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EXPLORING THE CORRELATION BETWEEN HRM PRACTICES AND TQM IN PRIVATE COMPANIES: AN EMPIRICAL INVESTIGATION IN KOSOVO

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Abstract: *The research aims to broaden the current discussion surrounding the intricate relationship between Human Resource Management (HRM) and Total Quality Management (TQM) within the realm of private enterprises in Kosovo. The paper suggests that the arrangement and presence of HRM practices influence the successful implementation of TQM. Data was collected from a diverse range of companies, with 171 employees participating in the study, to explore this relationship. The collected data underwent analysis using Partial Least Squares Structural Equation Modelling (PLS-SEM) via path analysis, enabling a thorough examination of the causal connections between the variables. Investigation delves into the overall impact of HRM on TQM, with a specific focus on enhancing quality orientation and criteria related to individuals within the selected companies. The findings highlight the substantial and positive influence of teamwork, staffing, performance appraisals, and compensation on TQM. Conversely, training and development exhibit a noteworthy negative impact on TQM. Furthermore, the research demonstrates the significant and favorable effect of TQM on HRM practices within organizations. Additionally, performance outcomes exhibit positive and significant correlations with HRM. These outcomes underscore the fundamental significance of TQM as an integral component of HRM within the realm of private enterprises.*

Keywords: *HRM; Management; Quality-Management; Job Satisfaction; Performance*

INTRODUCTION

The significance of quality management in operations has gained widespread recognition in recent years. The application of Total Quality Management (TQM) presents organizations with a distinct prospect to enhance their overall performance (Permana, Purba, and Rizkiyah 2021). Kokot-Stępień (2021) underscores TQM's intricate and distinctive characteristics, positioning it as a valuable catalyst for gaining a competitive edge. The financial service sector has faced significant challenges due to the global financial crisis, necessitating management adaptations and navigating complex circumstances. These organizations have started integrating diverse quality strategies to ensure the delivery of flawless products and services (Benzaquen and Narro 2023). Additionally, increased competition resulting from new market entrants has led customers to switch banks or open additional accounts due to dissatisfaction with prevailing interest rates.

Organizations are compelled to differentiate themselves by integrating quality strategies in response to heightened customer expectations, technological advancements, and intensified competition. A diverse range of strategies is employed to drive organizational excellence, including business process re-engineering, total TQM, customer-centric approaches, quality circles, and the cultivation of collaborative teamwork. Acknowledging HRM's importance within TQM's soft

dimensions is well-documented (Obeidat et al. 2019). HRM is vital in enabling organizations to achieve a competitive edge (Khan, Niqab, and Hanson 2021). While some previous studies have explored the alignment of HRM aspects with previous research that has touched upon the principles (Khan, Niqab, and Hanson 2021; Benzaquen and Narro 2023), extensive examination is still needed. Existing studies have mainly been theoretical or limited to case studies, lacking a comprehensive classification of the crucial HRM practices necessary for successful TQM implementation.

LITERATURE REVIEW

It is of utmost importance to thoroughly examine existing literature to understand the dynamic relationship between HRM and TQM. This review should emphasize specific practices and their seamless integration to support TQM initiatives effectively. By recognizing the interconnected nature of all HRM practices, managers can develop a heightened understanding of the importance of implementing cohesive HRM strategies that synergistically work together rather than treating them as separate and unrelated components, as has been the focus of previous research studies. This study also underscores the relationship between HRM, TQM, and performance in Kosovo, highlighting organizational personnel's critical role in attaining a competitive advantage through TQM (Hussain and Khan 2020). To facilitate TQM implementation, a multidisciplinary team comprises individuals who champion TQM across various organizational areas. In TQM, effective collaboration expands beyond functional limitations and includes stakeholders like customers, suppliers, managers, and non-managers. Such collaborative efforts are vital for the success of TQM implementation. Teamwork is pivotal in continuously improving organizational processes, enabling collective problem-solving, fostering information sharing, and promoting cooperation to enhance overall group performance. Furthermore, the strong correlation between teamwork and job satisfaction further solidifies its status as a critical TQM practice.

