as a group. These experiences can contribute to a sense of belongingness or a dysfunctional attitude at work. For example, CSR associations can provide a sense of morality and ethics and inform how the organization is likely to treat the stakeholders (Aguinis & Glavas, 2019; Nazir & Islam, 2020). The community-oriented organization makes sense to employees as they feel more engaged and find their work meaningful, ultimately reducing alienation (Kakkar et al., 2023). Likewise, scholars highlighted that cues regarding fairness help employees acquire quality relationships and trustworthiness and make them compassionate towards their work (Roberson, 2006; Shahzad & Muller, 2016). Studies show that when the rules and code make sense to individuals, they follow them and dig for effective meaning from them (Vlaar et al., 2006). A current study, therefore, revealed that complex roles and

responsibilities cues make women entrepreneurs disengage in their work settings (Thapa Karki et al., 2021). Members of the organization heavily rely on cues (Maitlis, 2005). Young people process and interpret organizational events as a signal and determine whether to join the organization (Chaudhary & Akhouri, 2018).

The Job Characteristics Model, developed by Hackman & Oldham (1976), identifies five fundamental job dimensions—skill variety, task identity, task significance, autonomy, and feedback – influencing critical psychological states, leading to higher job satisfaction and internal motivation. When these dimensions are insufficient or absent in a job role, employees are more likely to encounter workplace alienation, a condition marked by a sense of powerlessness, lack of purpose, and emotional detachment from one's work responsibilities (Shantz et al., 2015). In response to such challenges, job crafting is a valuable coping strategy. Job crafting enables individuals to take proactive control by reshaping their tasks, ultimately reducing psychological strain (Sakuraya et al., 2017). This proactive approach reduces psychological strain and enhances the job's perceived meaningfulness, leading to greater engagement and resilience. Therefore, employee emotions are closely linkedto the presence or absence of these core job features. When job characteristics are present, employees feel more in control and purposeful, enhancing their well-being and creativity (Coelho & Augusto, 2010). In contrast, their absence can reduce motivation, lower satisfaction, and increase the risk of disengagement and burnout (Griffin et al., 2012). Consequently, the absence of dimensions of the job characteristic leads to lower motivation and job satisfaction and an increased risk of employee disengagement or feelings of alienation.

Corporate Social Responsibility Association and Work Alienation

A range of empirical studies conveyed that employees' CSR perceptions have a significant and direct relationship with their attitude and behavior, which indicates the fact that CSR has its role to play at the micro level, too (Islam et al., 2016; Kim et al., 2020; Manimegalai & Baral, 2018). According to Kakkar (2023), organizations with stronger CSR initiatives yield less alienation among employees and help improve the organisation's impression among internal and external stakeholders. CSR is termed as a business practice that helps to secure social, environmental, along financial benefits. In recent studies, notions like improved transparency, expenditure on environmentally friendly technologies, and employee engagement have been added to the domain of CSR activities (Knez-Riedl et al., 2006; Kim et al., 2020; Khaskheli et al., 2020). Moreover, direction, meaningfulness, and creativity in the work setting increase when an individual in an organization participates actively in CSR activities (Chaudhary & Akhouri, 2018; Nazir & Islam, 2020). Additionally, Mottaz (1981) explicated that a lack of meaningful work can majorly cause alienation by not considering one's part of the work as a significant contribution to the organization's social affairs. Several researchers have suggested that organizational citizenship behavior, affective commitment, work engagement, retention, meaningful work, and job satisfaction are positively associated with CSR perception (Rupp et al., 2013; Rahman et al., 2016; Chaudhary, 2017; Supanti & Butcher, 2019) workers working in socially responsible organizations perceive that they are making a difference, thus providing meaning to their work. This constitutes the third orientation of the meaningfulness construct by believing they are contributing to making this world a better place (Farooq et al., 2014; Nazir & Islam, 2020b). As a practice of self-regulation, companies opting into CSR have a long-term strategy to remain successful. The object of CSR is engagement with structures outside of the official company prospectus in a bid to facilitate non-destructive and more trustful communication with its community and socio-environment (Glavas, 2016; Aleksić et al., 2024). Studies in the past used organizational identification theory and signalling theory. They reported that when organizations are committed to socially responsible activities, employees identify and associate themselves strongly with the organization (Turban & Greening, 1997). In this regard, Chaudhary (2018) also identified that the younger generation is less likely to leave an organization when the organization is committed to green initiatives, and they take these initiatives as cues or signals to find the organization suitable for work. Hirschfeld et al. (2000) has viewed the lack of identification (cognitive and affective) to work alienation; in other words, a lack of cognitive and affective identification can lead to alienation among workers. Possibly, employees identified themselves with the current organization when it practiced moral and fair activities (Arevalo & Aravind, 2011; Iatridis et al., 2022)**.** Therefore, this paper attempted to find out the micro effect of CSR on human thinking and feelings.

