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The Role of Positive Work Environments in Enhancing Employee Performance: Post-COVID-19 Myanmar's Healthcare Sector

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ABSTRACT: The COVID-19 pandemic exposed significant weaknesses in healthcare systems, particularly in maintaining employee performance under conditions of heightened uncertainty, psychological stress, and workforce shortages. In Myanmar, these challenges were intensified by resource constraints and institutional instability, highlighting the need to better understand workplace factors that sustain employee performance. This conceptual paper examines the influence of bonuses, recognition, and job security on healthcare employee performance during the COVID-19 pandemic through the lens of Herzberg's Motivation-Hygiene Theory. The study adopts a conceptual review approach by synthesizing existing literature and contextual evidence to develop a theoretical framework linking motivational and hygiene factors with employee performance in Myanmar's healthcare sector. The proposed framework identifies bonuses and recognition as key motivational factors that enhance employee engagement, commitment, and productivity, while job security functions as a hygiene factor that reduces dissatisfaction, strengthens psychological stability, and supports sustained performance. Based on the reviewed literature, three propositions are advanced, suggesting positive relationships between bonuses, recognition, job security, and employee performance. The framework further indicates that recognition is likely to exert the strongest influence on performance, with bonuses reinforcing organizational commitment and job security providing a supportive foundation for workforce resilience.

This study contributes to the literature by extending Herzberg's Motivation–Hygiene Theory to a crisis-affected healthcare context and offers a conceptual framework to guide future empirical research. The findings also provide practical insights for healthcare administrators and policymakers seeking to strengthen employee motivation, organizational resilience, and workforce performance during future public health emergencies.

1. INTRODUCTION

The COVID-19 pandemic has profoundly disrupted workplaces worldwide, generating sustained uncertainty, heightened stress, and pervasive anxiety among employees while simultaneously requiring organizations to develop greater adaptability and resilience in responding to unprecedented disruptions (Erer, 2020; Gazi et al., 2024; Hamouche, 2020; Mahyudin et al., 2022; Rasli et al., 2024). In high-pressure sectors such as healthcare, these challenges have been particularly acute, as employees have faced intensified workloads, emotional exhaustion, and persistent exposure to risk. In Myanmar, the healthcare sector has experienced severe strain during the pandemic period, characterized by workforce shortages, escalating mental stress among medical personnel, and deteriorating patient outcomes (Aye et al., 2022). Pandemic-related restrictions and systemic limitations have further compounded these pressures, compelling healthcare organizations to reassess how workplace conditions and management practices can sustain employee performance and organizational stability (Nyi et al., 2016).

Within this context, job insecurity and concerns over physical and psychological safety have emerged as central sources of distress for healthcare workers, particularly in environments where professional performance is closely tied to patient outcomes (Rahim et al., 2021). These conditions underscore the importance of organizational factors that shape employee morale and engagement during periods of crisis. Prior research consistently demonstrates that workplace factors such as job security, monetary incentives, recognition, authentic leadership, and supportive organizational practices exert significant influence on employee motivation, job satisfaction, work engagement, and employee productivity (Arokiasamy et al., 2022; Rahim et al., 2021; Sunarsi, 2019). However, in the Myanmar healthcare industry, there remains limited conceptual and empirical clarity regarding how these factors interact to support employee performance during a global health emergency. Despite their recognized interdependence, such motivational mechanisms are not yet systematically embedded within healthcare management practices as tools for sustaining staff morale in crisis conditions (Aye et al., 2022; Charoensukmongkol and Phungsoonthorn, 2022).

Existing scholarship on healthcare workforce motivation in Myanmar has largely examined intrinsic and extrinsic rewards in isolation, with limited integration of established motivational theory and insufficient attention to crisis-specific contexts (Putri et al., 2019; Yáñez-Araque, 2021). Although Herzberg's Motivation–Hygiene Theory continues to provide a foundational framework for understanding employee satisfaction and performance (Dagher and El-Farr, 2023), its applicability to the Myanmar healthcare sector during the COVID-19 pandemic remains underexplored. This gap is particularly salient given that Herzberg's framework explicitly distinguishes between motivators, such as recognition and achievement, and hygiene factors, such as job security and organizational policy, both of which are highly relevant in conditions of prolonged uncertainty and stress.

