

# The Influence Of Job Satisfaction And Organizational Culture On Organizational Performance: Empirical Evidence From Pakistan's Banking Sector

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## Abstract

The aim of this study is to investigate the relationship between five factors of job satisfaction, two dimensions of organizational culture, and organizational performance. In order to analyze the structural and measurement model relations between the constructs, a total of 280 relevant questionnaires were obtained from regional managers in Pakistan's banking sector. Organizational performance was found to be aided by operating procedures, coworkers, involvement culture, and consistency culture. Some hypotheses, such as contingent rewards, nature of work, and communication, were rejected based on their relationship to organizational performance, according to the mixed findings of this study. This research has significant implications for bank executives and decision-makers, as well as researchers, and emphasises the relevance of bank performance. This study proposed in Pakistan's banking sector, and it sheds new light on the links between Spector's (1997) job satisfaction survey (JSS) and Denison organizational culture dimensions with organizational performance.

**Keywords:** Job satisfaction, Organizational culture, Organizational performance, Pakistan, Banking sector

**Paper type:** Research paper

## Introduction

Employees in the banking industry gain a lot about their everyday activities, and if they lead employees to be dissatisfied with their jobs, the whole organization loses greatly (Shaikh et al., 2019). Many previous researches have shown that employee satisfaction influences several organizational facets such as commitment (Valaei & Rezaei, 2016), employee turnover (Stamolampros et al., 2019), leadership style, and organizational culture (Pawirosumarto et al., 2017). Although all these influences have an impact on the

organization's performance (Lim et al., 2017; Imran et al. 2021). Previous research has also found a correlation between job satisfaction and organizational performance (Pang & Lu, 2018). The relationship between job satisfaction and organizational performance is uncommon, especially in the public banking sector. Job satisfaction was not the subject of study on corporate success in several surveys on the banking sector. A small number of studies have been conducted to investigate the impact of job satisfaction on organizational performance (Al-dalahmeh et al., 2018). Organizational success is the amount of all employees' work happiness inside the organization (Bakotić, 2016). To maximize results, organizations must maintain employee satisfaction (Kanyurhi & Akonkwa, 2016). Organizations are most successful because their workers are happy with their employment (Ukil, 2016). Human assets are important to an organization because they allow it to enhance its financial and non-financial success. Without human assets, organizations would be unable to increase their productivity (Gogan et al., 2016).

Several research, however, have identified a strong correlation between job satisfaction and organizational success (Imran et al., 2021, Bakotić, 2016, Coggburn et al., 2014,) and also some studies have found an inverse relationship (Zeffane & Melhem., 2017, Kanyurhi & Akonkwa, 2016, Coggburn et al., 2014). According to Chi & Gursoy, (2009), the relationship between organizational performance and employee satisfaction is insignificant. Additionally, job satisfaction has a beneficial impact on the success of an organization (Vermeeren et al., 2014). Consequently, research on interrelationships from disparate perspectives has provided contradictory findings, but further research is needed to determine the relationship between job satisfaction and organizational performance. This research is important for public sector organizations, since an earlier study revealed a disparity in job satisfaction between public and private sector workers (Zeffane et al., 2017). Employment satisfaction is a critical element in human resource management since it results in increased organizational performance (Sareen, 2018). According to Shahzad et al., (2018), employee job satisfaction factors varies by nation and organization. However, it is important to examine job satisfaction from different culture.

After analyzing different variables, Spector's (1997) job satisfaction survey (JSS) is identified as the preeminent concept of job satisfaction and its dimensions by researchers. During the preliminary investigation, some job satisfaction factors were chosen from the overall nine. As such, Pang and Lu, (2018) focused exclusively on five dimensions of employee job satisfaction: pay, working conditions, promotion, supervision, and coworkers. As Hassan et al. (2011) investigated job satisfaction in Pakistan's private banking sector, they considered four factors: pay, promotion opportunities, fringe benefits, and rewards. As Li et al. (2020) studied, the three factors that contribute to employee job satisfaction are pay, benefits, and promotion opportunities. Previous analysis has shown that several scholars have examined various aspects of job satisfaction in their studies. However, the current examination employs five facets of the Spector-recommended employee job satisfaction survey (JSS).

