Digital Leadership And Talent Sustainability: Reshaping HR Strategies For Agile Organizations In The Asean Context

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ABSTRACT

This study aims to analyze the role of digital leadership and talent sustainability in reshaping human resource (HR) strategies to support agile organizations within the ASEAN region. Operating under a qualitative approach, this research utilizes an exploratory descriptive method. Data collection was carried out through in-depth interviews, observation, and documentation involving organizational leaders, HR managers, and employees across several organizations in Indonesia, Malaysia, and Singapore. Data analysis was executed using NVivo software to identify themes, patterns, and inter-variable relationships. The findings demonstrate that digital leadership exerts a critical influence on enhancing organizational agility by accelerating decision-making processes, fostering a culture of innovation, and strengthening work collaboration. Furthermore, talent sustainability serves as a strategic determinant in maintaining organizational competitiveness through digital competence development and high-potential talent retention. The study also reveals that organizations in ASEAN still encounter persistent challenges, including low digital competencies among HR, weak agile work cultures, and intense competition in the digital labor market. Consequently, organizations must develop technologically driven adaptive HR strategies and sustainable talent development frameworks to navigate digital transformation and global business dynamics.

Introduction

Management is fundamentally a process of planning, organizing, directing, and controlling organizational resources to achieve objectives effectively and efficiently. The advancement of digital technology has brought profound shifts in modern management practices, particularly in human resource (HR) management. Contemporary organizations are continuously required to adapt rapidly to a dynamic business environment, thereby amplifying the significance of the agile organization concept. An agile organization is characterized as flexible, responsive, innovative, and highly capable of adapting to technological shifts and market demands [1]. According to Siregar et al. (2023) and Ferraris et al. (2022), agile organizations exhibit superior capacity in maintaining business sustainability by strengthening leadership and organizational social capabilities [2][3]. These shifts necessitate that HR strategies move beyond a conventional focus on labor administration and pivot toward talent development and organizational digital transformation.

HR strategies tailored for agile organizations have emerged as a critical issue in modern management. Organizations require human resources equipped with digital competencies, collaborative skills, creativity, and readiness to confront rapid change. Adaptive HR strategies assist organizations in enhancing innovation, productivity, and market competitiveness. According to Subariyanti et al. (2024), digital transformation and organizational agility significantly influence employee performance improvement when reinforced by strategic leadership and competence development [4]. This underscores the necessity for organizations to formulate HR strategies capable of fostering an agile work culture to survive global competition. Moreover, the success of an agile organization is heavily dependent on its capacity to build flexible work systems oriented toward sustainable talent development.

The ASEAN region stands as one of the fastest-growing digital economies globally. ASEAN member states continuously drive digital transformation by strengthening technology, business innovation, and the quality of human resources. Indonesia, Singapore, Malaysia, Thailand, and Vietnam are actively developing digital ecosystems to bolster regional competitiveness. According to Zahrah and Darmastuti (2024), the expansion of the digital economy in ASEAN compels organizations to reinforce HR readiness

and digital leadership to compete globally [5]. Nonetheless, various organizations across ASEAN still encounter impediments in implementing agile frameworks, such as low digital literacy, constrained talent development, and resistance to shifting work cultures.

One vital factor determining the success of HR strategies within agile organizations is digital leadership. Digital leadership is defined as a leader's capability to leverage digital technologies to foster innovation, streamline decision-making, and drive organizational transformation. Digital leaders are required to cultivate an adaptive and collaborative organizational culture. According to Soehaditama et al. (2023), Khan et al. (2023), and Dubey et al. (2023), digital leadership exerts a positive impact on organizational agility and organizational sustainability in the digital transformation era [6][7][8]. Parallel to digital leadership, talent sustainability serves as a core pillar supporting the success of agile organizations [9]. Talent sustainability pertains to an organization's capability to continuously retain, develop, and groom high-potential talents for the long term [10]. Organizations that successfully maintain talent sustainability can more readily sustain long-term innovation and productivity.

Based on surveys conducted across several organizations in the ASEAN region, many enterprises still experience constraints in implementing agile-based HR strategies. Emerging bottlenecks include deficient digital leadership capabilities, high turnover rates among high-potential employees, suboptimal talent development programs, and a weak organizational agile culture. Furthermore, some organizations persist in using conventional management approaches, resulting in a sluggish digital transformation process. This baseline reality highlights the urgency for research investigating the influence of digital leadership and talent sustainability in reshaping HR strategies for agile organizations within the ASEAN region.

