

THE EFFECT OF LEADERSHIP, EMPLOYEE COMMITMENT, AND WORK MOTIVATION, ON EMPLOYEES' PERFORMANCE

Daniel Getnet Admit¹

Alemayehu Turga Fujie²

BSC in Sport Science, MSC in Sport Management, Lecturer at Bahir Dar University, and PhD Candidate in Sport Management at Hawassa University, Hawassa, Ethiopia, BSC in Sport Science, MSC in Basketball Coaching, Lecturer at Wolkite University

Email: Daniel.Getnet@bdu.edu.et, lexiturga15@gmail.com

*Correspondence: Daniel.Getnet@bdu.edu.et

ABSTRACT: The purpose of this study was to test and analyze the effect of leadership, employee commitment, and work motivation on employee performance. The researcher employed a correlational research design, which is suitable for examining the relationships between variables. The data collected from the questionnaires was analyzed using regression model fit and ANOVA. Regression model fit helps to determine how well the model predicts the outcome variable, while ANOVA assesses the significance of the relationships between employee performance, employee commitment, work motivation, and job satisfaction. The findings indicate that the model accurately predicted job satisfaction 64% of the time, which is demonstrated by the significant F value ($F = 113.007$; $P = 0.01$). Furthermore, the ANOVA findings show that employee performance ($F(6, 188) = 28.053$, $p = 0.001$), employee commitment ($F(6, 188) = 39.889$, $p = 0.001$), and work motivation ($F(6, 188) = 33.471$, $p = 0.001$) have a noteworthy impact on employees' Performance. Therefore, it is recommended that organizations prioritize and enhance work motivation, employee commitment, and work climate to improve job satisfaction and employee performance. Based on the findings, it is important for organizations to focus on improving work motivation, employee commitment, and work climate to enhance job satisfaction and employee performance. Leadership styles that have a minimal impact on employee performance should be improved and given priority in these efforts.

Keywords: Leadership Style, Employee Commitment, Work Motivation, Job Satisfaction, Employee Performance.

INTRODUCTION

A "leadership style" is a behavioral norm used by a person when that person tries to influence the behavior of others ((Fein, Tziner, & Vasiliu, 2023; Treuren & Fein, 2021). The leadership

style is suitable when the sport industry goals have been communicated and subordinates accept them. A leader must apply a leadership style to manage his assistants because a leader will significantly affect the organization's

1311| The Effect of Leadership, Employee Commitment, And Work Motivation, on Employees' Performance

success in achieving its goals (Swanson, Kim, Lee, Yang, & Lee, 2020). Companies use rewards, gifts, and orders as tools to motivate employees. Leaders hear ideas from subordinates before making decisions. The right leadership style will increase a person's motivation to excel. The success or failure of employees' work performance can be influenced by the leader's leadership style (Super, 2020). (Feng, Patel, & Sivakumar, 2020) have proven that leadership style significantly influences employee performance. The relationship between the leader and his subordinates is very close; therefore, the success of a leader in managing the organization will not be separated from the role of his associates and the leadership style he applies. A "leadership style" is a behavioral norm used by a person when trying to influence the behavior of others.

According to (Feng et al., 2020) leadership style is a combination of behavior and strategy due to a combination of philosophy, skills, traits, and attitudes that are often applied by a leader when trying to influence his subordinates. The role of leadership style in motivating individual performance is both valuable and costly in business. As a result, the relationship between leadership style and performance is a forgiving law that must be followed by any leader who wishes to exceed targets, both in terms of time and things to be accomplished in a work organization. So that each individual responsible for the organization's performance is required to receive

guidance from the leader as stated in the leadership system to which he adheres (Haar, O'Kane, & Cunningham, 2022). Leadership style is regarded as a personality trait capable of influencing others and resulting in work motivation and commitment. These issues lead to poor work performance; the concept of performance put forward by (Zhang, Dong, Zhang, & Pedrycz, 2020) is often referred to as "performance," also called "result," which means what has been produced by individual workers. Leadership style positively impacts job satisfaction but has no significant effect on employee performance, according to the findings.