However, organisational culture has been a focus for many years, as culture suggests a significant influence on organisational performance (Imran et al. 2021), in order to determine how organisational employees' attitudes impact their job performance and organisational performance. Numerous concepts for corporate culture have been suggested, but the majority

of them accept that it is a people-centered activity that combines internal and external components and may be carried on to another entity. According to Denison and Mishra (1995), organisational culture consists of four characteristics that contribute to an organization's efficiency. This include a culture of involvement, a culture of consistency, a culture of adaptability, and a culture of mission (Denison & Mishra, 1995). They have a propensity to be very straightforward on their task, whether the organisation is operating, whether it be for a short moment or a long period of time, and why they operate. The organisation prefers to maintain such discipline within the organization in order to do business in a competitive manner. By engaging employees at work on a daily basis, involvement is a critical dimension of high-performing organizations. Additionally, they are highly adaptable organisations, observing and adapting to business developments.

Although the relationship between organisational culture and performance has been extensively examined (Denison et al., 2014), relatively little study has been conducted on the relationship between organisational culture dimensions and organisational performance in Pakistan's banking sector. The gap between organizational culture and bank performance is more significant in Pakistan's banking sector. The determination of this study is to contribute to filling a gap in the literature and assisting efforts in the Pakistani banking sector to increase their performance by examining the role of job satisfaction factors and organizational culture dimensions in the banking sector's performance.

### **Literature review**

Organizations often recruit people who increase the efficiency of the organization and seem to be happy with their employment, as well as have a favorable outlook toward their coworkers. Organizational workers who are happy with their jobs are more likely to enjoy their jobs than dissatisfied employees, and they feel honesty toward the employees in the organization where they serve, while still realizing that their organization provides them with a constructive atmosphere, rewards, operating conditions, communication, nature of work and good relationship with co-workers. such as simple challenges, fair wages, and autonomy in decision-making. Organizational employees who are satisfied at work, even though they expend their personal time on their work, find a way to solve any challenges that might exist in the organization's success. Similarly, employee job satisfaction is a critical component of organizational success. However, it is important to note that job satisfaction and organizational performance are related.

Job satisfaction is described differently by different authors, Job satisfaction is described as an organizational employee's attitude toward their work that affects their expectations of the job. Job satisfaction, according to Spector (1997), refers to how people feel about their jobs and different factors of their job. Job satisfaction may also be described as the propensity of emotional work against the current condition of organizational employees, according to Lincoln and Kalleberg (1996). These meanings demonstrate that job satisfaction is described as an emotional reaction to a factor of the job. Spector (1997) created the job satisfaction survey (JSS), which contains questions about pay, promotion, supervision, fringe benefits, contingent rewards, working processes, coworkers, nature of work, and communication. Job satisfaction is linked to a variety of variables in the workplace, including

organizational culture, employee performance, leadership, and organizational commitment (Valaei & Rezaei, 2016).

While organizational culture is the most widely recognized concern, it is also a critical human resource tool that has attracted the attention of many researchers. It has, however, been extensively used for contradictory approaches (Zahari & Shurbagi, 2012). An organizational culture is a critical mechanism that has been applied in a variety of industries to monitor employee satisfaction, including the banking industry. Organizational culture has been used consistently, resulting in bigotry, racism, and dissatisfaction, and so there is a great deal of inconsistency in its implementation. Many influences affect the strength of organizational cultures, including the dimensions of organization, and hence the method to higher governance (Imran & Ismail, 2021; Al-Abdullat & Dababneh, 2018). As a result, the dimensions of organizational culture that exist in an organization are extremely important, as it has a significant impact on performance criteria such as consistency, efficacy, and effectiveness. As a result, it's important to understand how the dimensions of organizational culture facilitate the organizational development because it's the basis of an organization's performance (Imran et al., 2021). Organizations that are serious about performance foster an environment and culture that encourages long-term performance. Creating an employee-friendly atmosphere is the foundation of every organization, and it can be considered when developing organizational strategies.

