

# Organizational Commitment as a Bridge between Culture and Performance: A Study on Private University Lecturers in Batam

*The Effect of  
Organizational  
Commitment*

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## **ABSTRACT**

*Organizational commitment is vital for enhancing lecturer performance in higher education institutions. This study examines the influence of transformational leadership and organizational culture on lecturer performance, mediated by organizational commitment, in a private university in Batam City. The research aims to understand how these factors interact and contribute to performance outcomes. A quantitative approach was employed, involving 75 active lecturers selected through simple random sampling. Data were collected using structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling. The findings reveal that organizational commitment significantly enhances lecturer performance, while organizational culture directly influences both performance and commitment. Transformational leadership does not directly affect performance but significantly impacts organizational commitment. Notably, organizational commitment mediates the relationship between organizational culture and performance, but not between transformational leadership and performance. The study concludes that fostering a strong organizational culture and high commitment levels is essential for improving lecturer performance. Institutions should prioritize creating supportive work environments and leadership development programs to enhance commitment and performance, offering valuable insights for human resource management in higher education.*

**Keywords:** *Higher Education, Lecturer Performance, Organizational Behavior, Organizational Commitment, Organizational Culture, Transformational Leadership.*

## **ABSTRAK**

*Komitmen organisasi sangat penting untuk meningkatkan kinerja dosen di perguruan tinggi. Penelitian ini mengkaji pengaruh kepemimpinan transformasional dan budaya organisasi terhadap kinerja dosen, yang dimediasi oleh komitmen organisasi, di sebuah perguruan tinggi swasta di Kota Batam. Penelitian ini bertujuan untuk memahami bagaimana faktor-faktor ini berinteraksi dan berkontribusi terhadap capaian kinerja. Pendekatan kuantitatif digunakan, melibatkan 75 dosen aktif yang dipilih melalui pengambilan sampel acak sederhana. Data dikumpulkan menggunakan kuesioner terstruktur dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling. Temuan penelitian menunjukkan bahwa komitmen organisasi secara signifikan meningkatkan kinerja dosen, sementara budaya organisasi secara langsung memengaruhi kinerja dan komitmen. Kepemimpinan transformasional tidak secara langsung memengaruhi kinerja tetapi secara signifikan memengaruhi komitmen organisasi. Komitmen organisasi memediasi hubungan antara budaya organisasi dan kinerja, tetapi tidak antara kepemimpinan transformasional dan*

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kinerja. Penelitian ini menyimpulkan bahwa membangun budaya organisasi yang kuat dan tingkat komitmen yang tinggi sangat penting untuk meningkatkan kinerja dosen. Institusi harus memprioritaskan penciptaan lingkungan kerja yang suportif dan program pengembangan kepemimpinan untuk meningkatkan komitmen dan kinerja, yang menawarkan wawasan berharga bagi manajemen sumber daya manusia di perguruan tinggi.

**Kata kunci:** Pendidikan Tinggi, Kinerja Dosen, Perilaku Organisasi, Komitmen Organisasi, Budaya Organisasi, Kepemimpinan Transformasional.

## INTRODUCTION

Human Resources (HR) plays a vital role in an organization because humans act as planners, actors, and determinants of the direction of achieving organizational goals. HR differs from other production factors because of its complex nature, with diverse backgrounds, thoughts, and needs that continue to develop (Sutarto et al., 2021). In this context, performance becomes a crucial aspect because it is the result of ability, motivation, and application of skills in carrying out tasks. Good performance makes a significant contribution to the progress of the company, while low performance can cause losses. Factors that influence performance assessment include job descriptions, clear performance standards, and employee alignment with organizational goals (Widarni & Bawono, 2022). Factors that influence performance assessment include job descriptions, individual competencies, and the final results of performance assessments. Each of these aspects plays an important role in ensuring that tasks can be completed according to the specified time and quality targets. However, based on observations, several problems were found, such as the inability to complete tasks on time and low levels of discipline. These problems indicate the need for a comprehensive evaluation of the factors that influence performance.