Conceptually, a psychologically safe, supportive, and inclusive work environment is likely to mitigate the adverse effects of crisis conditions on employee productivity and organizational performance (Alromaihi et al., 2017). In healthcare settings, recognition practices, fair bonus systems and clear communication regarding job security may function not only as motivational mechanisms but also as signals of perceived organizational support, thereby reducing anxiety, strengthening work engagement, and sustaining employee commitment (Arokiasamy, 2021). Yet, how these elements collectively shape employee performance during and beyond the pandemic remains insufficiently theorized in the Myanmar context.

Accordingly, this conceptual paper examines the role of job security, monetary incentives, and recognition in shaping healthcare employee performance during the COVID-19 crisis in Myanmar, drawing on Herzberg's Motivation–Hygiene Theory as its theoretical foundation (Shaikh et al., 2019). By synthesizing existing literature and contextual evidence, the paper advances a conceptual framework linking these workplace factors to employee performance and well-being in crisis-affected healthcare systems. In doing so, it contributes to the broader discourse on sustainable workforce management and organizational resilience,

while offering policy-relevant insights for healthcare administrators and policymakers in Myanmar and comparable settings (Alromaihi et al., 2017; Diamantidis and Chatzoglou, 2019).

2. THEORETICAL BASIS

2.1 Employees' Performance in Hospital Industries

Healthcare systems play a central role in safeguarding population well-being, and the performance of healthcare employees is widely recognized as a critical determinant of care quality and system effectiveness (Roberts et al., 2013). As medical technologies advance and populations age globally, the demand for skilled and motivated healthcare professionals has intensified, placing workforce performance at the forefront of healthcare sustainability discussions (Kasenga and Hurtig, 2014). Within this literature, employee performance is increasingly viewed as a function not only of technical competence, but also of motivational and organizational conditions that enable sustained engagement in high-pressure environments (Arokiasamy et al., 2025).

The COVID-19 pandemic has substantially reshaped this discourse by exposing healthcare workers to unprecedented emotional, psychological, and operational stressors. A growing body of research documents the adverse effects of the pandemic on healthcare workers' mental health, including elevated levels of anxiety, burnout, and emotional exhaustion, which have been linked to performance deterioration (Digby et al., 2021; Fournier, 2022; Lai et al., 2020). These stressors were amplified by heightened workloads, fear of infection, and rapidly changing clinical protocols, underscoring the vulnerability of healthcare workforce performance under crisis conditions.

In Myanmar, these challenges were particularly pronounced due to pre-existing structural weaknesses in the healthcare system, including limited funding, resource constraints, and workforce shortages. During the pandemic, healthcare professionals in Myanmar experienced intensified stress, heightened job insecurity, and constrained access to essential resources, all of which contributed to a noticeable decline in workforce productivity (Aye et al., 2022). While global research has extensively examined the mental health consequences of the pandemic for healthcare workers, there remains a relative scarcity of studies that situate these experiences within the specific institutional and socio-economic context of Myanmar's healthcare system, especially within direct-care hospital settings (Aung, 2020).

Notably, much of the existing literature has prioritized psychological outcomes such as stress, anxiety, and burnout, often treating performance as a secondary or indirect consequence. Consequently, the role of job-related factors, including bonuses, recognition, and job security, has received comparatively limited conceptual attention, particularly in relation to how these factors interact to shape healthcare worker performance during crisis periods. Although motivation-focused studies suggest that financial and non-financial rewards influence employee effort and engagement, their combined and contextualized effects within Myanmar's healthcare sector during the COVID-19 pandemic remain under-theorized.

Collectively, these gaps highlight the need for a more integrated theoretical perspective that explains how bonuses, recognition, and job security jointly influence healthcare employee performance in crisis-affected settings. Addressing this gap, the present study develops a conceptual framework grounded in Herzberg's Motivation–Hygiene Theory to explain the relationships among these workplace factors in Myanmar's healthcare sector during the post-COVID-19 recovery period. By doing so, the study extends existing healthcare performance literature beyond individual psychological outcomes toward a more comprehensive understanding of organizational mechanisms that support workforce resilience and performance.

2.2 Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation–Hygiene Theory (Herzberg, 2017) provides the theoretical foundation for explaining how workplace factors influence employee performance. The theory distinguishes between motivators, which enhance job satisfaction and encourage higher performance, and hygiene factors, which prevent dissatisfaction but do not necessarily increase motivation. Motivators include factors such as recognition, achievement, and opportunities for growth, whereas hygiene factors include job security, salary, organizational policies, and working conditions (Chiat and Panatik, 2019).

