**Review**). The key emphasis within this assessment is ‘How would you investigate the questions you have identified in Part One?’ Therefore you should think about...

* + What your research aim, questions and objectives are linked to your findings of the Literature Review
  + What approaches – qualitative or quantitative, would you use, and why?
  + Which specific methods – questionnaires? interview? Case study? would you use and why?
  + Who would you involve in your research? And why?
  + What are the Ethical considerations of your research and why/how will you negate these?
  + How would you pilot your investigation? And why?
  + What tools and statistics would you use to analyse your findings? And why?

**a) Developing ideas and content for the research proposal you will present in your poster:**

A poster is going to have some different assessment criteria to an essay since the presentation is designed to be visual, but some aspects will be similar. You need to ensure that:

* + You use the literature well to a) link your proposed research questions back to the Literature Review submitted as Part 1, and b) identify an appropriate research methodology in your poster
  + You use your first assessment as the basis for the poster – i.e. the research questions you raised for your first assessment can/should be the questions you are intending to answer according to this poster proposal
  + The methodology you use – piloting the methodology, developing the proposed sample, identifying appropriate research approach and methods, and using appropriate statistics – should relate strongly to your ability to specifically answer those research questions
  + The poster should be eye-catching, clear in terms of layout and structure, should demonstrate creativity where appropriate and should include referencing/citations
  + The transcript of your intended audio/verbal commentary should help to explain and support the poster content
  + Ethical issues are covered comprehensively and usefully in building the proposal

**b) Presenting the information in your poster**

You will need to produce a poster outlining the different areas of your research proposal. You must include the following sections in your poster:

* + Introduction :
  + Summary of literature review:
  + Research Question (s):
  + Research Design:

o Data collection and analytical methods chosen and justification for using each  
o Please also provide a brief explanation of the philosophical underpiinings of the methods chosen

• Ethics: The final information must be presented in two components:

**Component 1:** in a single PowerPoint slide which graphically outline the ideas you have on your chosen topic. It can include pictures, shapes, colours to illustrate your points.

**Component 2:** The poster must be accompanied by a 500 word transcript of what you would say when presenting your poster to an academic audience.

* + Introduction :

A growing body of literature has made attempts to investigate into relationship between leadership style and Corporate social responsibility (CSR), given the important role of leadership in designing and implementing organisational strategies (Burns, 2012). There is scant literature about influence of leadership style on organisational outcomes of CSR. Given that all CSR efforts are expected to generate positive outcomes such as enhanced reputation, increased employee morale, enhanced stakeholder trust and sustained growth (Lee,, 2013; Waddock and Bodwell, 2007), it is necessary to explore relationship between leadership and outcomes of CSR. Moreover, the literature review is narrowed to review academic literature pertaining to servant leadership given that servant leadership stands out among leadership styles by emphasising ethical behavior, and stakeholder engagement in alignment with CSR principles (Kincaid, 2012). I will use keywords related to “servant leadership”, “CSR”, “organizational outcomes”, using Boolean operators (AND, OR, NOT) to combine keywords and phrases to get more reliable data on databases like PubMed, Web of Science, and Google Scholar. The review will first evaluate literature about definitions of CSR and servant leadership, and then it will focus on critically evaluating literature on relationship between servant leadership and organisational outcomes of CSR. Ultimately, literature gaps will be identified, and research questions for a specific study in the future will be proposed in conclusion.

* + Summary of literature review:

Recently, a growing body of literature has shown interest in exploring relationship between servant leadership and organisational outcomes of CSR. While studies on CSR have paid due attention to transformational leadership, transactional leadership, and ethical leadership (Strand, 2011), many attempts have been made to understand relationship between servant leadership and organisational outcomes of CSR. For instance, Kincaid (2012) focuses on how principles of servant leadership (e.g. listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship) enhance positive outcomes of CSR efforts. Coetzer et al. (2017) identify that servant leadership is associated with two organisational outcomes, namely, improved customer service and enhanced procedural justice. They explore servant leadership and outcomes of CSR based on systematic literature review. The method allows Coetzer et al. (2017) to provide a compressive understanding of characteristics of a servant leader, competencies of a servant leader, measurement of servant leadership and organisational outcomes. Coetzer et al.’s (2017) findings minimise selection bias and ensure that all relevant studies are reviewed, providing evidence-based decision making. nevertheless, the findings are characterised with heterogeneity, undermining generalisability of the review findings.