Furthermore, job satisfaction and leadership style are the most important elements that affect the organization's overall effectiveness. (González-Cruz, Botella-Carrubi, & Martínez-Fuentes, 2019) state a positive influence of leadership style on job satisfaction and employee performance. In addition, research that is also related to the impact of leadership style on job satisfaction and employee performance, among others, is evidenced by (Adiguzel, Ozcinar, & Karadal, 2020), whose results conclude that leadership has a positive and significant effect on job satisfaction and employee performance. Meanwhile, (Fernando, Jain, & Tripathy, 2020) proved that leadership has a negative and significant impact on employee performance. In line with the leadership role, employee commitment is also a predictor of job satisfaction and employee performance.

The concept of leadership style proposed by (González-Cruz et al., 2019) is how a leader carries out his leadership function and how he is seen by those he is trying to lead or those who may be observing from the outside.

On the other hand, the concept of commitment (Hu, Luo, Chen, & Zhong, 2020) is the relative strength of individuals in identifying employee involvement in the organization, including the desire to maintain membership in the organization, readiness and willingness to make serious efforts on behalf of the organization, and acceptance of the values of the organization. Furthermore, (Schwepker Jr & Dimitriou, 2021) propose a final typology of employee commitment. There are three commitments put forward, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is related to employees' emotional attachment, employee identification, and employee involvement in the organization. Continuity commitment is associated with the desire to continue working or leave the organization. Normative commitment relates to the feeling of obligation to remain in the organization. There are differences in the findings about the effect of employee commitment on job satisfaction and employee performance. Meanwhile, employee commitment has a positive and significant effect on job satisfaction and employee performance. Employee commitment has a positive

and significant effect on employee performance through job satisfaction.

The overall performance of personnel is likewise connected to their motivation (Palma, Crisci, & Mangia, 2021), that's the purpose that drives the attempt to meet a need or want (motivation refers back to the power and attempt to fulfill a want or goal). Furthermore, motivation refers to Herzberg's principle in (Burritt, Herzig, Schaltegger, & Viere, 2019), which indicates a principle of motivation referred to as the "principle of elements" in preference to activity delight. There are styles of paintings overall performance situations: motivator elements and hygiene elements. It became similarly said that the elements that act as motivators for personnel, particularly being capable of fulfilling and inspiring human beings to paintings well, include achievement, recognition, the paintings itself, responsibility, and advancement. This set of things describes a person's courting with what he does: the content material of his paintings, his overall performance in his duties, and appreciation for his achievements, and a development in his duties. Therefore, this element can fulfill and inspire personnel to paintings well: a hit implementation, recognition, works itself, responsibility, and improvement as dimension signs due to the fact they're believed so that it will shape worker motivation variables. The idea of "paintings weather," consistent with (Costantino, Comba, Sicardi, Bariani, & Fabrizio, 2021), is an efficient situation to

1313 | The Effect of Leadership, Employee Commitment, And Work Motivation, on Employees' Performance

create inner and outside conditions to get paintings optimization from an overall performance. The advent of inner situations should be conducive, fun, and exciting. The paintings surroundings and desires are critical considerations. So, the paintings weather is the whole lot across the employees which can have an effect on them wearing out the assigned tasks. In this regard, there are variations with inside the findings approximately the impact of labor motivation on activity delight and worker overall performance. That is, paintings motivation has a advantageous and giant impact on activity delight and worker overall performance. Work motivation has an advantageous and giant impact on worker overall performance via activity delight.

Therefore, it is pragmatic to test the outcomes of leadership, paintings commitment, and worker motivation. (Cook, Zill, & Meyer, 2020; Miller, Slater, & Turner, 2021) proposed six number one standards that may be used to degree overall performance: pleasant, amount, timeliness, cost-effectiveness, the want for supervision, and interpersonal relationships. Meanwhile, (Miller et al., 2021) kingdom that the overall performance appraisal standards encompass: amount of labor, pleasant of labor, activity knowledge, creativity, cooperation, dependability, initiative, and private pleasant. The equal element

becomes additionally said through (Tefera & Hunsaker, 2020), who said that overall performance measurements encompass paintings overall performance, responsibility, obedience, honesty, and cooperation. The performance appraisal aspect is a trait or characteristic that can indicate how well a specific job is being implemented to support employee performance improvement. There are differences in the findings on the effect of job satisfaction on employee performance. Nonetheless, current researchers should discover that job satisfaction has a positive and significant relationship with employee performance if it is linked to work climate, which also has a positive and significant effect on job satisfaction and employee performance. But she didn't mention it. This study conceptualizes employee performance in a very general sense, referring to the design and implementation of different parameters: leadership style, work motivation, and employee commitment (Megawaty, Hamdat, & Aida, 2022). The grouping of variables is done in two parts: explanatory variables and explained variables. The explanatory variables are leadership style, employee commitment, and work motivation. In contrast, the explained variables are employee performance as a dependent variable.