In addition, transformational leadership in organizations shows challenges, especially related to the harmonious relationship between leaders and employees. Leaders who are often busy and pay less attention to the organization's direction, motivation, and appreciation for employees affect work enthusiasm and productivity. The absence of effective communication between leaders and employees also worsens the situation, thus hindering the achievement of organizational goals (Albrecht et al., 2021; Fitri et al., 2022). Studies have shown that a lack of leader engagement and poor interpersonal connections can reduce team morale and disrupt transformational outcomes (Yahaya & Ebrahim, 2020).

Organizational culture is also an important concern (Paramita et al., 2020). Unpunctuality has become an ingrained habit in some organizations, indicating the need to establish a positive work culture. In addition, low organizational commitment, such as indiscipline towards work time regulations and lack of performance-based incentives, also impacts employee motivation and job satisfaction (Ausat et al., 2022). Hence, it is essential to implement strategic initiatives that foster an organizational culture conducive to high performance and strengthen commitment to shared objectives.

Although various studies have examined the relationship between organizational culture, transformational leadership, organizational commitment, and employee performance, research that specifically examines the mediating role of organizational commitment between organizational culture and performance in the context of private university lecturers in Batam is still limited. In addition, the dynamics of interpersonal relationships, a lack of discipline in work culture, and low leadership involvement in the academic environment have not been explored empirically, even though these factors have a great influence on lecturer productivity and the achievement of educational institutions' goals. This research is important for providing relevant empirical insights into human resource management in private universities, particularly in efforts to enhance lecturer performance by strengthening organizational culture and institutional commitment. In the midst of the challenges of higher education quality and inter-

institutional competition, a deeper understanding of the role of organizational commitment as a bridge between culture and performance is crucial to designing sustainable institutional policies based on Batam's local characteristics. This study aims to determine the effect of transformational leadership, organizational culture, and organizational commitment on employee performance through the mediating role of organizational commitment. Additionally, the study aims to explore how transformational leadership and organizational culture affect organizational commitment and how this, in turn, influences overall performance.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **Employee Performance**

Employee performance refers to the results achieved by individuals or teams in accordance with their assigned duties, authority, and responsibilities. Recent studies emphasize that employee performance is influenced by a combination of technical expertise, interpersonal communication, and adaptive skills. Effective performance assessment includes establishing performance criteria, objectively measuring actual outcomes, and providing constructive feedback to enhance future productivity (Alrowwad et al., 2020). Furthermore, performance indicators commonly used in contemporary research include dimensions such as task quality, output quantity, reliability, timeliness, and professional behavior or attitude (Suharto et al., 2021). These indicators reflect both measurable results and behavioral contributions that support organizational effectiveness in a dynamic environment. This assessment is the basis for management to increase productivity and optimize individual contributions to the organization (Akbar, 2020).

Transformational leadership is widely acknowledged as an approach that drives organizational progress by inspiring, motivating, and nurturing individual growth. Kristanto (2022) describes it as the act of guiding subordinates by aligning their personal values, beliefs, and needs with the organization's broader goals. This leadership style focuses on intellectual stimulation, personalized support, and fostering a culture of continuous learning, which helps individuals develop both personally and professionally. Wang et al. (2022) further emphasize that transformational leaders impact employees through shared vision, role modeling, and encouragement of innovation and internal motivation. Together, these viewpoints illustrate that transformational leadership goes beyond meeting targets; it cultivates a deeply connected, engaged, and empowered workforce.

Organizational culture encompasses the shared norms, values, and behaviors among members of an organization (Paramita et al., 2020). Organizational commitment is an employee's willingness to give their best for the organization's success and their intention to stay within the organization (Agustina, 2025). According to Agustina et al. (2022), the character of organizational happiness significantly influences lecturer performance, with organizational citizenship behavior acting as a mediating variable. Jatilaksono and Indartono (2016) explain that key elements shaping organizational culture include behavioral norms, core values, and the organization's philosophy. Employee loyalty, accountability, and engagement at work are all increased by highly dedicated individuals; hence, organizational commitment is essential for improving employee performance (Nayak & Sahoo, 2015).