1. van de Bunt and Salomons (2018) takes servant leadership as a promising way to organisations from an ethical perspective, and an approach to regaining trust among. stakeholders. This is probably because van de Bunt and Salomons’s (2018) study is conducted in the context of pharmaceutical industry where businesses are expected to hold accountable for public health concerns and where “Big Pharma” responsible for putting profits ahead of people (Hutchison, 2012). Despite that van de Bunt and Salomons (2018) have explained in detail how servant leadership traits can influence and inspire CSR practices to be implemented in a positive way, the findings are not as convincing as others’ (e.g. Coetzer et al., 2017; Kincaid, 2012) because van de Bunt and Salomons (2018) fail to empirically test the workability of what they have proposed. Besides, it is narrowed to pharmaceutical industry, which makes it hard to generalise the findings to broader context.
2. Different from van de Bunt and Salomons (2018), Afsar et al. (2018) conduct empirical research based on quantitative research to explore influence of servant leadership on employees’ pro‐environmental behavior. It is found that leaders exhibiting servant leadership characteristics for protecting environment tend to be much more effective in encouraging pro‐environmental behaviors. The finding is generally convincing as the study is based on a quantitative analysis of data collected from a survey among sample of 298 employees in different industries. Thus, the sample is much more representative, and the findings can be generalised to different industries. despite that Afsar et al. (2018) use self‐report measures which is criticised for generating biased, a meta‐analysis by Gifford and Nilsson (2014) demonstrates correlation between self‐reported and objective green behaviors. however, the research is cross-sectional so it is hard to identify causality over a period of time. a longitudinal design is more desirable.
3. Moreover, studies (e.g. Reed et al.. 2011; 2018; Lythreatis et al., 2021) have explored mechanisms through which servant leadership influences organisational outcomes of CSR. For instance, Reed et al. (2011) argue for positive relationship between servant leadership and organisational outcomes of CSR through creating ethical organisational culture. They highlight servant leadership focuses on teamwork, serving others, and building a sense of community, which generates an ethical organisational culture. This is confirmed by Silvestri and Veltri (2020) who provide evidence about pivotal role of leaders in creating an organisational culture in a way of influencing how to address sustainability challenges. Moreover, Choi et al.’s (2015) quantitative research further explains how ethical culture influences outcomes of CSR by revealing ethical culture enhances followers’ positive attitudes toward CSR. In a similar vein, Danu-kumordzi (2022) in doctoral thesis explores influence servant leadership on socially responsible behaviour among workers in oil marketing businesses through ethical climate. Based on a sample of 700 workers, the author explores cause-and-effect relationships based on structural equation modelling. It confirms role of servant leadership in encouraging ethical climate and thereby promoting socially responsible behaviour among workers . Use of quantitative analysis methods makes the findings convincing, but as the study is conducted in Ghana, generalizability of findings is restricted.
5. Aside from ethical culture, studies (e.g. Lythreatis et al., 2021) have found role of servant leadership in generating positive outcomes of CSR through CSR perceptions. CSR perceptions are found to be more important than CSR activities themselves as they are fundamentally important to stakeholders’ decision-making and attitude (Lee et al., 2013). Generally, the established studies explore relationship among servant leadership, CSR perception and outcomes of CSR from perspective of Salancik and Pfeffer’s (1978) social information processing (SIP) theory. The theory argues that one gets information cues from social environment, and these cues are used to form perceptions (Malik et al., 2023). Lythreatis et al.’s (2021) study in the middle east argues that servant leaders act as reliable and authentic sources of information, generating feelings of internal trust and fairness in the work environment, so as to generate positive CSR perceptions. This in turn promotes organisational outcomes of CSR. Lythreatis et al.’s (2021) study enriches established understandings of relationship between servant leadership and CSR by validating influence of servant leadership on CSR perceptions and thereby positive outcomes. this expands the previous micro-CSR research that primarily emphasises organisational outcomes of CSR and fairly neglects antecedent to CSR.
6. Gu and Liu (2022) provides an alternative perspective of understanding relationship between servant leadership and organisational outcomes of CSR by focusing on how environmentally specific servant leadership (ESSL) influence employees workplace green behavior (EWGB). ESSL refers to “providing direction for, empowering and developing people to be pro-environmental citizens, and demonstrating humility, authenticity, interpersonal acceptance and stewardship towards employees’ proenvironmental contributions” (Tuan, 2021). EWGB refers to “actions and behaviors which employees get engaged in that are associated with outcomes of environmental sustainability (Ones and Dilchert, 2012). Based on a quantitative study among 512 employees from eight companies in China, Gu and Liu (2022) confirm that ESSL encourages WGB through shaping positive CSR perception from perspective of social learning theory, that is, employees consider the servant leaders as green role models, which results in occurrence of social learning. Gu and Liu’s (2022) study deepens understanding of the mechanisms through which servant leadership influence organisational outcomes of CSR from social learning perspective. however, it should be recognised that GU and Liu (2022) study is conducted in China where collectivism dominates (Zhao et al., 2019). it remains to further explore whether social learning takes place in an individualistic culture.
   * Research Question (s):