The theory is particularly relevant to the healthcare sector, where employees frequently encounter demanding workloads, emotional exhaustion, and uncertain working conditions. During the COVID-19 pandemic, maintaining employee motivation became increasingly important to sustain healthcare performance. Recognition and bonuses can motivate employees by

acknowledging their contributions and rewarding high performance, while job security reduces uncertainty and creates a stable work environment that enables employees to remain committed to their responsibilities (Lee and Lee, 2022; Shaikh et al., 2019).

Drawing upon Herzberg's Motivation–Hygiene Theory, this study conceptualizes recognition and bonuses as motivational factors that enhance employee performance, whereas job security is regarded as a hygiene factor that minimizes dissatisfaction and supports workforce stability. Accordingly, the theory provides an appropriate framework for explaining the relationships between bonuses, recognition, job security, and employee performance in Myanmar's healthcare sector during the post-COVID-19 recovery period.

2.3 Bonus and Employees' Performance

Bonuses are widely discussed in the organizational literature as instrumental mechanisms for enhancing employee motivation, morale, and job fulfilment (Raymond, 2020). As forms of financial incentives, bonuses are often designed to align individual effort with organizational objectives, thereby encouraging higher levels of task performance and reinforcing goal-directed behaviour (Han and Shen, 2007; Manzoor et al., 2021; Noorazem et al., 2021; Osibanjo, 2014). From a motivational perspective, such incentives are frequently associated with short-term performance gains and are also viewed as contributing to longer-term organizational outcomes through improved retention and sustained effort.

Within healthcare settings, the motivational role of bonuses warrants particular attention due to the demanding physical and psychological conditions under which employees operate (Koo et al., 2019). Empirical studies indicate that bonus systems can function as effective tools for motivating and retaining healthcare workers, especially in high-stress environments where workloads are intense and emotional demands are persistent (Akpoviro et al., 2018; Cole, 2004). In this context, financial rewards may serve not only as compensation for effort but also as signals of organizational recognition and support, thereby reinforcing employees' willingness to maintain performance under pressure.

Despite these documented benefits, the role of bonuses in healthcare remains unevenly theorized, particularly during periods of systemic disruption such as global health crises. While prior research suggests that performance-based bonuses are generally associated with improved job performance (Tafesse, 2019; Yao, 1997), less is known about how such incentives are perceived and how effective they are when employees face heightened uncertainty, risk, and emotional strain. These concerns are especially salient in resource-constrained healthcare systems, where financial incentives may interact with broader issues of job security, workload, and organizational trust.

In the context of Myanmar's healthcare sector during the COVID-19 pandemic, empirical and conceptual insights into the motivational role of bonuses remain limited. The effectiveness of financial incentives in sustaining healthcare worker performance under conditions of instability and crisis has yet to be systematically examined. Addressing this gap, the present study conceptually positions bonuses as a key motivational mechanism influencing healthcare employee performance in Myanmar's hospitals during the pandemic. By positioning bonuses within the broader alignment between organizational goals and employee effort, this review contributes to a more nuanced understanding of how financial rewards may be utilized to support workforce performance in crisis-affected healthcare environments.

2.4 Recognition and Employees' Performance

Employee recognition is consistently identified in the organizational literature as a powerful non-financial mechanism for enhancing job satisfaction, motivation, and productivity (Baqir, 2020; Eddy et al., 2021; Haitao, 2022; Paré and Tremblay, 2007). Recognition operates by signaling appreciation and value, thereby reinforcing employees' sense of belonging, professional identity, and perceived organizational support. Prior studies suggest that when employees feel acknowledged for their efforts and achievements, they are more likely to exhibit higher levels of engagement, discretionary effort, and sustained performance (Atombo et al., 2012; David et al., 2015).

From a theoretical perspective, Herzberg's Motivation–Hygiene Theory positions recognition as a core motivator that directly contributes to job satisfaction and performance outcomes (Lee and Lee, 2022). Unlike hygiene factors, which prevent dissatisfaction, recognition fulfils higher-order psychological needs by affirming competence and achievement. Accordingly, recognition systems may play a particularly important role in demanding work environments, where intrinsic motivation and emotional resilience are essential for maintaining performance. Organisational recognition practices can take diverse forms,

ranging from informal verbal appreciation to formal reward programs and career development opportunities, all of which have been shown to positively influence employee outcomes (Kariuki and Kiiru, 2021).