H1: Transformational leadership has a positive and significant effect on employee performance.

H2: Organizational culture has a positive and significant effect on employee performance.

H3: Organizational commitment has a positive and significant effect on employee performance.

### **Organizational Commitment**

Organizational commitment is generally defined as the degree to which an employee identifies with a particular organization and its goals, while also demonstrating the willingness to remain a member of that organization. This concept has traditionally been understood through three main components: affective commitment, which reflects emotional attachment to the organization; normative commitment, which reflects a sense of obligation to stay; and continuance commitment, which reflects the perceived cost of leaving. These three dimensions, initially popularized by Meyer and Allen (1991), continue to provide a strong foundation for understanding how employees develop and sustain their connection to an organization. However, as the dynamics of modern work environments evolve, marked by digitalization, globalization, and cultural diversity, the study of organizational commitment has also shifted toward incorporating new perspectives.

Recent research highlights that factors such as ethical leadership, organizational support, and innovative human resource practices are increasingly vital in shaping employee commitment, particularly affective commitment. For example, Albrecht et al. (2018) found that employee engagement serves as a key mediator linking strength-based HR practices with higher levels of organizational commitment, suggesting that when employees feel their strengths are recognized and utilized, their loyalty to the organization increases. Similarly, leadership styles have been shown to exert a profound influence. Park et al. (2022) demonstrated that transformational leadership, characterized by vision, inspiration, and support, enhances emotional commitment and performance through increased employee engagement. This aligns with the findings of Eliyana et al. (2019), who confirmed that transformational leadership directly impacts both job satisfaction and organizational commitment.

In addition, Utaminingsih (2014) emphasizes that organizational commitment goes beyond loyalty and involves identification with the organization's values and mission. The interplay between organizational culture, commitment, and performance shows that a supportive and positive work environment not only fosters greater employee loyalty but also drives productivity and long-term success. Thus, contemporary research suggests that while the Meyer and Allen framework remains foundational, modern perspectives must account for the critical role of leadership, culture, and HR practices in sustaining organizational commitment in today's dynamic workplace.

H4: Transformational leadership has a positive and significant effect on organizational commitment.

H5: Organizational culture has a positive and significant effect on organizational commitment.

### **Organizational Commitment as Mediator**

Organizational commitment refers to the extent to which an individual identifies with an organization and wants to remain a part of it. This concept has come to the fore in industry psychology and organizational behavior because of its close relationship to productivity, turnover, job satisfaction, and employee engagement. The literature mentions three main dimensions of organizational commitment: affective, continuance, and normative. The concept of organizational commitment was first significantly developed by Porter et al. (1979), who defined it as "the relative strength of individual identification and involvement in an organization". They introduced the Organizational Commitment Questionnaire (OCQ), which became the main measurement tool in many follow-up studies. One of the most influential approaches is from Mercurio (2015), Alves et al. (2020), and Dwiyantri et al. (2022), who classify commitment into three components, namely, Affective Commitment, which is the employee's desire to stay due to emotional attachment. Continuance Commitment is the calculation of the cost of leaving the organization, and Normative Commitment is driven by a sense of moral responsibility to stay.

Organizational commitment plays a crucial role in enhancing employee performance, as employees who are highly committed to their organization tend to demonstrate greater loyalty, responsibility, and engagement in their work (Nayak & Sahoo, 2015; Hanysha, 2016; Nabhan & Munajat, 2020). Employees with affective commitment are more likely to perform optimally because they feel emotionally attached and take pride in being part of the organization. Meanwhile, continuance commitment motivates employees to maintain their performance due to the perceived cost of leaving the organization. Normative commitment, on the other hand, instills a moral obligation to contribute positively to the organization's goals. Therefore, the stronger the organizational commitment, the more likely employees are to exhibit high performance, take initiative, and engage in proactive workplace behaviors.