* “How does servant leadership relate to organisational outcomes of internal CSR or external CSR?”
* “How does servant leadership relate to organisational outcomes in a specific industry?”
* “What kind of an integrative framework can be developed by integrating integrate social learning theory with social identity theory, social exchange theory and information processing theory to identify relationship between servant leadership and organisational outcomes?” “What specific outcomes of CSR are most or least influenced by servant leadership?”

Conclusion

The paper has reviewed prior studies on relationship between servant leadership and organisational outcomes of CSR. Prior studies have identified outcomes associated with improved customer service and enhanced procedural justice and EWGB, and that servant leadership generates positive organisational outcomes of CSR through ethical culture and CSR perceptions. The review has also identified literature gaps, including too much dependence on quantitative research, narrow context, lack of an integrated approach and failure to include more factors and consider categories of CSR. Based on literature review, the future research should work on addressing questions such as “how does servant leadership relate to organisational outcomes of internal CSR or external CSR?”, “how does servant leadership relate to organisational outcomes in a specific industry?”, “what kind of an integrative framework can be developed by integrating integrate social learning theory with social identity theory, social exchange theory and information processing theory to identify relationship between servant leadership and organisational outcomes?” and “What specific outcomes of CSR are most or least influenced by servant leadership?”

* + Research Design:

1. **Literature gap**
2. M**ost of previous studies adopt quantitative research**. While quantitative research is characterised with objectivity, enabling findings to be better generalised (Lee and Lings, 2008), it offers a limited insight into underlying reasons or contexts where relationship between servant leadership and organisational outcomes of CSR takes place. Given that relationship between servant leadership and organisational outcomes of CSR is complex, it is **recommended that future research should also use qualitative research as a complementary to quantitative research.**
3. **Fail to consider various contextual factors like industry, country and participants**. For instance, conducted in western context, and there is scant literature in eastern countries such as China. It would be necessary to explore whether the established findings about relationship between servant leadership and organisational outcomes of CSR are workable in different countries. Moreover, only van de Bunt and Salomons’s (2018) study is conducted in a specific context, that is, pharmaceutical industry, which implies findings may vary among different industries.
4. From theoretical perspective, **most studies have adopted a single theory** to explore leadership and organisational outcomes of CSR, which makes it impossible to obtain a comprehensive understanding. An integrated theoretical approach should be adopted.
5. **Far from adequate in explaining** mechanisms through which servant leadership influences organisational outcomes of CSR. The studies only identify two primary factors, namely, ethical culture and CSR perceptions, whereas there are many other factors related to servant leadership and outcomes of CSR such as psychological empowerment and organisational identification (Lv et al., 2022), psychological safety (Chughtai, 2021) and employee trust (Del and Akbarpour, 2011). The previous literature is also inadequate as it fails to differentiate influence servant leadership on outcomes of different categories of CSR such as internal CSR and external CSR.