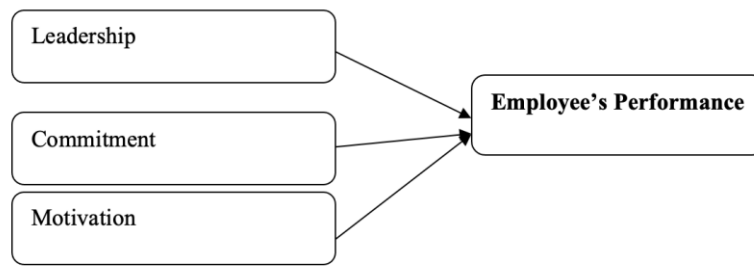


Figure. 1 Conceptual framework

However, in Ethiopia, there are several studies conducted separately on leadership style, work commitment, motivation, working environment, and human resource management (Gemedo & Lee, 2020). Meanwhile, as far as the researcher's experience, the capacity of searching recently published sources, the limitations of searching unpublished sources from different libraries, and the novelty of the finding go, there is little research on a sports employee's performance. Since the performance of the employees has a positive and significant effect on the development of sport (Admit, 2023a, 2023b). However, those findings had some limitations; methodological, geographic, sample size, theoretical and empirical support, discipline (subject area), and statistical models. Therefore, the ultimate goal of this quantitative causal-comparative study is to examine the effect of leadership style, employee commitment, work motivation, and sport on office employees' job satisfaction and performance.

Objective of the Study

The general objective of the study was to compare the effect of leadership

style, employee commitment, and work motivation on sports office employees' job satisfaction and performance.

Specifically answers the following specific objectives

- To examine the effect of leadership style, employees' commitment, and motivational employees' performance
- To examine the effect of leadership style and employees' performance
- To examine the effect of employee commitment and employees' performance
- To examine the effect of work motivation and employees' performance

METHOD

Description of the study area

The Amhara National Regional State is one of the eleven national regional states of the Federal Democratic Republic of Ethiopia (FDRE). The region is divided into 13 administrative zones (i.e., Agew Awi, West Gojame, East Gojame, North Gojame, North Wello, South Wello, North Shewa, Gonder, North Gonder, Middle Gondar, West Gondar, Oromia, and Wag Hemera,) and three metro

1315| The Effect of Leadership, Employee Commitment, And Work Motivation, on Employees' Performance

pollutant city (i.e., Gondar, Bahir Dar, and Desie) administration. However, the study focuses only on three zonal and one city administration (AgewAwi, W.Gojame, E.Gojame and Bahir Dar).

Research Design

This study will be guided by the positivist paradigm, focusing on a singular and identifiable truth and reality (Evans et al., 2021). It uses objectivity to provide answers that are both technical and neutral, with the potential to be generalized. Moreover, the study will also follow a deductive approach, focusing on the facts available by employing psychometric tests to gather data. On top of that, emphasis is placed on methodological coherence, which is "congruence" between epistemological and ontological viewpoints, theoretical positions and perspectives, methods, and so on (Morse, 2020). This study is rooted in ontological realism, with a positivist epistemology guiding the quantitative methodology. A correlational study was conducted on

employees. The objective of the study is to scrutinize the effect of organizational culture, effective leadership, employee commitment, and work motivation on sports office employees' performance.

Participants of the Study

Among 390 sports office experts in Amhara, the national regional state, and 195 (50%) participants were selected by using simple random sampling. Basic information regarding gender, age, and educational level are set forth hereunder (Table 1). 157 (76.58%) were males, and 48 (23.41) were females of their gender. Until now, people's ages were determined by the year of their birth. They ranged in age from 20 to 29, 95 (46.34) years old, 87 (42.43) years old, 30 to 39 years old, 16 (7.8) years old, 40 to 49 years old, and seven (3.41) years old. And their educational backgrounds were: 29 (14.14) masters, 154 (75.14) first-degree holders and 20 (9.75) diplomas; 2.97 percent of the participants in this study were certificate holders.