From the traditional perspective, organizations have pursued competitive advantage through segmentation, cost reduction, or differentiation strategies. Past studies have often portrayed the first two approaches as incompatible (Farida and Setiawan 2022). Nevertheless, by adopting a TQM structure, organizations have accomplished the benefits of cost-effectiveness and superior product quality (Permana, Purba, and Rizkiyah 2021). As a comprehensive management system, TQM comprises various dimensions that significantly contribute to organizational triumph. Extensive research has diligently examined these multifaceted dimensions of TQM and established a robust and unequivocal correlation between each dimension and its influence on organizational outcomes (García-Alcaráz et al. 2021).

Nonetheless, there remains a need for further clarification regarding the classification of TQM into distinct dimensions and their individual effects. TQM is commonly categorized into "hard" and "soft" dimensions. The intangible or behavioral factors within TQM are mainly regarded as influential dimensions. However, previous research has not found a significant association between hard TQM dimensions and organizational performance.

The effective implementation of TQM necessitates the adoption of sophisticated techniques for selection and recruitment. The TQM philosophy places immense importance on recruiting highly skilled and capable individuals with the necessary knowledge, attitudes, abilities, and skills (García-Alcaraz 2019). It is widely acknowledged that TQM strategies play a significant role in identifying and

nurturing competencies by implementing diverse selection methods. When selecting new hires, it is of utmost importance to identify candidates who show exceptional teamwork abilities, proactively contribute innovative suggestions for process enhancement, display desirable values and behaviors, and possess exceptional problem-solving prowess (García-Alcaraz 2019).

Organizations should prioritize external recruitment and internal talent market considerations to uphold the principles of TQM and foster employee engagement, integration, and empowerment. By doing so, companies can ensure a dynamic workforce that aligns with TQM principles and contributes to the organization's overall success. This approach evaluates TQM based on problem-solving abilities, mathematical and statistical proficiency, and technical skills (Niyi Anifowose, Ghasemi, and Olaleye 2022). The recruitment process should employ a person-centered methodology, emphasizing identifying individuals with the requisite competencies aligned with quality-oriented practices. Organizations can effectively identify candidates best suited for fostering a quality-driven culture by adopting such an approach. Creating an environment that cultivates the desired organizational culture is crucial during selection. The recruitment process should prioritize selecting candidates who exhibit desirable behaviors and attitudes, as they form the fundamental basis for fostering a culture centered on quality within the organization. As many researchers argue (Mohamed 2020; Ababneh 2021), employees must align with the organizational culture that embraces the principles of Total Quality Management (TQM), underscoring the significance of cultural alignment during recruitment. Additionally, providing employment security enhances job stability and reinforces the ongoing commitment to continuous improvement inherent in TQM practices.

Organizations recognize the importance of training and development for successful TQM implementation. Comprehensive training programs familiarize employees with effective quality improvement techniques (Ruud et al. 2012). Regular training sessions encompassing statistical quality control, quality control circles, customer satisfaction systems, and new quality concepts are crucial for TQM (Ruud et al. 2012). Employee training should incorporate TQM tools, problem-solving techniques, and fundamental principles of TQM. Recent research by Psomas and Kafetzopoulos (2014) emphasizes the significance of training and development in ISO-certified companies, setting them apart from non-certified counterparts. For TQM-focused organizations, career development and promotion opportunities are ongoing, including horizontal career development through job rotation, lateral movement, and cross-functional mobility. Competency acquisition is a criterion for promotions in TQM implementation.

The conventional performance appraisal systems, which primarily focus on individual employees as the main contributors to organizational performance, pose a significant barrier to the effective implementation of TQM (Talib and Rahman 2015). As TQM emphasizes improvements in processes rather than solely relying on individuals, the alignment between performance appraisal and TQM is lacking. Recognizing the criticisms surrounding performance evaluation systems, the demands of TQM and employee expectations can be met. Performance appraisals often attribute errors to individual workers without acknowledging underlying systemic flaws, thus disregarding their significance (Alawag et al. 2023). Conforming to TQM principles, an evaluation system that integrates quality performance criteria facilitates improvement and developmental goals while addressing existing challenges (Alawag et al. 2023). In assessing performance, shifting the focus from individual evaluation to evaluating group and organizational performance is essential.

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Organizations should move away from traditional appraisal methods to foster TQM and utilize performance appraisal for employee training, developmental opportunities, and formal assessments aligned with TQM principles.