o Data collection and analytical methods chosen and justification for using each  
o Explanation of the philosophical underpinnings of the methods

A diagram of a company's safety

Description automatically generated

*3.1. Participants and Procedure*

The research cohort for this study encompassed working professionals aged above 20 and below 59 from various South Korean corporations. Recruitment was facilitated

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through a leading online research entity boasting an extensive participant pool of roughly

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surveys are recognized as an efficacious strategy for securing a heterogeneous participant

panel as well collecting contact details (mobile numbers, email addresses). Online survey

sample [49]. Participants for this study were recruited through a reputable online research

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form maintains a vast database of potential participants who have voluntarily registered,

[49]. Participants for this study were recruited through a reputable online research entit

expressing their interest in participating in various research projects. These were primarily

that specializes in sourcing individuals for academic research purposes. This platfor

collected to provide a direct and immediate mode of communication with participants.

maintains a vast database of potential participants who have voluntarily registered, ex

This allowed for the facilitation of any real-time clarifications, scheduling of reminders,

pressing their interest in participating in various research projects. These were primaril

and offering of prompt assistance during the course of this study. Email addresses served

collected to provide a direct and immediate mode of communication with participant

a dual purpose. First, they were used to send participants the necessary study materials,

This allowed for the facilitation of any real-time clarifications, scheduling of reminder

guidelines, and online questionnaire links. Secondly, they acted as a medium for follow-up

and offering of prompt assistance during the course of this study. Email addresses serve

communications, thank-you notes, and the sharing of summarized research findings, upon paadrtuicaiplapnutrs’pionster.eFsitr.st,theywereusedtosendparticipantsthenecessarystudymaterial

An integrated response-time tracker was embedded within the online survey tool.

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This mechanism flagged instances where participants completed the survey in a duration

up communications, thank-you notes, and the sharing of summarized research finding

deemed too swift for thoughtful and genuine responses. Such entries were subjected to

upon participants’ interest.

further scrutiny to uphold the data quality. Before commencing this study, participants

An integrated response-time tracker was embedded within the online survey too

were presented with an informed consent form. This form clearly outlined this study’s

This mechanism flagged instances where participants completed the survey in a duratio

objectives, the estimated time required for participation, and the entirely voluntary nature

deemed too swift for thoughtful and genuine responses. Such entries were subjected t

of their involvement. They were informed of their right to withdraw from this study at any

further scrutiny to uphold the data quality. Before commencing this study, participant

stage without any consequences. wereApssruersaenctesdrewgaitrhdinagntihnefocornmfieddenctoianlisteynotffpoarrmtic.ipTahnists’fopremrsocnlaelaarnlyd oreustploinesde dtahtias study’

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of their involvement. They were informed of their right to withdraw from this study a

undisclosed in any published work, with findings being reported in aggregate form only.

any stage without any consequences.

Additionally, the rationale behind collecting contact details was elucidated, ensuring

Assurances regarding the confidentiality of participants’ personal and response dat

participants that these would neither be shared with third parties nor used for unsolicited

were emphasized. We communicated explicitly that all collected data would be anony

communications. In adopting these comprehensive measures, our aim was to foster an

mized, stored securely, and only used for research purposes. Individual identities woul

environment of trust, ensuring that participants felt secure and informed throughout their

remain undisclosed in any published work, with findings being reported in aggregat

involvement in this study.  
formWoenalyd.ministered the survey and collected the data three separate times with the

intentAiodndoifticoirncaulmlyv,etnhteinrgatihoenianlheebrenhtinlidmcitoaltlieocntsinogf cronsst-ascetctdioentaillsdawtascoelluectiidoant.eTdh,ensurin participants that these would neither be shared with third parties nor used for unsolicite communications. In adopting these comprehensive measures, our aim was to foster a environment of trust, ensuring that participants felt secure and informed throughout thei involvement in this study.

digital infrastructure of this system empowered the research team to meticulously monitor and ascertain consistent participation of respondents over these timelines. Survey engage- ments were scheduled at intervals spanning five to six weeks and remained accessible for a span of two to three days, granting ample opportunity for participants to render their feedback. Integral to the data collection process, the research entity implemented rigorous mechanisms to deter geo-IP discrepancies and identify anomalously swift responses. To ensure the authenticity of participants and deter discrepancies related to geographical inconsistencies, our online questionnaire platform was integrated with a geo-IP verification tool. This tool allowed us to verify the geographical location of participants at the time of their response, ensuring alignment with our targeted demographic region.