H1: CSR association negatively related to work alienation

Organizational Justice and Work Alienation

Various job attitudes and behaviors, such as deviant behavior, turnover intention, burnout, job stress, disengagement, and job dissatisfaction, are predicted by employee's perception of organizational justice (Robbins et al., 2000; Colquitt, 2001; Colbert et al., 2004; Byrne, 2005; Lambert et al., 2008). Consistent with past studies, Bansal (2017) determined that fairness in the processes and procedures has a crucial effect on the psychological state of workers. Organizational justice is a dimensional construct that composes procedural, distributive, interpersonal, and informational justice (Colquitt, 2001). The employees' mental health can be protected if equity and fairness among them are entertained in the organization (Huong et al., 2016). Moreover, researchers claimed that organizational justice plays an imperative role in shaping a suitable and equitable work environment that ultimately augments sustainable work life (Leiter & Maslach, 2009). Promoting mental well-being (SDG 3) and decent work culture with economic growth (SDG 8) are two important sustainable development goals among seventeen. Therefore, injustices like inequitable resource distribution, unfair decision-making processes, and inadequate transparency can impair the sustainable and economic growth of the organization (Lather & Kaur, 2019). He also emphasized that in contrast with all dimensions, distributive (equitable distribution of outcome) and procedural injustice (fairness in the decision-making process) are responsible for impeding the firm's sustainability. In this section, we propose that organizational injustice has a negative impact on employee's state of mind. In this regard, many empirical researches show that distributive and procedural injustice have positive significant relationships with all the dimensions of work alienation (Sulu et al., 2010; Colbert et al., 2004b; Bansal, 2017). Also, perceptions regarding distributive and procedural justice are linked to many employee behaviors in previous literature, such as counterproductive behavior, intention to turnover, and self-estrangement (Fox et al., 2001; Lambert et al., 2008). Work alienation is more like a feeling of intense detachment from work responsibilities, and organizations can not afford to unfurl such feelings among knowledgeable and competent workers (Nair & Vohra, 2012). Moreover, when workers have unfavorable perceptions of fairness at work, they are more likely to feel alienated (Durrah & Chaudhary, 2020). Furthermore, perceived fairness helps reduce ambiguity in the working environment and gives workers a sense of control. In turn, alienation can be mitigated (Sarros et al., 2002; Byrne et al., 2012). Hence, managing the operations of the organization fairly has great benefits, which can be extended through positive behavior, willingness to cooperate, and trust building (Cropanzano et al., 2001; Melkonian et al., 2011). Stemming from the above, we can depict that organizational injustice manifested as a reason for work alienation. Therefore, we hypothesize that organizational injustice is positively associated with work alienation.