Despite the established benefits of recognition, its role within healthcare settings remains comparatively underexplored, especially in the context of global health crises. Much of the existing literature examines recognition in general organizational contexts, offering limited insight into how recognition functions under conditions of extreme workload, emotional exhaustion, and heightened risk. During crises such as the COVID-19 pandemic, healthcare workers are exposed to sustained psychological strain and operational pressure, conditions under which recognition may become a critical resource for sustaining morale and performance.

In the context of Myanmar's healthcare sector, empirical and conceptual attention to recognition practices is particularly limited. The extent to which formal and informal recognition mechanisms influence healthcare worker performance during periods of heightened stress and resource scarcity remains insufficiently theorized. Addressing this gap, the present study conceptually examines recognition as a key motivational driver of healthcare employee performance in Myanmar during the COVID-19 pandemic. By focusing on recognition within crisis-affected healthcare environments, this review contributes to a more nuanced understanding of how non-financial motivational practices can support employee performance and organizational resilience during periods of profound disruption.

2.5 Job Security and Employees' Performance

Job security is widely recognized in the organizational literature as a foundational condition for developing a skilled, committed, and motivated workforce. Certainty of employment reduces anxiety and psychological strain, enabling employees to concentrate more fully on their tasks and sustain higher levels of morale and performance (Hur, 2022; Rhoades and Eisenberger, 2002; Umrani et al., 2019; Wang et al., 2021). In contrast, job insecurity has consistently been associated with heightened stress, lower job satisfaction, and diminished performance, as uncertainty undermines employees' sense of stability and future orientation (Kinnunen et al., 2000; Loi et al., 2011; Witte, 1999).

These dynamics are particularly salient in contexts characterized by political, economic, and public health instability. In Myanmar, prolonged political unrest, economic hardship, and the COVID-19 pandemic have converged to create a precarious work environment, intensifying concerns about employment security among healthcare workers (Naidoo et al., 2019). Under such conditions, job security may function not only as an economic safeguard but also as a psychological resource that supports resilience and sustained professional engagement. Prior studies demonstrate that employees who perceive higher levels of job security are more likely to invest effort, commitment, and personal resources into their work, resulting in more favorable performance outcomes (Kraimer et al., 2005; Raymond, 2020).

Empirical evidence from other contexts further supports this association. For example, increased supervisory trust and perceived job assurance have been linked to improved employee performance in private sector organizations in China (Newman et al., 2018). These findings suggest that job security interacts with organizational relationships and leadership practices to shape employee behaviour and outcomes. However, the generalizability of such evidence to crisis-affected healthcare systems remains uncertain, particularly in countries experiencing simultaneous political and economic disruption.

In Myanmar, scholarly attention to job security within the healthcare sector remains limited, especially in relation to crisis conditions such as the COVID-19 pandemic. The combined effects of occupational instability, heightened risk exposure, and systemic uncertainty on healthcare worker morale and performance have yet to be sufficiently theorized. Addressing this gap, the present study conceptually examines job security as a key hygiene factor influencing healthcare employee performance in Myanmar's hospitals during the pandemic. By situating job security within a broader context of economic and political instability, this review contributes to a deeper understanding of how employment certainty shapes employee morale, well-being, and performance in emergency healthcare settings.

3. CONCEPTUAL FRAMEWORK

Building on the boundary-condition logic of Herzberg's Motivation-Hygiene Theory (Herzberg, 2017), which differentiates between motivators and hygiene factors in shaping employee satisfaction and performance, this paper develops a related conceptual model (Figure 1) in which bonus, recognition, and job security are conceptualized as key drivers of employee performance in healthcare settings. The model is anchored in Motivation Theory, which posits that internal and external stimuli

influence employees' willingness to exert effort, persist under stress, and achieve organizational goals (Chiat and Panatik, 2019). In the present framework, bonuses and recognition are theorized as intrinsic and extrinsic motivators that enhance effort and commitment, whereas job security operates as a hygiene factor that mitigates stress and fosters confidence in employees' long-term engagement. Together, these factors are expected to positively influence performance, though the degree of impact may vary depending on the organizational and situational context, such as high-pressure hospital environments during the COVID-19 pandemic.