The empirical phenomenon surrounding digital leadership and talent sustainability has increasingly garnered attention in ASEAN alongside intensifying digital transformation across various sectors. Corporations have begun shifting conventional workflows toward more flexible and adaptive models through agile organizational frameworks. However, the implementation of agile-based HR strategies remains suboptimal due to a lingering digital competence gap among both leaders and employees. According to Soehaditama et al. (2023), digital leadership plays an instrumental role in cultivating organizational agility and corporate sustainability [6]. On the other hand, organizations in ASEAN face severe challenges in retaining premium talents due to aggressive market competition, changing employment expectations among younger generations, and accelerated technological breakthroughs in the modern business landscape.

The issues persistently identified within ASEAN organizations include inadequate HR readiness for digital transformation, weak agile work cultures, and ineffective sustainable talent development initiatives. Many organizations have yet to establish work systems that support innovation, seamless collaboration, and swift adaptation to market adjustments. Additionally, some organizational leaders still adhere to traditional leadership models, rendering decision-making slow and unresponsive to technological evolution. According to Subariyanti et al. (2024), deficient digital competencies and a lack of strategic leadership backing can severely hamper organizational performance improvements [4]. This scenario calls for highly adaptive HR strategies to support the successful execution of agile organizations in ASEAN.

Extant literature demonstrates that digital leadership and talent sustainability share an intricate relationship with the success of agile organizations facing digital transformation. A study by Siregar, Afiff, and Halim (2023) posits that agile leadership can enhance business sustainability by reinforcing the political and social capabilities of the organization [2]. Furthermore, Soehaditama et al. (2023) discovered that digital leadership significantly impacts organizational agility and organizational sustainability in modern corporate setups [6]. Research by Subariyanti et al. (2024) proves that digital transformation, HR competency, and organizational agility collectively elevate employee performance when supported by strategic leadership [4]. Additionally, Nuraini (2025) emphasizes that digital leadership is an indispensable element in crafting an innovative, adaptive, and technology-driven corporate culture [11]. Corroborating these views, Zahrah and Darmastuti (2024) reinforce that ASEAN's digital economic acceleration demands that organizations fortify their HR strategies and talent development frameworks to compete effectively on a global stage [5]. Synthesizing these prior studies, it is concluded that digital leadership and talent sustainability are critical drivers in shaping HR strategies for agile organizations across the ASEAN region.

Despite these insights, the vast majority of existing studies remain concentrated on the broad relationships among digital leadership, organizational agility, and generic corporate performance. Previous research also tends to analyze companies within isolated domestic boundaries, rarely integrating talent sustainability as an essential facet of an agile organization's HR strategy. Furthermore, literature addressing digital leadership within the broad ASEAN context remains scarce, particularly regarding a comprehensive

transformation of HR strategies. This indicates a distinctive research gap concerning the integration of digital leadership and talent sustainability in reshaping HR strategies for agile organizations across ASEAN.

The novelty of this study lies in the formulation of an integrative model that links digital leadership and talent sustainability to reshape HR strategies for agile organizations specifically within the ASEAN context. This study does not merely highlight the technological transformation aspects of organizations but also repositions talent sustainability as a strategic determinant for long-term competitiveness. Moreover, it introduces a regional ASEAN perspective that is underrepresented in prior empirical studies, thereby intending to deliver strategic recommendations for organizations dealing with digital economic dynamics and evolving modern workspaces.

Digital Transformation in HR Management

Digital transformation in HR management constitutes a process of fundamental restructuring and evolution in human capital management, intensively utilizing digital technology to optimize organizational effectiveness, efficiency, and productivity [12]. Operationally, this transformation manifests through the automation of administrative workflows (e-HRM), the acceleration of digital literacy and competencies, the adoption of hybrid work models, and the deployment of big data analytics for strategic HR decision-making [13].

According to Firdaus and Anisa (2025), the depth of this technological adoption correlates directly with corporate resilience against global market disruptions [14]. Theoretical synthesis indicates that digital transformation does not operate in a vacuum; it functions as an enabling infrastructure that triggers structural flexibility. When employee digital competence is accelerated and bureaucratic barriers are dismantled, organizational agility and performance can increase simultaneously [4]. Thus, this variable serves as the technological bedrock underpinning the operational efficiency of modern organizations [11][15][5].