Outreach efforts to solicit survey participation were directly managed by the research entity. Prospective participants were provided assurances of the voluntary nature of their involvement, with a commitment to maintaining the confidentiality of their submissions, restricted solely to research pursuits. Those who opted to participate were duly enlightened regarding this study’s parameters, and their explicit consent was acquired, ensuring full adherence to ethical standards. A monetary incentive ranging between USD 9 and 10 was proposed as a token of gratitude for their contribution.

To attenuate potential sampling distortions, the research entity deployed stratified ran- dom sampling. This strategy entailed random participant extraction from each predefined category, thereby attenuating biases potentially arising from demographics, professional standing, academic credentials, or industry affiliation. Through intricate online tracking mechanisms, the entity ensured consistent participation of the same respondents across all three data collection phases. Stratified random sampling is a method in which the population is divided into homogenous subgroups, known as strata, and then samples are randomly selected from within these subgroups. This sampling technique aims to capture the variability within each stratum, ensuring that each subgroup is adequately represented in the sample, enhancing the generalizability and precision of results. In our study, the population of professionals was divided into distinct strata based on predetermined criteria such as job roles, years of experience, and industry sectors. Poststratification, an equal number of professionals were randomly selected from each stratum to ensure a balanced representation across all the defined categories.

In the inaugural data collection phase, 717 professionals responded, the subsequent phase yielded 545 responses, and the final juncture produced 397 responses. Postcollec- tion, the dataset underwent a purification process, wherein incomplete responses were excised. The culminating dataset deemed fit for research analysis thereby comprised 394 re- spondents who provided comprehensive responses throughout the three survey stages, yielding a response efficacy of 54.95%. During the first phase of data collection, a total of 717 professionals responded. This higher response rate can be attributed to the novelty of this study and the initial enthusiasm of participants. However, second and third data collection points registered a decline in the number of responses. Several factors can be attributed to this diminishing trend. First, there is a common phenomenon in longitudinal studies where participants drop out or choose not to continue in later phases. Second, professionals, given their busy schedules, might have found it challenging to allocate time for subsequent phases. Third, the initial novelty and eagerness might have waned over time. During the data purification process, our primary objective was to ensure the quality and reliability of the dataset. To this end, we established certain criteria to identify and exclude incomplete or unsatisfactory responses. First, any response that lacked answers for more than 10% of the questionnaire items was deemed incomplete and subsequently excluded. Second, as mentioned earlier, our integrated response-time tracker flagged entries completed in an unusually swift manner. Such entries, upon review and deemed lacking in thoughtful engagement, were excluded. Third, the questionnaire incorporated certain redundant questions, presented differently, to check for consistency in participants’ answers. Discrepancies in these answers indicated potential issues with the reliability of the response. Fourth, some open-ended questions were included to gauge participants’ understanding and engagement with the survey topics. Responses that offered generic, nonspecific, or irrelevant feedback to these questions were subjected to further scrutiny. By applying these stringent purification criteria, we aimed to ensure the reliability and validity of the dataset, fostering robust conclusions and interpretations in the subsequent analytical stages.