Table 1. Participants of The Study

Variable		Frequency	Percent
Gender	Male	157	76.58
	Female	48	23.41
Age category	20-29	95	46.34
	30-39	87	42.43
	40-49	16	7.8
	50 and above	7	3.41
Educational background	Masters	29	14.14
	Degree	154	75.14
	Diploma	20	9.75
	Certificate	2	.97

Measurement

The grouping of variables is done into two parts: explanatory variables and explained variables. The explanatory variables are leadership style, employee commitment, work motivation, and work climate. In contrast, the explained variables are job satisfaction as an intervening variable and employee performance as a dependent variable. The research adopted the data collection instruments from a previous study. 55 questionnaires measure variables using a Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

Method of Data Analysis

Based on the nature of the data collected through questionnaires, data were checked for consistency and completeness before being coded, checked, and entered into the analysis software computer. Furthermore, descriptive and inferential statistics were used to analyze the data. Per cent, regression model fit, and ANOVA was employed to examine the effect of leadership style, employee commitment, and work motivation, on sport office employees' Performance. This was done by the Statistical Package for Social Sciences (SPSS) program version 26.

Ethical Issues

Research ethics is about setting principles and codes to minimize the possibility that the research itself ends up doing more harm than good (Eriksson and Kovalainen, 2015; Gray, 2019). Therefore, the researcher was aware of and abides by any ethical code

that governs this study. Bahir Dar University research council approval committee approved on the meeting of 11 November 2022, ethical approval ref. No. GRCS/1180/22 was obtained at the beginning of this study through. Then consult with and gain permission from the Ethiopian Sports Commission commissioner, the Amhara region sport commission. More specifically before the data collection, the purposes of the study were explained to the participants, and they were asked for their consent to participate in the survey. The participants were also informed that the information they provided will only be used for the study and that it will not be given to a third party. In addition, the researchers ensured confidentiality by identifying the participants by codes rather than names. In addition, the researchers ensured confidentiality by making the participants anonymous.

Piloting of Research Instruments

The purpose of piloting according to Frankel and Woolen (2000) is to detect any problem for remedial before the actual study. Before collecting the actual data, pilot testing was done in objective groups, and Cronbach's alpha was used to check its reliability. Hence, it is the most widely used method (Cuieford, 1965). The result of Cronbach's alpha scale as a measure of reliability shows that measured by 55 items, and the Cronbach's alpha value of ($=.799$) all the scale of measurement was reliable. Hence, the research was satisfied with the reliability and validity

1317] The Effect of Leadership, Employee Commitment, And Work Motivation, on Employees' Performance

of the scale and preceded the next work.
(Table. 2)

Table 2. Reability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.799	55

RESULT AND DISCUSSION

RESULT

The results were made based on the objectives and hypothesis of the study. Hereunder the results were presented in the table followed by a description under the table. Sins the objective of the study was "to examine

the effect of leadership style, employee commitment, work motivation, sport office employees' job satisfaction and performance (table 1).

Ho:1 There is no statistically significant prediction (leadership style, employee commitment, motivation) for employees' performance

Table 3. Model Fit

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F Change
1	.800 ^a	.640	.634	.07074	.640	113.007	3	191	.000	

a. Predictors: (Constant), leadership style, employees' commitment, motivation, and job satisfaction

The above model fit of a summary indicates that (R^2 : .64) which is 64 per cent of the variance can be predicted from the independent variables. However, the remaining 34 per cent is

not depicted in the model. This variance has highly significant as indicated by the F value ($F=113.007$; $P < 0.01$). Therefore, the null hypothesis was rejected.

Table 4. Regression ANOVA

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.697	3	.566	113.007	.000 ^b
	Residual	.956	191	.005		
	Total	2.653	194			

a. Dependent Variable: job satisfaction and employees' performance
b. Predictors: (Constant), leadership, employees' commitment, employees' motivation

The above table indicates the combination of those variables (leadership style, employee

commitment, employee motivation) significantly ($p < .001$) predicts the study variable (the development of sport).

Ho: 2, 3, And 4: There is no statistically significant difference between leadership styles, employee commitment, and work motivation and employee's performance.