There are several different conceptions of performance, and there is still no agreement on a comprehensive description. Where it comes to assessing the efficiency and effectiveness of organizations. Achieving organizational performance necessitates the desire to set organizational expectations and determine ways to maximize organizational performance, all of which are critical organizational objectives. Organizational efficiency and assessment have remained a concern for academics in recent years, owing to the diverse goals of organizations (Lu, 2019). Balabonienė and Večerskienė, (2015) used organizational performance to assess the general position of an organization and its goals. Organizational efficiency is considered by financial and non-financial performance, according to Eneizan et al., 2016. Financial efficiency, operational performance, and organizational effectiveness are three variables Venkatraman and Ramanujam (1986) identified for assessing organizational performance. While organizational performance is mainly concerned with concerns of efficiency and effectiveness, there is a broader perspective that encompasses not only efficiency and effectiveness but also feedback, stakeholder relationships, and discipline. Non-financial indicators such as efficiency and effectiveness are used to assess organizational performance in this study.

### **Theoretical framework and hypothesis**

Hendijani et al., (2016) investigated the association between contingent rewards, motivation, and performance, and discovered that they have a positive relationship. Hwang and Jung, (2018) found that contingent rewards had little impact on the beneficial relationship between internal motivation and creativity, but they significantly moderated on it. Grandey et al., (2013) stated that the rewards structure and this general mode of pay have consequences for increasing employee satisfaction, and that there is a positive satisfying relationship

independent of work rewards. Terera and Ngirande (2014) found no correlation between job satisfaction and rewards.

H1: There is a positive relationship between employee contingent rewards and organizational performance.

Operating procedures mean the workload of the organization for instance, book-keeping, paper work and other inter connected organizational workload(Valaei & Rezaei, 2016). According to Qureshi et al., (2013) one of the top factors of business within the workplace is the organizational work environment which consists of communication in the workplace; the employee is not satisfied with the behavior of colleagues and managers.(Pantouvakis & Bouranta, 2012), revealed that the effects of employee attitudes on customer satisfaction have been investigated, but their effects on operational performance have been largely ignored.

H2: There is a positive relationship between employee operating conditions and organizational performance

According to Ariani, (2015), employees' relationships with co-workers increase psychological meaning and employee engagement in the workplace in the organization. Paillé et al., (2016), revealed that focusing on co-workers helps study environmental support at work. Co-workers can quickly finish work, reduce stress and presenteeism (Ammendolia et al., 2016). Dunstan & Maceachen, (2014) found that the involvement of high-level co-workers depends on good relationships between organizational employees. As reported by (Anitha, 2014), co-worker relationship has a significantly more impact on employee engagement and employee performance.

H3: There is a positive relationship between employee co-workers and organizational performance

Farajallah et al., (2018) revealed that there is a positive association between the nature of work and communication. Anthony, (2017), also revealed in their study that the nature of the employee's work influences the organization's decision-making. Furthermore, as Agyemang & Ofei, (2013) has confirmed in his study, employees' work engagement is positively linked to organizational commitment.

H4: There is a positive relationship between employee nature of work and organizational performance

Communication consists of organizations as a constant effort to organize and social organizations (Cornelissen et al., 2013). Karanges et al., (2014), found that internal communication in an organization affects employee engagement. Kang & Sung, (2017), reported the results of their research clearly show that managing employees' interior communication is connected to employee engagement and employee engagement improves auxiliary employee communication performances. Proctoe, (2014), found positive results between employee communication and job satisfaction among workers in the organization. According to Kang & Sung, (2017), communication between employees within the organization and top management is the most important factor.

H5: There is a positive relationship between employee communication and organizational performance.