H2: Organizational justice negatively related to work alienation

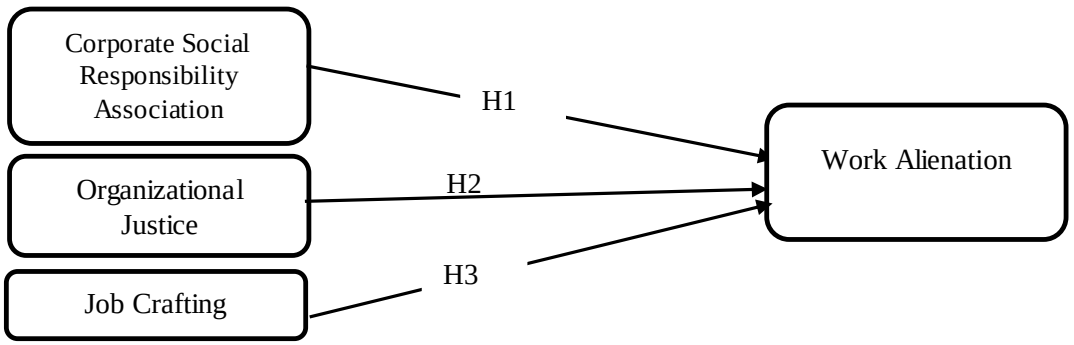
Job Crafting and Work Alienation:

Job crafting, an approach that ensures the empowerment of employees to reshape their roles, tasks, and interactions to match their skills, interests, and values, is a powerful tool in the workplace (Zhang & Parker, 2019). Instead of passively accepting their job descriptions, employees modify aspects of their work to enhance personal satisfaction and engagement. Job crafting is a major contributor to reducing meaninglessness on the job by enabling individuals to reframe how they perceive their roles and recognize the broader impact of their work on the organization or society (Tims et al., 2016). A substantial amount of research acknowledges the need to mitigate the feeling of alienation among employees. Job crafting is a key element in fostering engagement and empowering individuals to take control of their work experiences (Aydın et al., 2022; Dash & Vohra, 2019). Additionally, Zohourparvaz & Vagharseyyedin (2023) claim that all dimensions of job crafting have an inverse relationship with work alienation. Those who can frame their work to match their strengths and career aspirations are less likely to experience alienation. Work alienation occurs when employees feel disconnected from their work and lack autonomy and ownership (Shantz et al., 2015). However, employees gain a sense of ownership over their work by modifying tasks that match their skills. Furthermore, job crafting promotes autonomy, which directly counters the rigid, structured work environments that often lead to alienation (Vafeas et al., 2025). Employees feel empowered and motivated when they are free to make decisions about how they work. This flexibility allows them to perform tasks that suit their strengths and preferences, making them more engaged in their roles. Organizations that encourage job crafting create a culture of trust and innovation where employees feel valued and respected (Özkoç,

2016). An inverse association was found between job crafting and feeling alienated, indicating that organizations should promote job crafting to mitigate employees' detachment. In the literature, job crafting is widely recognized as a proactive strategy that helps achieve work satisfaction and motivation (Dubbelt et al., 2019). Which fosters engagement and a more profound sense of belongingness to the work environment. Hence, in line with the above discussion, it may be suggested that work alienation among workers could be reduced by encouraging job crafting initiatives in the organization.

H3: Job Crafting is positively related to work alienation

Conceptual Framework



RESEARCH METHODOLOGY

Research Design and Sampling

This study adopted a cross-sectional research design, relying on primary data obtained directly from participants. Employees working in the big 4 companies in Delhi NCR between the ages of 19 and 26 years are selected as participants in the study, and those who have spent at least 6 months in the organization are considered. The convenience sampling method was used to collect the data. In order to avoid common method bias, questionnaires comprised of CSR association and organizational justice distributed to 350 employees via LinkedIn and other online websites 291 (83.14% response rate) responses were received. After eliminating incomplete and outlier responses, 279 valid cases were retained for analysis, and the emails of participants were recorded. Three weeks later, job crafting and work alienation questions were sent to these participants, and 257 responses were successfully obtained, representing a 92.11% response rate. Of these participants, 163 were male (63.42%) and94 were female (36.57%). Gender demographics were subsequently controlled for in the analysis to account for their potential influence on the study's outcomes.

Tools for Data Collection

CSR association was measured using a scale developed by (Brown & Dacin, 1997) and (Rivera et al., 2016). The scale consists of 6 questions related to association with corporate social responsibility. Organizational justice was assessed using the instrument developed by (Colquitt, 2001). The scale has 20 items, but only 11 of them are related to procedural and distributive justice. Job crafting was measured using a scale produced by (Tims et al., 2012). Twenty-one items are related to task, relational and cognitive crafting. Work alienation is assessed through the Scale. Eight items have been identified that evaluate work alienation. The Cronbach alpha coefficients for each scale were evaluated in this study to determine the internal reliability of the scale's items. According to Taber (2018), this study, a value above 0.8 is considered acceptable, and all the constructs have a value above 0.8. Table 1 contains the values for the Cronbach alpha test.