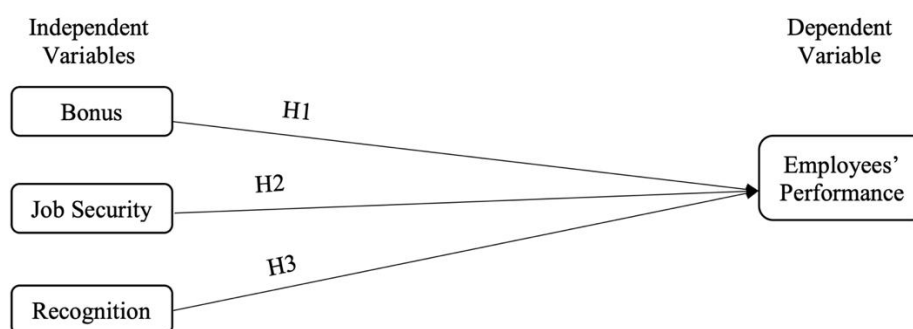


Figure 1. Conceptual Framework of The Study

Based on the proposed framework and the reviewed literature, the following propositions are offered for future empirical examination.

Proposition 1: Bonuses are positively associated with employee performance.

This proposition forms the baseline relationship in the model. Bonuses are defined as performance-contingent financial rewards provided to employees in recognition of exceptional achievement or attainment of organizational goals (Noorazem et al., 2021; Tafesse, 2019). By offering tangible incentives, bonuses align individual efforts with organizational objectives, increase motivation, and signal that high performance is valued (Han and Shen, 2007; Manzoor et al., 2021; Osibanjo, 2014). In healthcare settings, where employees face high workloads, long hours, and emotional stress, bonuses may encourage persistence, task diligence, and the consistent delivery of high-quality patient care (Akpoviroro et al., 2018; Cole, 2004; Koo et al., 2019). Empirical evidence supports this link: employees receiving fair, timely, and transparent bonus rewards tend to exhibit higher engagement, lower absenteeism, and improved productivity (Tafesse, 2019; Yao, 1997). Therefore, within Myanmar's private hospitals during COVID-19, bonuses are likely to enhance employees' performance by both motivating staff and fostering a sense of reward for efforts under crisis conditions.

Proposition 2: Recognition is positively associated with employee performance.

Recognition is conceptualized as the acknowledgement and appreciation of employees' contributions, achievements, or behaviors that support organizational objectives (Baqir, 2020; Eddy et al., 2021; Paré and Tremblay, 2007). Recognition can take multiple forms, including verbal praise, awards, career development opportunities, or formal public acknowledgment, all of which strengthen employees' sense of value and belonging within the organization (Atombo et al., 2012; David et al., 2015; Kariuki and Kiiru, 2021). Herzberg's theory highlights recognition as a key motivator that increases job satisfaction, which subsequently drives higher performance (Lee and Lee, 2022). In healthcare, recognition may buffer emotional strain, reduce burnout, and sustain commitment to patient care during crises such as COVID-19 (Haitao, 2022). Prior research demonstrates that employees who perceive their work as recognized are more likely to invest discretionary effort, innovate in problem-solving, and maintain high-quality standards (Hussain et al., 2019; Khan et al., 2013). Accordingly, recognition is expected to positively influence employee performance in Myanmar hospitals by reinforcing desirable behaviors and promoting engagement under stressful working conditions.

Proposition 3: Job security is positively associated with employee performance.

Job security refers to the assurance of continued employment and the stability of the organizational relationship between employee and employer (Hur, 2022; Rhoades and Eisenberger, 2002). Employees perceiving high job security experience reduced stress, greater psychological well-being, and an increased willingness to invest effort and resources in their work

(Umrani et al., 2019; Wang et al., 2021). Conversely, job instability can trigger anxiety, disengagement, and diminished task performance (Kinnunen et al., 2000; Loi et al., 2011; Witte, 1999). Evidence from multiple contexts indicates that secure employment enhances commitment, productivity, and discretionary effort, particularly in high-stakes or crisis-prone environments (Kraimer et al., 2005; Newman et al., 2018; Raymond, 2020). In Myanmar's healthcare sector, which has faced political unrest, economic instability, and COVID-19 pressures, job security may serve as a critical hygiene factor that allows employees to focus on patient care rather than employment uncertainty, thereby positively impacting performance outcomes (Aye et al., 2022; Naidoo et al., 2019).

Together, these propositions form a testable conceptual model in which bonuses and recognition operate as motivating forces while job security functions as a stabilizing factor, collectively influencing employee performance in the healthcare sector. The framework emphasizes the interplay of intrinsic, extrinsic, and situational factors in shaping employee behaviors, particularly in high-stress, resource-constrained settings like Myanmar's hospitals during the pandemic.