To enhance transparency and provide a clear chronology of the research process, a detailed account of the survey administration schedule is presented below. First, the initial phase of the survey was administered on 15 January 2023. As the first point of contact, participants received an introductory email explaining the purpose and significance of this study, inviting them to partake in the survey. This phase was crucial, as it set the tone and established the foundational data against which subsequent responses would be compared. Second, following the initial data collection, the second phase of the survey was administered six weeks later, on 2 March 2023. This interval was purposefully chosen to allow participants ample time to potentially experience changes in their work environment, attitudes, or behaviors—changes that the survey aimed to capture and analyze. It was also a practical duration to reduce participant fatigue and avoid overwhelming them with frequent survey requests. Third, the final phase of data collection took place on 7 April 2023, approximately 3 months after the inaugural survey. This three-month span between the first and last data collection points was designed to capture longitudinal changes and trends over an extended period. Moreover, it provided a symmetrical structure to the data collection process, facilitating the analysis of seasonal influences or cyclic trends in the responses. To ensure optimal response rates, reminder emails were sent to participants two weeks before each survey phase and once more two days before the closing date for submissions. Each reminder reiterated the importance of their continued involvement, the voluntary nature of participation, and the confidentiality protocols in place. In conclusion, the structured and systematic schedule of survey administration not only enabled the collection of robust data at different time points but also demonstrated our commitment to methodological rigor and participant engagement throughout the research process.

This sample size was determined by past scholarly recommendations, involving considerations like the G\*Power statistical evaluation for optimal sample size. Table 1 presents the study participants’ demographic characteristics.

*Measures*

Servant Leadership (Time Point 1, Collected from Employees)

Corporate Social Responsibility (Time Point 1, Collected from Employees)

Psychological Safety (Time Point 2, Collected from Employees)

Counterproductive Work Behavior (Time Point 3, Collected from Employees)

Control Variables

*Data Analytic Strategy*

The analytical process of this research, at its core, hinged upon a systematic and rigorous application of advanced statistical methodologies. A step-by-step breakdown and justification of these methods, especially with respect to the moderated mediation model, is presented below. Prior to delving into the primary analysis,

* Basic descriptive statistics was conducted.

This included means, standard deviations, and intercorrelations of all study variables.

The internal consistency of scales used in this study was assessed using Cronbach’s alpha.

A threshold value of 0.70 was considered acceptable.

* Multiple regression analyses were employed to test the direct effects between the independent variable (servant leadership), mediator (psychological safety), moderator (corporate social responsibility), and dependent variable (employee behavior).
* Next, the indirect effect of servant leadership on employee behavior through psychological safety was assessed. The aim was to determine if psychological safety mediates the relationship.
* Lastly, this study then investigated if corporate social responsibility moderates the relationship between servant leadership and psychological safety. A significant interaction term would suggest a varying effect of servant leadership on psychological safety at different levels of corporate social responsibility.
* This model was pivotal to understanding the intricate dynamics between the constructs.
* The AMOS 26.0 program was utilized, which is a computational tool designed specifically for such advanced models. The ultimate goal was to ascertain if the indirect effect of servant leadership on employee behavior via psychological safety is conditional upon levels of corporate social responsibility.
* To validate the mediation and moderated mediation effects, bootstrapping with 10,000 samples was applied, providing bias-corrected confidence intervals. This non- parametric resampling method, as advocated by Shrout and Bolger [57], offers a robust way to handle non-normality in mediation models. In summary, the analytical techniques were deliberately chosen to not only test the hypothesized relationships but also uncover the deeper interplay between the constructs.
* The use of advanced statistical methodologies like the moderated mediation model underscores the research’s commitment to methodological rigor and robustness.
* We performed a correlational examination utilizing the software suite SPSS 26 (IBM, Chicago, IL, USA) to ascertain the interrelationships among the selected variables.
* In line with the methodological recommendations proposed by Anderson and Gerbing [58], we adopted a bifurcated procedure comprising both a measurement and a structural model.
* We validated the measurement model with a confirmatory factor analysis (CFA).
* Subsequently, the structural model’s assessment entailed examining a moderated mediation model, for which we used AMOS 26 with the maximum likelihood estimator, consistent with structural equation modeling tenets.

To ascertain the congruence of the formulated model, we calculated a number of goodness-of-fit indices. These encompassed the comparative fit index (CFI), the Tucker– Lewis index (TLI), and the root mean square error of approximation (RMSEA).

According to the extant literature, ideal values for both CFI and TLI should exceed 0.90, and RMSEA should be below 0.06.

bootstrapping to gauge the relevance of the intermediary effect, as delineated by Shrout and Bolger [57]. We set a 95% bias-adjusted confidence interval (CI) to validate the mediation proposition; CI above 0 at statistical significance of 0.05 indicates an intermediary effect [57].