H6: Organizational commitment mediates the relationship between transformational leadership and performance.

H7: Organizational commitment mediates the relationship between organizational culture and performance.

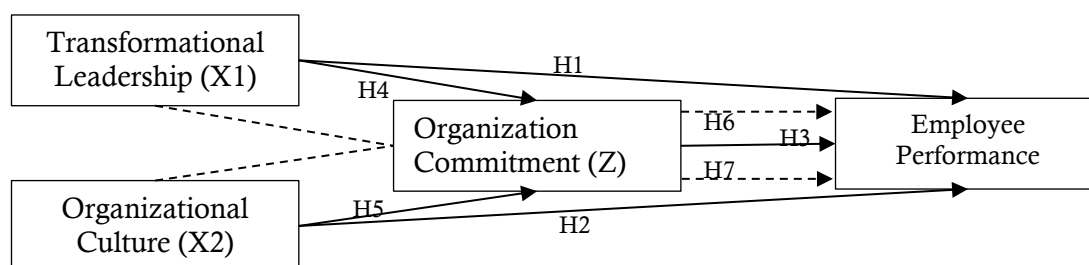


Figure 1. Framework Research

Figure 1 shows the research framework in this study. This research framework emphasizes that employee performance is influenced by transformational leadership, organizational culture, and organizational commitment. Transformational leadership and organizational culture are expected to not only have a direct effect on performance (H1, H2), but also increase organizational commitment (H4, H5), which in turn drives better performance (H3). In addition, organizational commitment acts as a mediator in the relationship between transformational leadership and performance (H6), as well as between organizational culture and performance (H7). Thus, organizational commitment is an important key in strengthening the influence of leadership and culture on employee performance.

## RESEARCH METHOD

This study adopts a quantitative approach to investigate the relationships among variables in a structured and measurable way. The sampling technique used is Simple Random Sampling, allowing each member of the population an equal chance of being selected. The research sample consists of 75 respondents, drawn from the population of active lecturers at a private university. Data were collected using two main instruments: structured questionnaires and direct interviews, ensuring both breadth and depth of information. Each variable, such as ability, intelligence, affective commitment, and work quality, was measured using indicators that had been previously defined and operationalized. An interval scale was used for measurement, allowing for a more precise analysis of the data.

To ensure the accuracy and robustness of the research instruments, both validity and reliability tests were conducted. The reliability test was measured using Cronbach's Alpha, where a value greater than 0.60 was considered acceptable, indicating that the items possessed adequate internal consistency. This step was essential to confirm that the constructs used in the study were reliable for further analysis. For data analysis, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM), which allows

simultaneous assessment of complex relationships between variables. Path analysis was applied to examine both direct and indirect effects, providing a comprehensive understanding of the causal relationships within the proposed model.

## RESULTS

This section presents the findings of the study, which investigates the relationships among transformational leadership, organizational culture, organizational commitment, and lecturer performance at a private university in Batam City. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both direct and indirect effects among the variables. The results are organized to provide insights into the validity and reliability of the measurement instruments, followed by the path coefficients and mediation effects.