DATA ANALYSIS

The primary data was gathered and analyzed using a software named SPSS (Statistical Package for the Social Sciences). Descriptive and reliability analyses were conducted to summarize demographic details and evaluate the

scale's internal consistency. Additionally, correlation and multiple regression analyses were performed to test the study's hypotheses, evaluate variable relationships, and determine the statistical significance of the findings.

Table 1: Reliability Test Statistics

All Variables	Reliability test (α)	Numbers of items
CSR Association	0.887	6
Organizational Justice	0.944	11
Job Crafting	0.949	21
Work Alienation	0.928	8

RESULTS

Table 2 showcases the descriptive analysis for each variable. The mean value for work alienation is moderately high when there is a lack of CSR association, justice, and autonomy (3.15 ± 1.00). The correlation analysis revealed significant relationships between the study variables. Since all of the coefficient values are negative, a negative correlation between the independent and dependent variables was found. Thus, these results provide preliminary support for further analysis.

Table 2: Mean, Standard Deviation and Correlation Analysis

Variables	Mean	SD	CSRA	OJ	JC	WA
CSRA	2.86	1.04	1			
OJ	2.85	1.06	.669	1		
JC	2.67	0.89	.672	.587	1	
WA	3.15	1.00	-.740	-.659	-.679	1

Multivariate regression analysis revealed the effects of CSR association, Organisational justice, and job crafting on work alienation. The value for the Durbin-Watson coefficient of the formed regression model is near 2.5, and the coefficient of Variance Inflation Factor (VIF) came to be less than 10, showing that multicollinearity and autocorrelation are not present. Table 3 shows that the R-square is 0.635, which depicts that the combination of CSRA, organizational justice, and job crafting impacts work alienation and explains it by 63.5 %.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797[a]	.635	.631	.609416	1.905

a. Predictors: (Constant), jc, oj, csr

b. Dependent Variable: wa

As depicted in Table No. 4, the p-value showcases less than 0.05; hence, we say that predictors (CSRA, organizational justice, and job crafting) have a significant relationship with employee alienation. This signifies that the overall proposed conceptual model is fit.

Table 4: Anova Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.085	3	54.695	147.272	.000[b]
	Residual	94.332	254	.371		
	Total	258.417	257			

Regarding the result shown in Table 5, each of the three independent factors significantly contributed to the dependent variable's prediction: work alienation. Coefficients are further examined to ascertain the influence of each independent variable on the dependent variable. For CSR ($\beta = -.387$, $p < .05$), for organizational justice ($\beta = -.215$, $p < .05$), and the regression coefficient for job crafting was depicted as ($\beta = -.305$, $p < .05$), therefore, there is a significant negative relation reported for above relationships. These values indicate that H1, H2 and H3 are supported. In other words, when CSR activities, organizational justice and job crafting increase, work alienation decreases.

Table 5: Coefficient Table

Variable	Unstandardized Coefficients	Std. Error	Standardized coefficients	t	Sig.	VIF
(Constant)	5.748	.133		43.113	.000	
CSR	-.387	.055	-.404	-7.010	.000	2.306
OJ	-.215	.049	-.229	-4.353	.000	1.929
JC	-.305	.059	-.273	-5.161	.000	1.945