Agile Leadership

Agile leadership is a leadership paradigm centered on the steering capability to guide organizations amidst volatility, uncertainty, complexity, and ambiguity (VUCA) in a rapid, flexible, and innovative manner. The operational definition of this construct encompasses three main dimensions: digital visioning, cross-functional team empowerment, and a high tolerance for risk experimentation. Agile leaders no longer position themselves as authoritarian overseers, but rather as facilitators of collaboration [2].

Inter-theoretical relationships position agile leadership as a crucial bridge between digital technology availability and the institutionalization of an adaptive culture. Soehaditama et al. (2023) confirmed that without a dynamic leadership style, investments in digital systems will suffer from internal resistance [6]. Digitally resilient leaders are capable of transforming an organization's social capabilities into primary drivers for successful technological transformation initiatives [16][14].

Talent Sustainability and Development

Talent sustainability theory postulates the vital importance of an organization's long-term commitment to continuously attract, develop, maintain, and deploy high-potential human capital to preserve competitive advantage [9]. The operational indicators of talent sustainability are measured through the continuity of digital upskilling/reskilling programs, the efficacy of mentoring systems, the clarity of future-competence-based career paths, and the cultivation of a work climate that supports psychological well-being.

Within the highly competitive macroeconomic ecosystem of ASEAN, technology-based talent development becomes a life-or-death determinant for enterprises [5]. Synthesizing the inter-theoretical links asserts that if digital transformation provides the tools and agile leadership provides the direction, then talent sustainability supplies the engine [11]. Together, they form a strategic triangle: agile digital leadership initiates talent development programs, which in turn optimize the exploitation of digital technologies to guarantee sustainable organizational innovation and productivity [14][15][4].

Methods

Approach and Research Type

This study adopts a qualitative approach utilizing an exploratory descriptive method. This specific configuration was selected to obtain a profound understanding of digital leadership and talent sustainability phenomena within the scope of agile ASEAN organizations. According to Creswell and Poth (2023), qualitative inquiry focuses on exploring meanings, experiences, and the perspectives of participants regarding a specific phenomenon [17]. An exploratory framework was chosen due to the limited empirical

literature integrating digital leadership and talent sustainability in the context of agile ASEAN organizations. Field research was conducted from November to December 2025 across several organizations undergoing digital transformation in the ASEAN region.

Research Location and Informants

The geographical location of this research spans service, technology, and representative sectors located within ASEAN, specifically Indonesia, Malaysia, and Singapore. The selection of these sites was carried out purposively because these organizations have explicitly instituted digital workflows and agile structures. The informant pool comprised 28 individuals, including corporate executives, HR managers, digital supervisors, and frontline employees directly involved in organizational digital transformation.

Data Saturation Note: The determination of the total 28 informants across three ASEAN nations was rigorously guided by the principle of data saturation in qualitative research. Data collection was concluded when interviews with the final sets of informants yielded no new significant information, themes, or codes regarding agile HR strategies (redundancy of information). Given the homogeneity of the operational characteristics of the selected corporations (all utilizing technology-driven agile structures), the threshold of 28 cross-border informants reached a sufficient saturation point to representatively address the research questions.

Informant selection utilized purposive sampling, assessing the informants' experience and grasp of agile-based HR practices. According to Yusuf (2024), purposive sampling in qualitative approaches targets the extraction of deeply relevant and comprehensive data corresponding strictly to the research focus [18].

Data Collection Techniques and Interview Guide

Data collection was facilitated via in-depth interviews, observation, and documentation. To maintain standardization and qualitative depth, the interviewing process was steered by a structured Interview Protocol validated by human resource management experts. The interview guide was operationalized based on primary theoretical syntheses, containing four core question clusters:

1. Digital Leadership Cluster: Exploring vision, communication modalities, and the management's utilization of digital platforms in decision-making.
2. Talent Sustainability Cluster: Investigating the effectiveness of digital upskilling, retention of high-potential staff, and succession planning architecture.
3. Agile Organization Cluster: Measuring the flexibility of cross-functional units, speed of response to market modifications, and innovation culture dynamics.
4. Comparative ASEAN Context Cluster: Unearthing specific challenges relating to local jurisdictions, digital infrastructure maturity, and cross-border work culture variances (Indonesia, Malaysia, Singapore).