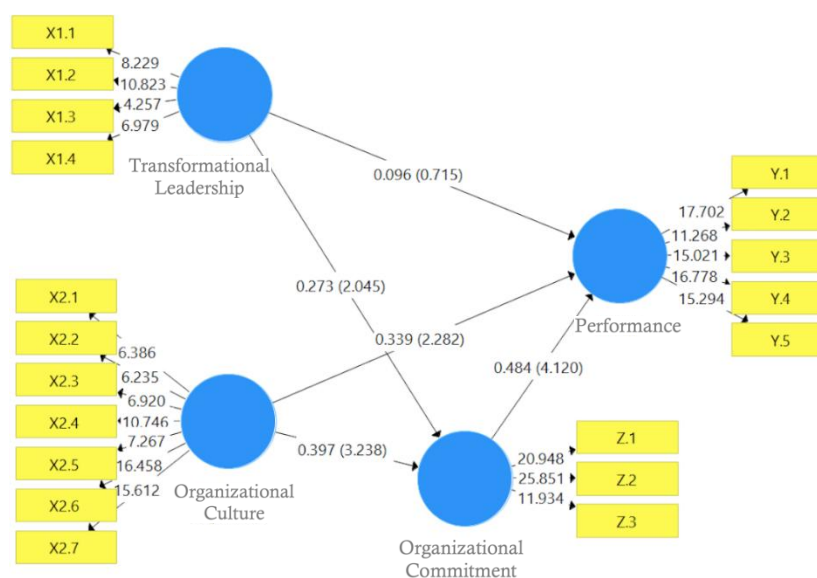


Figure 2. Inner and Outer Model

Based on Figure 2, from the picture above, it can be seen that all loadings are more than 0.5, so they do not need to be set aside. Thus, the indicator type has been valid to explain each of its latent variables, namely transformational leadership, organizational culture, organizational commitment, and employee performance.

Table 1. Composite Reliability

Variables	Cronbach's Alpha
Organizational Culture	0.826
Transformational Leadership	0.726
Employee Performance	0.868
Organizational Commitment	0.775

Based on Table 1, the composite reliability value for organizational culture is 0.826, transformational leadership is 0.726, and organizational commitment is 0.775. The entire Cronbach alpha value is > 0.7, so it can be concluded that all variables meet the reliability requirements.

Table 2. Average Variance Extracted (AVE)

Variables	AVE
Organizational culture	0.524
Transformational Leadership	0.506
Employee Performance	0.654
Organizational Commitment	0.689

Table 2 presents the AVE values, which are 0.524 for organizational culture, 0.506 for transformational leadership, 0.654 for performance, and 0.689 for organizational commitment. The four variables have an AVE above 0.5, so the construct has good convergent validity, where the latent variables can explain an average of more than half of the variance of its indicators.

**Table 3.** Discriminant Validity Test

Variable	Item	Culture	Leadership	Performance	Commitment
Organizational Culture (X1)	X1.1	0.527	0.742	0.417	0.412
	X1.2	0.569	0.812	0.525	0.361
	X1.3	0.642	0.575	0.374	0.176
	X1.4	0.614	0.697	0.329	0.523
Transformational Leadership (X2)	X2.1	0.660	0.591	0.472	0.318
	X2.2	0.626	0.314	0.281	0.161
	X2.3	0.676	0.437	0.376	0.216
	X2.4	0.728	0.547	0.459	0.332
	X2.5	0.643	0.566	0.507	0.609
	X2.6	0.779	0.348	0.537	0.512
	X2.7	0.744	0.383	0.553	0.417
Employee Performance (Y)	Y.1	0.638	0.564	0.823	0.727
	Y.2	0.629	0.418	0.755	0.599
	Y.3	0.508	0.408	0.819	0.579
	Y.4	0.565	0.438	0.845	0.564
	Y.5	0.593	0.489	0.798	0.446
Organizational Commitment (Z)	Z.1	0.544	0.524	0.664	0.820
	Z.2	0.457	0.402	0.633	0.882
	Z.3	0.420	0.390	0.502	0.784

Based on Table 3 above, it is evident that the discriminant validity or loading factor value for each variable exhibits a higher correlation with its own variables compared to other variables. Likewise with the indicators of each variable. This shows that the placement of indicators on each variable is correct.

**Table 4.** R Square Result

Variable	R Square	Adjusted R Square
Employee Performance	0.640	0.625
Organizational Commitment	0.375	0.358

Based on Table 4, the R-squared value for the Employee Performance variable is 0.640. This indicates that the variation of the variable Employee Performance can be stated by the independent variable as much as 64%. In addition, the R Square value for the Organizational commitment variable shows 0.375. This can be interpreted as the variation of the Organizational Commitment variable can be explained by 37.5%.