Compensation and incentive plans have emerged as significant challenges within quality management (Alawag et al. 2023). While pay incentives play a crucial role, recognition-based incentives hold greater importance than purely monetary rewards. Individual incentives can hinder cooperation and teamwork, leading to internal conflicts (Jung et al. 2009).

However, it is vital to establish alignment between TQM principles and the reward system. Specifically, employees should be rewarded for their collaborative efforts, teamwork, and individual contributions. To ensure equity among employees, compensation should be linked to quality criteria. Yang's (2006) research demonstrates the significant influence of HRM on TQM practices, highlighting the positive effects of effective HRM practices on TQM integration. These practices increase employee and customer satisfaction, improve corporate image, and increase quality awareness. The author further emphasizes the connection between strategic innovation orientation and TQM, with teamwork and technological development leading to favorable outcomes. There is an emerging consensus on the importance of congruence and synergy among HRM practices in TQM implementation (Kemenade 2020). Traditional approaches view HRM practices as discrete elements, but integrating cohesive policies and practices is vital to leveraging human capital for business objectives. Organizations can foster effective communication, commitment, empowerment, and teamwork by aligning HRM practices with TQM principles.

This study investigates the link between HRM practices and TQM adoption in Kosovo organizations, offering insights into their interrelationship. By conducting a comprehensive literature review, the study aims to provide practical guidance to managers for effectively implementing HRM practices and achieving synergistic outcomes. Additionally, it explores the impact of TQM, HRM, and performance on competitive advantage, addressing gaps in the existing literature on organizational management (Obeidat et al. 2019; Khan, Niqab, and Hanson 2021; Farida and Setiawan 2022). The findings can benefit researchers, managers, entrepreneurs, and policymakers in establishing effective HRM practices in organizations. Moreover, the methodology employed in this study facilitates robust results, enables statistical generalization to other contexts and samples, and sheds light on the empirical significance of the soft dimension of TQM. Structural equation modeling is used to test all the hypotheses in the proposed model. Based on the discussion above, several hypotheses are put forward for investigation:

H1: Teamwork exhibits a significant correlation with TQM implementation.
H2: Staffing shows a statistically significant association with TQM.
H3: Training and development exhibit a statistically significant connection with TQM implementation.
H4: Performance evaluations show a statistically significant association with TQM implementation.
H5: The relationship between compensation and TQM is statistically significant.
H6: TQM significantly influences HRM practices.
H7: TQM shows a significant impact on organizational performance.

AIMS AND METHODOLOGY

Study Design

This study uses a descriptive causal research design to investigate the dynamic relationship between TQM dimensions and HRM practices. Systematically analyzing their impact on HRM sheds light on their interplay and establishes clear cause-and-effect relationships, underscoring the substantial influence of TQM on HRM. The findings contribute empirical evidence to enhance understanding of TQM and HRM alignment for organizational performance improvement. Furthermore, the design allows for the generalization of findings to diverse organizations and industries, providing broader insights beyond the study's context.

Sample Description

The research encompassed a diverse array of companies, varying in size, constituting the target population for investigation. The data collection involved engaging key personnel from these organizations' quality management and human resources departments. Initially, 225 employees were approached to participate in the study through personal interviews, employing a structured questionnaire to collect pertinent data. However, after thorough evaluation, a final sample of 171 employees was selected, taking into account the suitability of the received questionnaires. The attained response rate amounted to 73%. Notably, the study predominantly included participants occupying significant positions within their respective organizations, endowed with proficiency in both the realm of quality management and human resources; individuals possess a valuable combination of knowledge and skills that can contribute to organizational success.

Research Tool/s

The study examined various HRM (Human Resource Management) practices, emphasizing promoting teamwork in TQM (Total Quality Management) implementation. Using a Likert-type scale, it assessed aspects such as career management, compensation, training, and more. The dimensions of TQM (e.g., continuous improvement, control, supplier relationships) were considered indicators, such as firm performance metrics, including growth, profitability, new product success, and market share changes. This study employed quantitative measures to comprehensively assess the impact of HRM practices on TQM and firm performance. The quantitative approach provided objective analysis and meaningful insights into their relationship.

Data Collection

Data collection for this study involved the distribution of a meticulously designed structured questionnaire to employees working within the selected companies. The questionnaire was thoughtfully constructed to gather pertinent information and ensure the reliability and validity of the collected data. The Pearson correlation coefficient was computed for each item to evaluate the questionnaire's validity, examining its relationship with its corresponding dimensions.