Employee involvement implies that they psychologically bond with their job and perceive their performance to be essential to both themselves and the organization. Job involvement has evolved into a concept that can be used to describe a variety of strategies. Certain traits reflect poor work interest, such as a lack of desire to try and not caring for the company, being dissatisfied with their work, not having dedication, having a high degree of absenteeism, being unmotivated as shown by the organization's high absenteeism rate, and experiencing a lack of confidence in their position and the organization. The fundamental reasoning is that including employees in decision-making processes would benefit them by giving them more autonomy and flexibility of their work lives (Imran, 2021). Employees would be more inspired, committed to the organization, active, productive, and satisfied with their work if something is done. Employees who have a high degree of engagement spend more time at work, are more interested in their job, are happy with their work, put forth their best effort for the organization with low absenteeism, are highly motivated, and have a strong sense of loyalty to their profession, and organization.

H6: There is a positive relationship between involvement culture and organizational performance.

The role of top management in performance, the organization's vision, agenda, priorities, and services is critical to the effectiveness of consistency performance. There can be a consistent support for the management and behavioral conditioning within the managers and employees of the organization; which can be in the form of organizational culture, office culture, discipline enforcement in the form of reward, career openness, attractive compensation, (Denison, in Darayanti, 2011). Consistency, according to Wajiran (2013), is an attempt to keep doing something before the end goal is achieved. In the sense of an organization, consistency is defined as the state in which employees feel obligated to the organization; there are clear principles and boundaries as to what they can and cannot do. Consistency in the organization, according to Denison (in Zwan and Bhamra, 2009), is the component that ensures the organization's power and stability.

H7: There is a positive relationship between consistency culture and organizational performance.