**Table 5.** Hypothesis Testing Result

Hypothesis	Original Sample	Mean Sample	Std. Deviation	T-Statistic	P-Values
H1: Transformational Leadership -> Employee Performance	0.096	0.077	0.134	0.715	0.075
H2: Organizational Culture -> Employee Performance	0.339	0.383	0.148	2,282	0.023
H3: Organizational Commitment -> Employee Performance	0.484	0.453	0.118	4,120	0,000
H4: Transformational Leadership -> Organizational Commitment	0.273	0.289	0.133	2,045	0.041
H5: Organizational Culture -> Organizational Commitment	0.397	0.399	0.123	3,238	0.001

Based on Table 5, Organizational culture has a direct influence on employee performance, with a path coefficient of 0.339 and a p-value of 0.023, which is below 0.05.

This indicates that organizational culture significantly affects the performance of lecturers at private universities (*Perguruan Tinggi Swasta/PTS*) in Batam City. Additionally, organizational culture has a significant impact on organizational commitment, as indicated by a path coefficient of 0.397 and a p-value of 0.001. In contrast, the effect of transformational leadership on performance is not significant, with a path coefficient of 0.096 and a p-value of 0.075, which exceeds the 0.05 threshold. However, transformational leadership does significantly influence organizational commitment, demonstrated by a path coefficient of 0.273 and a p-value of 0.041. Finally, organizational commitment has a substantial and significant effect on performance, with a path coefficient of 0.484 and a highly significant p-value of 0.000, indicating its key role in influencing lecturer performance at PTS universities in Batam City.

**Table 6.** Hypothesis Testing for Path Coefficient

Hypothesis	Original Sample	Mean Sample	Std. Deviation	T-Statistic	P-Values
H6: Transformational Leadership -> Organizational Commitment -> Performance	0.132	0.130	0.068	1,945	0.052
H7: Organizational Culture -> Organizational Commitment -> Performance	0.192	0.180	0.074	2,610	0.009

Based on Table 6, organizational culture affects employee performance through organizational commitment, with a path coefficient of 0.192 and a significance level of  $0.009 < 0.05$ . This stated that organizational commitment successfully mediates the relationship between organizational culture and performance. On the other hand, the impact of transformational leadership on performance through organizational commitment has a path coefficient of 0.132 and a p-value of  $0.052 > 0.05$ . This suggests that organizational commitment does not significantly mediate the effect of transformational leadership on employee performance.

## DISCUSSION

The study did not find evidence that transformational leadership significantly influences the performance of lecturers at private universities in Batam City. This suggests that transformational leadership has yet to effectively enhance employee performance in this context, possibly because leaders are not fully optimizing their role in guiding subordinates in carrying out assigned tasks. This research is supported by Firdaus et al. (2023), who found that transformational leadership had no significant direct effect on employee performance, and Nilasari et al. (2024), who said that transformational leadership does not directly impact employee performance, even when mediated through organizational culture and innovative behavior.

Organizational culture plays a crucial role in shaping the performance of lecturers at private universities in Batam City. This indicates that when the organizational culture promotes innovation, efficiency, and assertiveness, it can lead to a notable improvement in lecturer performance. This result supported studies conducted by Jufrizen and Rahmadhani (2020) and Indajang et al. (2020), which state that organizational culture has an effect on employee performance.

Organizational commitment has a significant impact on the performance of lecturers at private universities in Batam City. This implies that as the organizational commitment of lecturers increases, their performance also improves. When lecturers are committed, they are more likely to trust and align with the institution's values and objectives, which motivates them to put in greater effort, ultimately leading to enhanced performance. Nazir and Islam (2017), Ramli (2017), Hendri (2019), Almaaitah et al. (2020), and Jufrizen et al. (2022) stated that organizational commitment has a positive effect on improving employee performance.