Table 5. Comparing Means

ANOVA		Sum	of	Mean	F	Sig.
		Squares	df	Square		
Leadership style	Between Groups	.560	6	.093	28.052	.000
	Within Groups	.626	188	.003		
	Total	1.186	194			
Employees commitment	Between Groups	.643	6	.107	39.889	.000
	Within Groups	.505	188	.003		
	Total	1.149	194			
Work motivation	Between Groups	1.456	6	.243	33.471	.000
	Within Groups	1.363	188	.007		
	Total	2.819	194			

The employees from the three variables differ significantly in their job satisfaction and employees' performance. Leadership style, $F(6, 188) = 28.053$, $p < .001$, employees' commitment, $F(6, 188) = 39.889$, $p < .001$, work motivation $F(6, 188) = 33.471$, $p < .001$ (table 5). Therefore, the null hypothesis was rejected. Since null hypotheses 2, 3, and 4 have been hypothesized there was a statistical significance difference between leadership style and employee performance; employee commitment and employee performance; work motivation and employee performance. However, the result shows that there is a statistical significance difference (table 5), the null hypothesis was rejected and accepted the alternative hypothesis.

DISCUSSION

As per the objectives of the study, the researcher answers the hypothesis; Meaning that the null hypothesis was rejected and accepted all four alternative hypotheses. Particularly, the above model fit of a summary indicates that there is 64 per cent of the variance can be predicted from the independent variables ($F=113.007$; $P < 0.01$). However, the remaining 34 per cent is not depicted in the model. Therefore, the null hypothesis was rejected. However, there is no study supporting this study to show how much can predict. Meanwhile, different scholars showed a positive significant effect in their study between leadership style, work motivation, work commitment and job satisfaction and employees

1319| The Effect of Leadership, Employee Commitment, And Work Motivation, on Employees' Performance

performance (Megawaty, et al. 2022; Miller et al, 2021; Wang et al. 2020) on the other hand the ANOVA table shows there was a statistical significance difference between leadership style, $F(6, 188) = 28.053$, $p < .001$, the null hypothesis was rejected. This study was similar to the findings of (Haar et al., 2022; Adiguzel et al. 2020). Still, employee commitment also shows a statistical significance difference $F(6, 188) = 39.889$, $p < .001$. So, the null hypothesis was rejected. This study was supported by a recent study (e.g. Costantino et al, 2021; Hu et al, 2021). Furthermore, work motivation also shows $F(6, 188) = 33.471$, $p < .001$ there was a statistical significance difference and rejected the null hypothesis. This study is also supported by recent studies (Megawaty, et al. 2022; Swanson et al. 2021). Therefore, we can conclude that the sport office experts should design and practice a contemporary leadership style and create a conducive work environment to promote the employee's commitment and motivation.

CONCLUSION

The findings of this study show that leadership style employs commitment, and employee motivation has 64 per cent variance for the employee's performance. Moreover, all independent variables had a significant statistical effect on employee performance. In conclusion, the performance of sports office employees is strongly influenced by leadership style, employee commitment, and work

motivation. Effective leadership that fosters employee commitment and work motivation can lead to higher levels of performance and productivity. It is important for organizations to recognize the impact of these factors and actively work towards creating a positive and supportive work environment that promotes employee commitment and motivation.

It encompasses factors such as loyalty, engagement, and willingness to go above and beyond. Work motivation, on the other hand, refers to the internal drive and desire to achieve goals and perform well. In sports office settings, high levels of employee commitment and work motivation are critical for maintaining a productive and high-performing workforce. Effective leadership style can foster employee commitment and work motivation, both of which are crucial for high performance in sports office settings. When leaders provide clear guidance, support employee development, and create a positive work environment, employees are more likely to feel committed to their work and motivated to perform at their best.

Therefore, this study may help practitioners, researchers, and literature. Furthermore, researchers, it would be useful to extend the current findings by examining human resource management, working conditions and other variables job satisfaction and commitment variables.