Observations were directed at corporate culture, digital tool deployment, and internal communication flows. Documentation was compiled to supplement the dataset with corporate reports, HR manuals, and digital transformation roadmaps. According to Sugiyono (2023), combining multiple data collection instruments in qualitative research acts to increase data validity and credibility through source triangulation [19].

Data Analysis via NVivo

Data analysis was conducted using the latest edition of NVivo software to systematically organize the qualitative dataset. The analytical trajectory moved from interview transcription, data coding, and thematic identification to categorization and the eventual visualization of inter-variable paths. Employing NVivo permitted the researchers to isolate latent patterns, dominant nodes, and structural links binding digital leadership, talent sustainability, and agile HR strategic adjustments. According to Jackson and Bazeley (2024), NVivo represents an efficient computer-assisted qualitative data analysis software (CAQDAS) that optimizes coding reliability and unpacks highly complex data interpretations [20].

Data Trustworthiness

The trustworthiness of the data was secured using source triangulation, technical triangulation, and member checking. Source triangulation was operationalized by comparing disclosures across varying organizational tiers, while technical triangulation contrasted interview transcripts with real-time observations and internal policy documents. Member checking required informants to review and verify their respective interview summaries and the subsequent research interpretations. According to Moleong (2023), executing

data trustworthiness protocols in qualitative research is mandatory to ensure credibility, dependability, and validity, rendering the scientific outputs authoritative and defensible [21].

Results and Discussions

Results

The results of this study illustrate how digital leadership and talent sustainability reshape HR strategies to facilitate agile organizations in the ASEAN region. The empirical data were accumulated through in-depth interviews, observations, and documentation in selected organizations across Indonesia, Malaysia, and Singapore. Analytical operations via NVivo generated several core themes indicating the explicit alignment among digital leadership, talent cultivation, agile culture, and successful corporate transformations.

Table 1. Characteristics of Research Informants

No	Informant Position	Total	Country
1	Director / CEO	4	Indonesia, Malaysia
2	HR Manager	6	Indonesia, Singapore
3	Digital Supervisor	5	Malaysia, Singapore
4	Technology Division Staff	10	Indonesia, Malaysia, Singapore
5	Organizational Consultant	3	ASEAN

Source: Processed research data, 2025

Table 1 indicates that the research informants represent various strategic echelons directly tied to the execution of digital transformation and agile HR architectures. The majority of informants were located within technology divisions and HR departments due to their direct insight into digital work culture shifts. The cross-border representation across three ASEAN countries enriched the data quality, granting multi-layered perspectives on implementing digital leadership and talent sustainability in contemporary organizations.

The interview data indicated that while most organizations have rolled out digital work platforms - such as online collaboration spaces, cloud-based data repositories, and digital performance metrics - the deployment has not been entirely seamless. Persistent bottlenecks include low technological adaptability among certain segments of traditional staff. Informants explicitly stressed that the ultimate success of organizational overhaul depends heavily on a leader's ability to forge an innovative, flexible workspace culture.

The study established that organizations led by executives possessing advanced digital competencies demonstrate higher success rates in building organizational agility. Digital leaders accelerate decision-making, break down silos to boost cross-divisional interaction, and catalyze workforce collaboration. Observational data corroborated that high-agility setups exhibit more open, fluid, and market-responsive behavioral patterns than legacy corporations relying on conventional frameworks.

Table 2. NVivo Primary Theme Coding Frequency

No	Primary Theme	Appearance Frequency
1	Digital Leadership	48
2	Organizational Agility	42
3	Talent Development	37
4	Digital transformation	40
5	Agile work culture	35

Source: NVivo analysis outputs, 2025.

As illustrated in Table 2, the theme of "Digital Leadership" recorded the highest coding frequency within the informant statements. This denotes that digital leadership is perceived as the most dominant factor supporting agile organizations in ASEAN. The themes of organizational agility and digital transformation also scored high frequencies, reflecting the reality that most regional firms are actively restructuring their work systems toward digital fluidity. Similarly, talent development and agile work culture emerged as pivotal nodes anchoring modern HR configurations.

The research further points out that talent sustainability represents a primary macroeconomic hurdle for organizations in ASEAN. A large number of firms struggle to retain high-potential employees due to fierce competition in the tech labor market and shifting career values among younger workers. Informants noted that modern workers gravitate toward organizations offering schedule flexibility, clear career progression, and collaborative environments. Consequently, companies are instituting tech-driven training, mentoring setups, and digital talent management architectures to foster retention.