The findings of this study indicate that organizational culture significantly influences the organizational commitment of lecturers at private universities in Batam City. This suggests that leadership plays a key role in strengthening lecturer commitment, as leaders who offer clear guidance, motivation, and positive feedback on employees' performance contribute to a greater sense of satisfaction among lecturers. This satisfaction, in turn, enhances their commitment to the institution. Thus, the employee will be more committed to the Office of the Regional People's Representative Council of North Sumatra Province. This research is supported by Widyatmika and Riana (2020), Jufrizen et.al (2022), and Rahmadani et al. (2023) found that transformational leadership significantly enhances employee commitment in higher education institutions. concluded that transformational leadership has a significant effect on organizational commitment.

Furthermore, organizational culture has a significant impact on organizational commitment. This suggests that a strong organizational culture can foster greater commitment among private university lecturers in Batam City. When the values held by the lecturers align with those upheld by the institution, lecturers tend to feel more comfortable and connected within the institutional environment. This sense of alignment fosters a stronger sense of belonging and ownership, ultimately leading to increased commitment toward the institution. This research is supported by Yusuf (2019), Yusuf (2020), Jeong and Cho (2020), and Permana and Kustiyadji (2024), stating that organizational culture has a significant effect on organizational commitment.

Organizational commitment was not found to mediate the effect of transformational leadership on performance. This indicates that leadership has not successfully enhanced employee performance through organizational commitment among lecturers at private universities in Batam City. The efforts of leaders to guide and motivate lecturers in their work have not led to noticeable improvements in lecturer performance. Additionally, leaders have not effectively responded to employees' work outcomes, resulting in a lack of satisfaction among lecturers. Consequently, lecturers have not shown strong commitment to their institutions. Greater seriousness and dedication from lecturers in carrying out their duties are needed to improve their performance. These findings are consistent with Soelistya et al. (2024), who found that transformational leadership directly influences employee performance, but organizational commitment does not mediate this effect on teacher performance in an educational setting. Ausat et al. (2022) reported that in SME organizations, organizational commitment failed to act as a mediator between transformational leadership and work performance.

Additionally, organizational commitment can mediate the influence of organizational culture on performance. This shows that organizational culture is able to improve employee performance through the organizational commitment of lecturers at private universities in Batam City where with the suitability of the values adopted by lecturers with the values applicable in the institution, lecturers will be happier in the university environment, lecturers will feel more self of belonging at the university so that the lecturer's commitment to the university will increase, thus the lecturer will be more serious in doing his job so that the lecturer's performance will increase.

The findings of this study contribute to the theoretical development of human resource management and organizational behavior by refining the understanding of the mechanisms through which organizational culture and organizational commitment influence employee performance, particularly in higher education settings. The study challenges the general assumption within transformational leadership theory that such leadership styles universally enhance performance outcomes. In the context of private universities in Batam City, transformational leadership was not found to have a significant direct or mediated effect on lecturer performance, suggesting that contextual and cultural factors may moderate the effectiveness of leadership styles. This invites further theoretical exploration into situational leadership frameworks or the role of institutional maturity in leadership effectiveness. Moreover, the significant mediating role of organizational commitment between organizational culture and performance supports existing

theoretical models that emphasize commitment as a key psychological link connecting employees to organizational goals.

## CONCLUSION

This study concludes that transformational leadership has no significant direct effect on the performance of lecturers at private universities in Batam City. However, organizational culture and organizational commitment both have significant direct effects on lecturer performance. Additionally, transformational leadership significantly influences organizational commitment, and organizational culture also significantly affects organizational commitment. In terms of indirect effects, organizational commitment is found to mediate the relationship between both transformational leadership and organizational culture on employee performance. These findings highlight the importance of cultivating a strong organizational culture and fostering high levels of commitment among lecturers as strategic approaches to improving performance. Furthermore, although transformational leadership does not directly enhance performance, it plays a critical role in shaping organizational commitment, which in turn contributes to better performance outcomes. Therefore, institutions should prioritize creating a supportive work environment, implementing leadership development programs, and conducting regular performance evaluations to enhance overall effectiveness. Future research is recommended to broaden the scope by including public universities and diverse educational settings, in order to validate and extend the applicability of these findings across different organizational contexts.

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