Employee commitment refers to the extent to which employees feel

dedicated to their work and their organization.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

REFERENCE

- Adiguzel, Z., Ozcinar, M. F., & Karadal, H. (2020). Does servant leadership moderate the link between strategic human resource management on rule breaking and job satisfaction? *European Research on Management and Business Economics*, 26(2), 103-110.
- Admit, D. G. (2023a). The Impact of Human Resource Management in Amhara Regional State on the Development of Sport in Ethiopia. *Journal Research of Social Science, Economics, and Management*, 3(04), 975–987-975–987.
- Admit, D. G. (2023b). A systematic review on the Roles and Responsibilities of Sport Manager's Professional Competency. *Journal Research of Social Science, Economics, and Management*, 3(3).
- Burritt, R. L., Herzig, C., Schaltegger, S., & Viere, T. (2019). Diffusion of environmental management accounting for cleaner production: Evidence from some case studies. *Journal of Cleaner Production*, 224, 479-491.
- Cook, A. S., Zill, A., & Meyer, B. (2020). Observing leadership as behavior in teams and herds—An ethological approach to shared leadership research. *The Leadership Quarterly*, 31(2), 101296.
- Costantino, A., Comba, L., Sicardi, G., Bariani, M., & Fabrizio, E. (2021). Energy performance and climate control in mechanically ventilated greenhouses: A dynamic modelling-based assessment and investigation. *Applied Energy*, 288, 116583.
- Evans, A. B., Barker-Ruchti, N., Blackwell, J., Clay, G., Dowling, F., Frydendal, S., . . . Malcolm, D. (2021). Qualitative research in sports studies: Challenges, possibilities and the current state of play. In (Vol. 18, pp. 1-17): Taylor & Francis.
- Fein, E. C., Tziner, A., & Vasiliu, C. (2023). Perceptions of ethical climate and organizational justice as antecedents to employee performance: The mediating role of employees' attributions of leader effectiveness. *European Management Journal*, 41(1), 114-124.
- Feng, C., Patel, P. C., & Sivakumar, K. (2020). Chief global officers, geographical sales dispersion, and firm performance. *Journal of Business Research*, 121, 58-72.
- Fernando, G. D., Jain, S. S., & Tripathy, A. (2020). This cloud has a silver lining: Gender diversity, managerial ability, and firm

1321 | The Effect of Leadership, Employee Commitment, And Work Motivation, on Employees' Performance

- performance. *Journal of Business Research*, 117, 484-496.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4).
- González-Cruz, T. F., Botella-Carrubi, D., & Martínez-Fuentes, C. M. (2019). Supervisor leadership style, employee regulatory focus, and leadership performance: A perspectivism approach. *Journal of Business Research*, 101, 660-667.
- Haar, J., O'Kane, C., & Cunningham, J. A. (2022). Firm-level antecedents and consequences of knowledge hiding climate. *Journal of Business Research*, 141, 410-421.
- Hu, W., Luo, J., Chen, Z., & Zhong, J. (2020). Ambidextrous leaders helping newcomers get on board: Achieving adjustment and proaction through distinct pathways. *Journal of Business Research*, 118, 406-414.
- Megawaty, M., Hamdat, A., & Aida, N. (2022). Examining linkage leadership style, employee commitment, work motivation, work climate on satisfaction and performance. *Golden Ratio of Human Resource Management*, 2(1), 01-14.
- Miller, A. J., Slater, M. J., & Turner, M. J. (2021). The influence of identity leadership principles on followers' challenge and threat states and motor performance. *Psychology of Sport and Exercise*, 54, 101909.
- Morse, J. (2020). The changing face of qualitative inquiry. *International Journal of Qualitative Methods*, 19, 1609406920909938.
- Palma, R., Crisci, A., & Mangia, G. (2021). Public service motivation-individual performance relationship: Does user orientation matter? *Socio-Economic Planning Sciences*, 73, 100818.
- Schwepker Jr, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, 102860.
- Super, J. F. (2020). Building innovative teams: Leadership strategies across the various stages of team development. *Business Horizons*, 63(4), 553-563.
- Swanson, E., Kim, S., Lee, S.-M., Yang, J.-J., & Lee, Y.-K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management*, 42, 88-96.
- Tefera, C. A., & Hunsaker, W. D. (2020). Intangible assets and organizational citizenship

behavior: A conceptual model.
Heliyon, 6(7).

Treuren, G. J., & Fein, E. C. (2021). Off-the-job embeddedness as a moderator of the relationship between work and life conflict and turnover intention. *The International Journal of Human Resource Management*, 32(6), 1251-1272.

Zhang, B., Dong, Y., Zhang, H., & Pedrycz, W. (2020). Consensus mechanism with maximum-return modifications and minimum-cost feedback: A perspective of game theory. *European Journal of Operational Research*, 287(2), 546-559.



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).