Additionally, this study confirms that agile-based HR strategies actively drive corporate productivity. Organizations deploying flexible structures, digital-based performance evaluations, and continuous competence upskilling demonstrate higher innovation rates. Furthermore, implementing digital tools expedites recruitment, onboarding, and strategic HR planning, rendering corporations highly responsive to volatile market shifts.

Table 3. Enabling Factors of Agile Organizations in ASEAN

No	Enabling Factor	Percentage
1	Digital Leadership	35%
2	HR Competence	25%
3	Digital Technology	20%
4	Organizational Culture	12%
5	Flexibel Work Systems	8%

Source: Processed research data, 2025.

Table 3 confirms that digital leadership is the most critical driver for agile organizations in ASEAN, accounting for 35% of the distribution. HR competence holds the second position (25%), proving that the workforce's capacity to exploit technology dictates transformation success. Digital tools and organizational culture also contribute significantly to stabilizing agile infrastructures, whereas flexible work arrangements serve as a value-adding catalyst that elevates operational efficiency and employee satisfaction.

In summary, the empirical results show that the success of HR strategies within agile ASEAN organizations depends on the integration of digital leadership and talent sustainability. Entities capable of merging advanced technology with continuous human capital optimization demonstrate stronger resilience in turbulent environments. Ultimately, digital transformation involves not merely adopting hardware and software, but fundamentally reshaping work culture, leadership mindsets, and talent management strategies.

Discussion

Digital Leadership in Agile Organizations: A Cross-Country Comparative Analysis

The empirical findings prove that digital leadership is the primary cornerstone for agile organizations in ASEAN. Digital leaders succeed in cultivating collaborative work climates, accelerating executive decision-making, and adjusting organizational structures to match technological speeds. Organizations steered by digitally competent leaders exhibit higher innovation rates and greater market responsiveness. This finding aligns with Soehaditama et al. (2023), who argue that digital leadership dictates organizational agility and corporate sustainability [6]. Also, Nuraini (2025) emphasizes that digital leaders optimize internal communication channels through the strategic application of digital ecosystems [11].

On a comparative cross-border level, this study unearths distinct disparities in digital leadership execution, heavily influenced by the maturity of national digital infrastructures. In Singapore, digital leadership has progressed into data-driven leadership, where executives rely heavily on AI-driven predictive analytics to drive rapid organizational agility. Conversely, in Indonesia, digital leadership models remain highly transformational-empathic, where leaders focus primarily on bridging internal digital divides and reducing legacy cultural resistance to new technologies. Malaysia occupies a transitional phase, focusing its digital leadership on expanding cross-divisional collaborative networks [9]. This divergence indicates that the execution of digital leadership in ASEAN is not uniform; rather, it is anchored to sosiocultural dynamics and localized technological maturity [16].

Talent Sustainability within HR Strategies

The study demonstrates that talent sustainability is a critical hurdle within ASEAN due to aggressive digital talent poaching. Organizations that successfully retain key personnel generally implement structured upskilling frameworks, transparent rewards, and flexible environments. The data show that modern talent is

strongly attracted to employers prioritizing competency growth and work-life balance. This outcome supports Zahrah and Darmastuti (2024), who state that the growth of the ASEAN digital economy mandates that corporations upgrade talent development to sustain global competitiveness [5]. Furthermore, Rambe et al. (2024) note that long-term organizational survival rests on the capacity to manage talent pools and protect continuous innovation [15].

Cross-country tracking reveals varied approaches to handling talent mobility. Singapore utilizes aggressive retention strategies backed by premium compensation packages and state-of-the-art research ecosystems to counteract brain drain. In contrast, enterprises in Indonesia and Malaysia rely heavily on organic talent grooming via internal incubation programs and continuous mentoring to construct digital talent pipelines from within. The deficit of market-ready tech professionals in Indonesia forces HR departments to invest heavily in foundational reskilling, whereas Singapore focuses on optimizing high-tier talent retention [1].