The results of the validity analysis demonstrated strong positive associations, with correlation coefficients surpassing the 0.70 threshold. This indicates that the questionnaire items effectively measured the intended constructs and connected robustly with their respective dimensions. The high correlation coefficients instill confidence in the questionnaire's capacity to accurately capture the desired information, thus bolstering the consistency and cogency of the study's findings.

Statistical Analysis

Confirmatory factor analysis (CFA) was utilized to assess the unidimensionality of six variables comprising 10 items. CFA enables the evaluation of the congruence between observed variables and their latent constructs (Schreiber et al. 2006). The findings indicated that the measurement model demonstrated a satisfactory fit to the collected data, as evidenced by various fit indices falling within an acceptable range. The reported indices provided evidence of the model's satisfactory fit. Construct reliability was evaluated using the compound reliability index and the ordinary variance extracted (AVE) index. Both indices confirmed values of 0.6 and 0.5, respectively, surpassing the recommended thresholds for assessing construct reliability. Notably, the AVE index surpassed the criterion for all the measures, indicating a sufficient level of convergent validity. The study opted for partial least squares structural equation modeling (PLS-SEM) utilizing SmartPLS software for data analysis. Given the complexity and exploratory nature of the modeling framework, which entailed multiple theoretical perspectives and concept diffusion, PLS-SEM was deemed a suitable analytical approach. Its flexibility and robustness make it well-suited for analyzing intricate models, rendering it appropriate for this study's analytical needs (Hair, Ringle, and Sarstedt 2011; Sarstedt and Cheah 2019).

RESULTS

The questionnaire's initial section collected demographic data from the respondents. Table 1 summarizes the gender distribution, years of working experience, and education. The table revealed that 81.29% of respondents were male and 18.71% were female. Regarding experience, 44.44% had 3 to 5 years, and 37.43% had five or more years. Regarding education, 63.74% held a Bachelor's degree, while 28.65% possessed a Master's degree. Table 2 presents the correlation analysis, indicating strong and positive relationships among the variables. The given indicators for results: TW-Teamwork, ST-Staffing, TD-Training and Development, PA-Performance Appraisals, COM-Compensation, TQM, and PER-Performance.

Table 1: Demographic Data (n = 171) (Source: Authors' research)

		Frequency	%
Gender F/M	Male	139	81.29%
	Female	32	18.71%
Experience	1 to 3 years	31	18.13%
	3 to 5 years	76	44.44%
	> 5 years	64	37.43%
Education Level	Bachelors	109	63.74%
	Masters	49	28.65%
	Post-graduate	13	7.60%

Table 2: Correlation Analysis (Source: Authors' research)

	TW	ST	TD	PA	COM	TQM	PER
TW	1						
ST	0.171	1					
TD	0.074	0.759	1				
PA	0.23	0.159	0.095	1			
COM	0.083	0.751	0.832	0.042	1		
TQM	0.086	0.775	0.912	0.059	0.869	1	
PER	0.234	0.677	0.569	0.109	0.875	0.653	1

Table 3 presents the AVE coefficients and composite reliability values for the variables. Notably, all variables surpass the 50% threshold for AVE coefficients, indicating satisfactory convergent validity. Furthermore, the composite reliability values for the variables exceed the 70% threshold, indicating strong internal consistency. These results confirm the study's robust convergent validity as per recommended standards.

Table 3: Convergent Validity (Source: Authors' research)

Constructs	CR	AVE
TW	0.821	0.75
ST	0.81	0.583
TD	0.81	0.687
PA	0.92	0.737
COM	0.87	0.672
TQM	0.901	0.689
PER	0.81	0.625

Table 4: Fornell and Larcker (1981) Criterion (Source: Authors' research)

	TW	ST	TD	PA	COM	TQM	PER
TW	0.84						
ST	–0.33	0.76					
TD	0.3	–0.16	0.84				
PA	–0.10	0.39	0.02	0.85			
COM	–0.09	–0.06	0.12	0.2	0.81		
TQM	–0.07	0.37	0.19	0.55	0.22	0.85	
PER	0.3	0.07	0.07	0.2	0.19	0.15	0.8

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Following the Fornell and Larcker (1981) criterion, the evaluation of discriminant validity is presented in Table 4, which indicates that each construct's square root surpasses the correlation coefficients with other constructs, confirming their discriminant validity. Table 5 shows the path analysis outcomes, illuminating HRM factors' influence on TQM and employee performance. The results emphasize the favorable impact of collaboration, workforce, performance evaluations, and rewards on TQM while acknowledging the detrimental effect of skill enhancement initiatives on TQM.