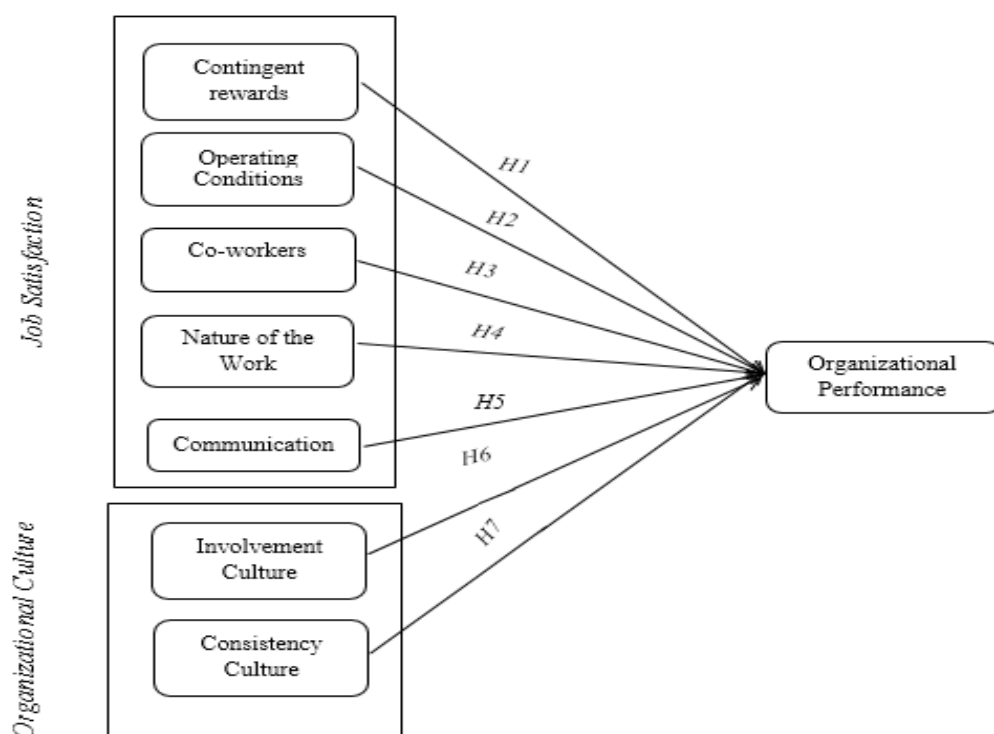


Figure 1: Theoretical model

## Methodology

### Data collection

The results of a quantitative study in Pakistan's banking sector aimed at identifying multiple bases for understanding the relationship between Spector's job satisfaction survey (JSS, (1997) and Denison's organizational culture and organizational performance are presented in this paper. Questionnaires is used to gather data from the banking sector in Pakistan's four provinces: Sindh, Punjab, Khyber Pakhtunkhwa, and Baluchistan. Due to the COVID-19, the data was transmitted and retrieved by email in order to achieve a high response rate. A total of 383 employees from Pakistani banks who are regional managers were invited to contribute to the data collection for this study, with 283 regional managers completing the email-based questionnaires. This study contained a total of 280 questionnaires, with a response rate of 73 percent.

### Measures

The researcher used 20 items from five variables in this study, each of which has four items presented by Spector (1997) to assess job satisfaction and for measuring organizational culture developed by Denison, (1995), 5 for involvement culture and 5 for consistency culture. Researchers used Silverman, (2008) and Marta, (2008) to measure organizational performance, total 9 items. All variables are rated on a 5-point Likert scale, with 1 (strongly disagree) and 5 (strongly agree).

## Results

### Data analysis

The Partial least Square (PLS) technique was used to conduct Structural Equation Modeling (SEM) for this analysis. In the field of business administration, PLS is a commonly used to look at complicated interactions, but there's not a lot of evidence to back it up in the current literature. Since this study aims to identify a new area in which there has been very little analysis in Pakistan's banking sector, PLS-SEM was chosen to evaluate the theoretical framework.

### Measurement Model

#### Reliability and validity assessment

Average variance extracted (AVE), Cronbach's alpha, and composite durability are all part of the measurement model for assessing reliability and validity. In general, Cronbach's  $\alpha$  value and composite reliability are used to validate the reliability model. Table 1 shows all the values, as well as the permissible limit. Cronbach's  $\alpha$  threshold value should be greater than 0.7, according to (Henseler et al., 2016). In addition, as seen in Table 2, the average variance extracted (AVE) values for exogenous and endogenous constructs suggest convergent validity, with minimum necessary values exceeding 0.50. Furthermore, the discriminant validity between the constructs was assessed using Fornell and Larcker (1981) criteria. According to Fornell and Larcker (1981), discriminant validity can be calculated in two forms. Comparing the AVE value to the square correlational values is the first step. Henseler et al., (2014) have stated that the Heterotrait Monotrait (HTMT) ratio is another way to look at discriminant in the PLS. According to Henseler et al., (2014), the Fornell Larcker test and cross-loading are insufficient to determine discriminant validity, and researchers should also report the correlation's HTML ratio. When the HTMT value is less than 0.90 when taking a more restrictive stance, according to Verkijika and De Wet, (2018), discriminant validity is achieved. Table 3 explicitly shows that all HTMT values are less than the necessary 0.90. The confidence intervals for HTMT bootstrapping showed that the upper are less than 1. As a result, this study's discriminant validity of constructs was reached.

**Table 1: Construct reliability and validity**

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Co-workers	0.898	0.929	0.768
Communication	0.890	0.924	0.752
Consistency culture	0.836	0.875	0.584
Contingent_Rewards	0.910	0.937	0.788
Involvement culture	0.847	0.879	0.593
Nature of the_Work	0.899	0.930	0.769
Operating_procedures	0.851	0.898	0.688



Organizational performance	0.876	0.902	0.518
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**Table 2: Discriminant validity Fornell- Larcker criterion**

Constructs	COW	COM	CNC	CR	INC	NW	OP	ORP
COW	0.876							
COM	0.491	0.867						
CNC	0.687	0.586	0.764					
CR	0.480	0.421	0.429	0.888				
INC	0.680	0.406	0.706	0.329	0.770			
NW	0.635	0.397	0.692	0.343	0.560	0.877		
OP	0.665	0.392	0.502	0.443	0.474	0.540	0.830	
ORP	0.394	0.350	0.519	0.250	0.244	0.399	0.235	0.719

Notes: COW, co-workers; COM, communication; CNC, consistency culture; CR, contingent rewards; INC, involvement culture; NW, nature of work; OP, operating procedures; ORP, organizational performance.