4. DISCUSSION AND CONCLUSION

The conceptual framework proposed in this paper provides a novel lens for understanding how recognition, bonuses, and job security influence healthcare worker performance in Myanmar, particularly during the COVID-19 pandemic. By differentiating intrinsic motivators, extrinsic rewards, and hygiene factors, this framework moves beyond simplistic assumptions about employee performance to examine the mechanisms through which morale and engagement are shaped under stressful and uncertain conditions.

The central argument is that employee performance is not solely determined by organizational policy or financial incentives, but also by how employees perceive and respond to these factors. Recognition emerges as the strongest predictor of performance, highlighting the importance of acknowledging employees' contributions in improving productivity and morale. Consistent with prior studies (Bakker et al., 2003; Kariuki and Kiiru, 2021), structured recognition programs enhance engagement, encourage discretionary effort, and foster both individual and team-level contributions. Bonuses represent a second key driver, providing tangible reinforcement of performance and aligning personal goals with organizational objectives (Hameed et al., 2014; Manzoor et al., 2021). In contrast, job security, while theoretically important as a hygiene factor, shows a weaker direct effect on performance in high-stress healthcare settings, particularly under conditions of political instability and pandemic-related uncertainty (Bakker et al., 2004; Mozammel, 2023; Wang et al., 2020). Its role may be more supportive, mitigating dissatisfaction rather than actively enhancing output (Dagher and El-Farr, 2023).

This framework extends Herzberg's Two-Factor Theory by demonstrating how intrinsic motivators (recognition) and extrinsic rewards (bonuses) drive performance even in crisis conditions, whereas hygiene factors (job security) primarily prevent dissatisfaction without directly boosting output (Bakker et al., 2003; Dagher and El-Farr, 2023). By differentiating the relative influence of these factors, the framework underscores the interplay between individual perception, situational context, and organizational policy, advancing scholarship on employee motivation and performance outcomes.

The practical implications are substantial. First, healthcare organizations should implement structured recognition programs with clear standards and equitable application, reinforcing patient-centered care and promoting team collaboration (Kariuki and Kiiru, 2021). Second, bonus structures should reward both individual and group performance, thereby incentivizing sustained effort and high-quality outcomes (Hameed et al., 2014; Manzoor et al., 2021). Third, while job security is less influential in driving immediate performance, its combination with professional development opportunities, transparent communication, and supportive policies may enhance employees' intrinsic motivation and resilience (Bakker et al., 2004; Mozammel, 2023). Collectively, these strategies can foster a motivated, high-performing, and resilient healthcare workforce capable of navigating uncertainty while strengthening sustainable employability through supportive organizational practices (Arokiasamy et al., 2024).

Despite these insights, the study has limitations. The conceptual nature of this paper means that the proposed relationships require empirical validation. Quantitative, mixed-methods, or longitudinal designs would be valuable in capturing performance dynamics over time and under crisis conditions (Bakker et al., 2003; Mozammel, 2023). Furthermore, the focus on three factors leaves open the potential influence of other determinants, including organizational culture, leadership style, employee engagement, and individual psychological resources, which should be explored in future research (Dagher and El-Farr, 2023).

Future studies might also examine cross-sector and cross-cultural variations in the relative importance of motivators and hygiene factors. Qualitative methods such as interviews and focus groups could provide richer insight into employee perceptions of

recognition, bonuses, and job security (Bakker et al., 2004; Kariuki and Kiiru, 2021). Investigating interactions between intrinsic and extrinsic motivators, and the moderating role of situational stressors, could further refine understanding of performance mechanisms.

In conclusion, this paper advances a conceptual framework suggesting that healthcare worker performance in Myanmar is most strongly influenced by recognition and bonuses, with job security playing a supportive but less direct role. The framework offers a dual strategy for healthcare organizations: cultivate a culture of appreciation and implement clear, performance-linked bonus programs, while ensuring job security policies are communicated transparently and supported with professional development opportunities. By integrating these insights, hospitals can foster a resilient, motivated, and high-performing workforce capable of navigating both current challenges and future crises (Bakker et al., 2003; Kariuki and Kiiru, 2021; Manzoor et al., 2021).

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AUTHOR CONTRIBUTIONS

All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

ETHICS STATEMENT

Ethical review and approval were not required for this study because it is a conceptual paper based solely on the review and synthesis of published literature and did not involve human participants, animals, or identifiable personal data.

DATA AVAILABILITY STATEMENT

No new data were generated or analyzed in this study. As this is a conceptual paper based exclusively on published literature, data sharing is not applicable.

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