Discussion and Practical Implications

The findings of the study highlighted the importance of meaningful work experiences in enhancing Gen Z employees' engagement, as purpose-driven roles, autonomy, and alignment with personal values in the workplace highly sway this generation. CSR association found to be highly impactful in mitigating the feelings of alienation among the younger generation, followed by job crafting and organizational justice. This suggests that when organizations actively engage in socially responsible practices, it significantly enhances younger employees' perception of organizational purpose, ethical values, and societal contribution—factors that are increasingly important to Generation Z. This observation is supported in the previous studies where the younger population prioritize organizations conducting more CSR activities and having high moral and ethical standards (Chaudhary, 2018; Leslie et al., 2021). In addition, consistent with previous research, a rise in employees' views on job crafting correlates with a notable decrease in feelings of work alienation. Suggesting that proactive engagement in reshaping one's job roles and responsibilities is critical for enhancing psychological connection to work. The association between fairness perception and feelings of alienation has been widely investigated (Ceylan & Sulu, 2011), highlighting that perceptions of fairness in organizational procedures and reward distribution significantly influence worker's emotional detachment from work. The present results are significant in at least two major respects. First, they empirically validate the differential impact of CSR, job crafting, and organizational justice on mitigating work alienation, particularly among Gen Z employees. Second, these findings contribute to the theoretical discourse by integrating the Job Characteristics Model and Sensemaking Theory, emphasizing how employees interpret and assign meaning to their roles within broader organizational and societal contexts.

A prominent Indian conglomerate (RPG Group) surveyed 13 cities in India, engaging with more than 4000 individuals aged between 18 and 24 years old, which includes students, working professionals, and interns (Bhattacharyya, 2023). Furthermore, most participants deliberately chose a healthy work environment that should excite the workers and not dissuade them. Our findings indicate that increased CSR activities, justice perceptions, and job crafting lowers the alienation among Generation Z working in the IT sector. Employees feel alienated when they perceive unethical standards, unfair treatment and rigidity in reshaping job duties and responsibilities. The CSR association pertains to how employees perceive and understand the level of their organization's involvement in corporate social responsibility initiatives. When organisation is involved in such activities, it can improve employee engagement. Therefore, Indian IT firms can enhance awareness of their CSR initiatives by consistently disseminating information through internal communication channels. Meanwhile, managers who promote procedural and distributive justice principles by ensuring transparent decision-making processes and fair reward distribution can secure employees from alienation. In addition, all the dimensions of job crafting are inversely related to work alienation. Therefore, policymakers and organizational leaders should consider implementing interventions that encourage job-crafting behaviors. Gen Z's who have started entering organizations

demand different workspaces, and this paper can help employers understand that offering a workplace that aligns with their values, promotes engagement, and encourages innovation will help retain them in an organisation.

CONCLUSION AND LIMITATIONS OF THE STUDY

The study set out to better understand the factors that influence Gen Z employees' workplace experiences, particularly focusing on how elements such as CSR association, job crafting, and organizational justice contribute to reducing feelings of work alienation and enhancing engagement. Work alienation is a phenomenon that induces adverse outcomes at both the institutional and personal levels. Scholars have pointed out that work alienation is an entrenched notion experienced across generations. Therefore, the primary focus of the paper is to determine the variables that influence alienation and feelings of detachment among the young population of the workforce. This study has found that alienation is reduced when an organization engages in CSR activities. Such initiatives enhance employees' sense of purpose, ethical alignment, and societal contribution, which are especially valued by the younger workforce. Moreover, equitable treatment and the flexibility to modify one's job tasks are significantly associated with lower levels of work alienation, indicating an inverse relationship between these factors and employees' sense of disconnection from their work. In addition, sensemaking theory and job characteristic theory provide valuable theoretical frameworks to explain how employees interpret organizational practices—such as CSR, job crafting, and justice perceptions—and how these interpretations influence their experience of work alienation and engagement.

It is imperative to look for several limitations so that future research can address existing gaps. The current study is limited because it only surveyed employees from the Big Four firms within the Delhi NCR region, which may restrict the generalizability of the findings to other industries, regions, or broader demographic groups. Also, several other factors, such as mindfulness, work culture, and individual personality traits, may influence work alienation and employee engagement, which should be addressed in the future. To comprehensively understand the causal and long-term effects of relationships, it is essential to conduct longitudinal research. Moreover, future studies could consider intervening variables to analyse the boundary conditions and the underlying process.

AUTHOR DECLARATIONS

CRediT Author Statement / Author contributions

Shweta Ranjan: Conceptualization; Methodology; Formal Analysis; Investigation; Writing – Original Draft; Visualization.

Pawas Kumar: Conceptualization, Supervision; Project Administration; Writing – Review & Editing; Resources.

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