**Table 3: Discriminant validity Heterotrait-Monotrait ratio(HTMT)**

Constructs	COW	COM	CNC	CR	INC	NW	OP	ORP
COW								
COM	0.536							
CNC	0.790	0.620						
CR	0.530	0.467	0.494					
INC	0.719	0.445	0.816	0.372				
NW	0.707	0.431	0.775	0.370	0.565			
OP	0.759	0.432	0.623	0.501	0.532	0.595		
ORP	0.444	0.396	0.566	0.277	0.286	0.442	0.263	

Notes: COW, co-workers; COM, communication; CNC, consistency culture; CR, contingent rewards; INC, involvement culture; NW, nature of work; OP, operating procedures; ORP, organizational performance.

According to Kline (2011), the most recommended value for HTMT is 0.85. Table 3 shows the HTMT values found in this analysis. Table 3 shows that all HTMT values are less than the prescribed value of 0.85, indicating that each pair of aspects is clearly distinct from the others. The Fornell-Larcker criteria table 2 and the HTMT value table 3 findings in this analysis affirm construct discriminant validity.

### Structural Model

The structural model's dependency on the variable is measured using  $R^2$ , and the t-values in individual paths are used to examine the importance of the constructs in the structural model. The  $R^2$  score dependent variable is used to calculate the amounts of various categories of

independent variables. The weak  $R^2$  value of 0.325 in this study indicates that employee job satisfaction indicators and organizational culture dimensions expect a 33 percent improvement in organizational performance in Pakistan's banking sector. In addition, the blindfolding gives an estimation of the model's prediction accuracy. Cohen et al. (2013) define large, medium, and small predictive significance as  $Q^2$  values greater than 0.35, 0.15, and 0.02 in that order. The  $Q^2$  in this analysis is 0.162, suggesting that the exogenous construct's organizational performance has a medium statistical significance with the endogenous construct.

**Table 4: Hypothesis results**

Hypothesis	Path	$\beta$	SD	T Statistics	P Values	$F^2$	$Q^2$
H1	CR -> OPR	0.009	0.049	0.183	0.855	0.000	0.162
H2	OP -> OPR	-0.109	0.062	1.975	0.040	0.009	
H3	COW -> OPR	0.213	0.105	2.038	0.042	0.022	
H4	NW -> OPR	0.093	0.117	0.790	0.430	0.006	
H5	COM -> OPR	0.052	0.089	0.582	0.561	0.002	
H6	INC -> OPR	-0.315	0.116	2.724	0.007	0.062	
H7	CNC -> OPR	0.552	0.144	3.829	0.000	0.135	

Notes: COW, co-workers; COM, communication; CNC, consistency culture; CR, contingent rewards; INC, involvement culture; NW, nature of work; OP, operating procedures; OPR, organizational performance.

The findings of the hypotheses are detailed in Table 4. Except for H1, H4, and H5, all the hypotheses are supported by the study's findings. As a result, operating procedures, coworkers, involvement culture, and consistency culture are all imperative for organizational performance in Pakistan's banking sector, according to this study. The researcher also measured the study's p-value and t-value in a structural model to test the suggested hypotheses. The proposed hypotheses are supported if the p-value is less than 0.05 and the t-value is greater than 1.96. The H2 hypothesis operating procedures (t-value = 1.975, p-value = 0.040) H2 results are supported, while the H3 coworkers are significantly and positively related to organizational performance (t-value = 2.038, p-value = 0.042) and the H6 involvement culture are related to organizational performance (t-value = 2.724, p-value = 0.007), and the H7 consistency culture result is supported (t-value = 3.829, p-value = 0.000). As a result, H2, H3, H6, and H7 supported in this research. The  $F^2$  values, on the other hand, shows that the exogenous construct has a substantial impact on the endogenous construct. Cohen (1998) proposes  $F^2$  values greater than 0.02, 0.15, and 0.35 as small, medium, and high impact sizes, respectively. Table 4 reveals that all hypotheses have an effect on organizational performance, as the effect size is also measured in this research.