Additionally, the analysis reaffirms the significant positive association between TQM and HRM practices, with TQM also significantly enhancing performance outcomes.

Table 4: A Path Analysis (Source: Authors' research)

Path	Estimate	SD.	T-stats	Prob.
TW➔TQM	0.14	0.08	1.9	0.05
ST➔TQM	0.36	0.06	6.73	0
TD➔TQM	–0.19	0.08	2.7	0
PER➔TQM	0.16	0.07	2.4	0.01
COM➔TQM	0.2	0.08	2.6	0.01
TQM➔HRM	0.33	0.06	4.49	0.04
TQM➔PER	0.47	0.07	5.59	0.03

Table 6: Predictive Relevancy (Source: Authors' research)

Variables	R-squared	R-squared adjusted	Q Square
TW	0.51	0.51	0.35
ST	0.08	0.06	0.05
TD	0.14	0.13	0.05
PA	0.79	0.77	0.58
COM	0.18	0.17	0.1
TQM	0.76	0.76	0.53

Table 6 offers valuable predictive insights into the thoughtful concepts of HRM and TQM. The outcomes revealed that teamwork and performance appraisals in HRM have predictive relevance levels of 51% and 79%, respectively. However, staffing, training, development, and compensation constructs in HRM show lower predictive relevancy, with values of 8%, 14%, and 18%, respectively. Regarding TQM, it exhibits a strong predictive relevance of 76% towards the performance construct.

FINDINGS AND DISCUSSION

The positive impact of teamwork on TQM is evident in companies, as leaders exhibit a stronger commitment to teamwork culture and safety climate compared to frontline staff. This finding supports H1, indicating a significant positive relationship between teamwork and TQM.

The study findings also highlight the crucial role of the implemented management system in fostering a competitive culture with a focus on quality orientation. The findings of Kemenade (2020) support the importance of leaders implementing supportive measures to cultivate a competitive culture. Similarly, Akparep, Jengre, and Mogre (2019) found that companies with positive employee involvement programs experience enhanced performance and competitiveness. In the selected companies in Kosovo, staffing has a significantly positive impact on TQM, improving employee skills, leading to cost reduction, and enhanced product quality.

An excellent example is the implementation of quality circles, which raise employees' awareness of the importance of improving work quality. The people criterion plays a pivotal role in engaging employees in pursuing enhanced work quality through applying TQM principles. Taylor and Gillian (2003) and Wang and Meckl (2022) highlight that while top managers plan TQM initiatives, it is crucial to involve input from middle and lower-level employees to ensure support before implementing TQM practices.

The impact of training and development on TQM in companies is statistically significant, confirming the acceptance of H3. This finding can be attributed to the positive influence that training and development programs have on shaping and enriching employees' attitudes.

Organizations must implement effective training programs that yield favorable attitudinal outcomes. This finding aligns with the research by several authors (Al Qudahet et al. 2018; Al Qudah et al. 2018; Olonade and Omotoye 2021), who demonstrated a positive and significant relationship between transformational training programs and employee loyalty. Training programs provide dual benefits by positively influencing employee attitudes and enhancing their knowledge and skills. Ruud et al. (2012) and Jain and Khurana (2017) also found that offering training opportunities creates a sense of organizational care, increasing employee satisfaction and loyalty. Training and development initiatives positively affect trainees' satisfaction and motivation (Yaqub and Singh 2021). Organizations invest significantly in employee training to improve their performance. Therefore, it is reasonable to expect continued investment in such programs if they consistently enhance performance. As employees acquire new skills, their job performance is significantly affected.

The statistical analysis supports the positive impact of performance appraisals on TQM, validating the importance of employee collaboration and performance quality. HRM and TQM are interrelated and contribute to organizational success.

The study confirms the transformative influence of HRM on employee empowerment and management style, emphasizing its role in implementing TQM programs. Managing and satisfying employees are crucial for achieving and maintaining high-quality standards within the organization. The effective integration of HRM practices with TQM principles has been recognized as crucial. A literature-informed model has been proposed to establish this connection, highlighting the significant HRM practices that enable employees to uphold TQM principles (Obeidat et al. 2019; Wolor 2022).