Organizational Agility and Digital Transformation

The results demonstrate a robust link between organizational agility and successful digital transformation. Agile organizations adapt more rapidly to shifting market requirements, consumer preferences, and technological disruption. Introducing flexible workflows alongside digital platforms improves operational metrics and individual employee output. This is congruent with Subariyanti et al. (2024), who argue that combining digital transformation with organizational agility boosts workforce performance when moderated by strategic leadership. Moreover, Siregar, Afiff, and Halim (2023) clarify that organizational agility is a structural prerequisite for long-term business sustainability [2].

Looking across the regional spectrum, organizational agility rates display stark structural differences. Singaporean firms present stable agility metrics due to highly supportive, nimble national regulations and widespread automated processes. Conversely, Indonesian organizations display an adaptive-reactive form of agility; systemic gaps in technological infrastructure are frequently compensated for by the high flexibility, resilience, and field-level creativity of the human capital (local wisdom workaround). In Malaysia, organizational agility is pushed forward by integrating green innovation parameters into corporate digital supply chains [8]. This regional phenomenon indicates that organizational agility in ASEAN takes different paths: system-technological in Singapore, human-flexible in Indonesia, and regulatory-structural in Malaysia [12].

Tailoring Agile HR Strategies for the ASEAN Landscape

This investigation proves that agile HR strategies in ASEAN must be anchored on expanding digital fluencies, protecting schedule flexibility, and solidifying innovation values. Companies must weave digital platforms directly into their core human capital management operations to improve execution metrics and secure top talent. Furthermore, constructing a supportive workspace that values collaborative learning is non-negotiable. This finding matches Firdaus and Anisa (2025), who emphasize that digital transformation paired with agile governance structures is vital for modern institutional sustainability [14].

From a comparative angle, implementing agile HR across these three nations reveals differing operational priorities. Singapore treats the establishment of global talent pools and borderless virtual workplaces as its chief priority. Indonesia concentrates on converting legacy HR manuals into formal flexible policies, specifically legalizing internal Work From Anywhere (WFA) guidelines and transparent digital KPI dashboards. Meanwhile, Malaysia emphasizes triangular alliances linking corporations, academic institutions, and government bodies to accelerate the flow of agile graduates into the workforce [13]. These cross-border nuances demonstrate that agile HR strategies within ASEAN require a hybrid methodology, blending global best practices with a deep understanding of local labor realities [7].

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Conclusions

This study concludes that digital leadership and talent sustainability play an instrumental role in reshaping HR strategies to facilitate agile organizations in the ASEAN region. Accelerated digital transformation forces institutions to re-engineer conventional work models into flexible, innovative, and adaptive frameworks. In this shifting landscape, digital leadership emerges as the decisive factor determining an organization's capacity to embed an agile culture, accelerate strategic decisions, and heighten cross-functional collaboration and communication.

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The empirical data demonstrate that talent sustainability acts as a strategic differentiator for maintaining corporate competitiveness within the digital economy. Organizations that continuously retain and expand premium talent enjoy higher innovation yields, increased employee loyalty, and superior productivity. Moreover, the institutionalization of organizational agility is proven to assist firms in adapting to technological developments, shifting customer needs, and global business fluctuations.

This research identifies that organizations across ASEAN still face systemic roadblocks, including digital skill deficits among staff, underdeveloped agile mindsets, and aggressive tech talent competition. Therefore, enterprises must engineer adaptive HR systems by upgrading digital fluencies, installing sustainable talent initiatives, and introducing flexible, tech-driven workflows. Ultimately, this study provides theoretical and practical contributions to modern human resource management, specifically regarding the integration of digital leadership and talent sustainability to support agile organizations in ASEAN during the digital transformation era.

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Author Contributions

The authors contributed substantially to all stages of this research. The first author was responsible for conceptualization, research design, data collection, NVivo-based data analysis, and manuscript drafting. The second author contributed to literature review development, methodological refinement, and interpretation of findings. The third author supported data validation, critical manuscript review, and editing. All authors participated in discussing the results, revising the manuscript for intellectual content, and approving the final version for publication.

Conflicts of Interest

The authors declare that there are no conflicts of interest related to this research, authorship, or publication of this manuscript. The study was conducted independently without any financial, commercial, institutional, or personal relationships that could influence the research process, data collection, analysis, interpretation of findings, or reporting of results. All conclusions presented in this study are based solely on the evidence obtained from the research. The authors are committed to maintaining academic integrity, transparency, and objectivity throughout the study and confirm that no external party had any role in influencing the outcomes or publication decisions.

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