## Discussion

Except for contingent rewards, nature of work, and communication, the results of this study indicate that variables of job satisfaction and dimensions of organizational culture are positively correlated with the performance of Pakistan's banking sector. With an  $R^2$  value of

33%, job satisfaction factors and organizational culture dimensions in this study substantially predict bank efficiency. As can be shown, this study backs up previous studies that found a relationship between employee job satisfaction, organizational culture dimensions, and organizational performance (Pang & Lu, 2018; Latif et al., 2013; Vermeeren et al., 2014; Coggburn et al., 2014; Miah, 2018; Shahzad et al., 2012). This research explores the pre-existing relationship in the banking sector and how it impacts the banking sector in Pakistan in particular. The findings of this research are partly consistent with previous research, given the positive relationship between variables of job satisfaction, organizational culture dimensions, and organizational performance in the context of Pakistan's banking sector (Ahmed & Uddin, 2012; Ahmad, 2012).

### **Conclusion**

The results of this research are consistent with Abu-Jarad et al., (2010) and Ahmed & Shafiq, (2014) findings, which indicate that involvement and consistency culture is a significant factor, which is beneficial to organizational performance. This study's findings (Shaw, 2015) are close, indicating that there is a favorable connection between coworkers and organizational performance. In line with Kwak & Lee, (2009), and Hadžiahmetović & Dinc, (2017), this research shows that operating procedures are one of the most important indicators of job satisfaction, which is beneficial to organizational performance. About the fact that Jilani and Juma (2015) considered contingent rewards to be a significant factor in job satisfaction, the findings of this study indicate that contingent rewards are positively linked to organizational performance. The essence of jobs, working conditions, and coworkers are the basic factors of job satisfaction in the banking sector, according to Raziq & Maulabakhsh, (2015), but this study found that these factors are important in Pakistan's banking sector. Finally, these results contradict Palazzo et al., (2020), who concluded that communication plays a positive role in a bank's performance.

### **Managerial implications**

In terms of management implications, this research emphasizes the importance of job satisfaction factors and organizational culture dimensions in Pakistan's banking sector, as well as how they positively impact organizational performance. To improve organizational efficiency, Pakistani banking sector managers should employ successful job satisfaction factors as well as a positive culture. The use of operating environments, good relationship with coworkers, involvement culture, and consistency culture. Further more, managers in the Pakistan banking sector must employ factors such as job satisfaction and culture in order to create a cohesive community of employees who can learn from their experiences and improve the bank's performance. To improve the bank's efficiency, top management should analyze and redesign its supervisory relationship with bank employees, contingent rewards, quality of employment, and nature of work.

Furthermore, another interesting finding of this study for banking performance is the lack of a substantial relationship between certain job satisfaction factors and bank performance. As a result, managers should exercise caution when it comes to contingent rewards, nature of work, and communication, as they may not be the result of the bank's high performance and can have detrimental effects. However, the same variables are critical in

other fields, despite the fact that this study indicates they are not related to employee job satisfaction and operational performance in Pakistan's banking sector.

### **Limitation and future recommendation**

This research has some limitations, such as cultural variations that may contribute to some errors. This research was originally conducted by various scholars in the context of their own countries, which is inapplicable to Pakistan. However, these studies do not provide a complete picture of Pakistani employees' cultural differences, nor do they completely comprehend the relationship between the three constructs in the sense of the Pakistani banking sector. In Pakistan's banking industry, a variety of factors influence organizational performance.

Even though this study only looked at two variables with performance of bank, it is widely accepted that the variables studied are insufficient to assess the banking sector's performance. Other factors will influence the performance of Pakistan's banking sector, but they are not examined in this study. Via mediation results, future research may be able to overcome this correlation. Furthermore, various samples would be used to validate this analysis. Samples from various countries offer useful insight into how various societies see these relationships. Finally, scholars who use hybrid approaches will be assisted in developing more culturally tested models.

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