The findings provide valuable insights for organizations to align their HRM practices with business strategies and develop action plans accordingly. Personnel practices must foster a culture

that upholds TQM, as this ensures the meaningful influence of HRM on managerial and overall performance (H7).

PRACTICAL AND THEORETICAL IMPLICATIONS

The research findings confirm that TQM is a powerful strategy for enhancing competitiveness in enterprises. TQM improves various aspects of an organization, including people, processes, environments, and services, leading to increased reputation, quality awareness, and employee satisfaction.

This study fills a crucial gap by examining the correlation between HRM and TQM, highlighting the importance of HRM practices in TQM implementation. The study also emphasizes the implication of the manufacturing segments in the country's development and contributes to the existing knowledge on TQM's impact on organizational performance.

The findings of this study hold important implications for managers, particularly within the context of Kosovo's economy. Practitioners and researchers must acknowledge HRM's fundamental importance in ensuring the longevity of quality management initiatives. It is imperative to critically evaluate and question traditional HRM practices that may conflict with the principles and objectives of TQM. Therefore, the HRM function should play a leading role in promoting collaboration through activities like team and job design, incentivizing information sharing, strategic employee selection, and enhancing training and development programs. Developing a strong HRM-TQM relationship can result in positive organizational outcomes.

By aligning quality policies with HR practices, companies can improve their performance. This entails formulating and efficiently disseminating the TQM vision, nurturing a culture of quality consciousness among the workforce, and adequately equipping the organization and its employees to facilitate the seamless execution of TQM practices. These measures can contribute to improved organizational performance and achieving quality objectives.

CONCLUSION

Based on the study findings, it can be inferred that adopting TQM, coupled with effective HRM practices, leads to an enhancement in quality orientation within companies in Kosovo. By integrating HRM systems, organizations can cultivate and develop their resources and capabilities, thus enabling them to maintain a competitive advantage. This is particularly significant as organizational learning and innovation are crucial in achieving sustainable success. In light of these findings, it becomes evident that the strategic aspect of HRM encompasses all HR strategies implemented by companies and aims to assess their impact on overall performance. Organizations can optimize their HR practices by adopting a strategic perspective to drive positive outcomes and achieve performance objectives. This underscores the importance of aligning HRM strategies with broader organizational goals to foster continuous improvement and maintain a competitive edge.

The study's findings reveal the substantial influence of different factors on TQM. Teamwork, staffing, performance appraisals, and compensation positively affect TQM, emphasizing their role in fostering quality management practices. Conversely, while negatively affecting TQM, training, and development still hold significance in shaping organizational outcomes.

Moreover, TQM significantly contributes to HRM within the organization, highlighting their interdependent relationship. Moreover, implementing TQM initiatives can foster a work environment characterized by trust, accountability, and employee involvement, thereby promoting a positive organizational culture. Organizations must recognize that TQM is not merely a standalone initiative but a comprehensive philosophy that requires the active engagement of all organizational stakeholders, encompassing both individual and collective aspects.

To overcome the study's limitations and contribute to future research in organizational management, it is essential to acknowledge the constraints and utilize them as a foundation for further inquiry. Adopting a comparative research design holds promise for researchers delving into organizational management. This method offers valuable insights into the divergences between the private and public sectors and across various industries in terms of the assimilation of HRM and TQM.

By considering these variations, researchers can gain a deeper understanding of the unique dynamics and challenges associated with HRM and TQM integration in different organizational contexts. This comparative analysis would be particularly beneficial for a deeper understanding of TQM and its cultural implications in the Middle East, particularly within Kosovo's economy. Additionally, it is advised that researchers explore alternative dimensions beyond organizational performance, thus expanding the scope of inquiry and shedding light on other relevant aspects of organizational dynamics.

CRediT AUTHOR STATEMENT

Faruk Ahmeti: Conceptualization, methodology, software, data curation, writing - original draft preparation, visualization, investigation, supervision, software, validation, writing - reviewing and editing.
Nazmi Zekiri: Data curation, writing - original draft preparation, supervision, software, validation, writing - reviewing and editing.

All authors have read and agreed to the published version of the article.

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