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Factors Affecting Job-Hopping and its Impact on Career Growth and Job Performance among Millennials and Gen-Z Professionals

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Abstract

The majority of markets in the Philippines are sustained by the labor force composed primarily of Millennials and Generation Z, with Millennials accounting for nearly half of the country's total workforce. Each market sector requires a distinct set of skills and presents varying opportunities for career advancement and professional development. The career trajectories of Millennials and Generation Z professionals are influenced by these factors, which consequently affect their preference between job-hopping and long-term employment. These cohorts increasingly shape workplace culture and employment patterns. Despite this trend, limited research explored its implications within the Philippine context. The study aimed to examine the factors that drive job hopping and determine the effects of job hopping on career growth, skill development, and job performance among Filipino Millennials and Generation Z professionals. Using a mixed method approach, primary data were collected through an online 50 item Likert survey with a convenience sample from the Greater Manila Area and complementary open-ended responses. Data was analyzed with Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM) to identify latent constructs and test their relationships. Results revealed four core constructs, Fit, Strain, Sacrifice, and Benefits, which were meaningfully related to job hopping intentions and perceived career outcomes. Specifically, Fit and Benefits were associated with lower intentions to job hop and higher reported career growth and skill development, while Strain and Sacrifice were associated with higher intentions to job hop and lower perceived job performance. The study highlights the importance of promoting job-person fit and reducing workplace strain to improve employee retention and performance. Future research should employ longitudinal and industry specific designs to explore causal relationships and strengthen organizational strategies for workforce retention.

Keywords
Job-Hopping, Career Growth, Job Performance, Structural Equation Modeling.

1. Introduction
In today's dynamic labor market, career trajectories among Millennials and Generation Z professionals are increasingly shaped by the choice between job-hopping and long-term employment. Job-hopping refers to the practice

of frequently changing jobs or moving between companies in order to seek roles that better align with personal or professional goals, a practice which has become a prominent trend among younger workers (Aryanto & Larasati, 2020). According to Tran et al. (2025), Millennials, often described as "the job-hopping generation", are projected to comprise the largest segment of the global workforce by 2025.

In the Philippine context, Millennials constitute nearly 47 percent of the labor force, while Generation Z accounts for over 11 percent, with projections indicating that this share will exceed one-fourth of the workforce by 2026 (Landicho, 2022). This demographic shift highlights the growing influence of these cohorts on workplace culture and employment patterns; Supporting this, Deloitte's 2022 Global Gen Z and Millennial Survey found that 89 percent of respondents consider a sense of purpose essential to job satisfaction. The same survey reported that 48 percent of Gen Z and 46 percent of Millennials experience financial insecurity. In the Philippines, 70 percent of Gen Z and 63 percent of Millennials reported burnout due to workload, while 63 percent of Gen Z and 61 percent of Millennials engaged in additional work to cope with rising living costs (Deloitte, 2022).

Job-hopping offers opportunities for skill diversification, higher income, and broader professional networks. However, it also raises concerns regarding employee loyalty, organizational stability, and long-term productivity (Bordey, 2024; Triana & Prihandoko, 2024). In contrast, long-term employment fosters stability, deeper institutional knowledge, and opportunities for internal promotion (Dutta & Dhir, 2025). While long-term tenure is often associated with stronger organizational commitment and sustained productivity, it may also limit exposure to diverse experiences and slow career progression (Csiszár, 2023).

Despite the increasing presence of Millennials and Generation Z in the Philippine workforce and the growing body of literature on their work preferences, limited research directly compares the effects of job-hopping and long-term employment on career growth, skill development, and job performance in the local context. This study seeks to address this gap by examining these employment patterns and their outcomes, providing insights that can inform career planning for individuals and talent management strategies for organizations.

1.1 Objectives

The study explores and analyzes the factors involving job-hopping, particularly among Filipino Millennials and Generation Z professionals. Furthermore, it also explores the effects of job-hopping and long-term employment on career growth, and job performance among Filipino Millennials and Generation Z professionals. This study will conduct an Exploratory Factor Analysis (EFA) to identify the underlying factors affecting these variables. The specific objectives of the study are to identify the factors causing job-hopping, to determine the impact of job-hopping on career growth, skill development, and job performance among Filipino Millennials and Gen Z professionals, and to identify the advantages and disadvantages of job-hopping in terms of skill acquisition and professional growth.

2. Literature Review

Job-hopping, defined as the practice of making frequent voluntary job changes, has been recognized as a persistent trend since the early industrial era; It provides employees with broader skill exposure but also raises concerns about loyalty and long-term productivity (Aryanto & Larasati, 2020; Hall et al., 2022). Millennials have been noted for lower organizational commitment and a greater likelihood of changing jobs, which is often driven by flexible work styles and the pursuit of career growth (Aryanto & Larasati, 2020; Binolac et al., 2022). Generation Z employees also tend to remain in positions for shorter periods, often less than two years, which reflects evolving career expectations and reduced job tenure norms (Bordey, 2024; Zahari & Puteh, 2023).

Several factors drive job-hopping among Millennials and Generation Z professionals: Compensation and benefits remain top motivators, with low pay and limited rewards contributing significantly to turnover (Pertiwi & Supartha, 2021; Utami, Shalihah, & Erhan, 2025); Poor management, lack of career advancement opportunities, and insufficient recognition are also linked to employees' decisions to leave (Binolac et al., 2022; Nguyen & Le, 2022; Alvarez, Salita, & Soto, 2023); Work environment factors such as poor working conditions, ineffective supervision, and low autonomy have a negative impact on retention (Gajda, 2024; Anush & Kumar, 2024); Generational values also shape career decisions. Millennials often prioritize career development, flexibility, and meaningful work, while Generation Z places higher importance on rapid feedback, corporate social responsibility, and clear career paths (Fuchs, Lorenz, & Fuchs, 2024).

The effects of job-hopping can be both beneficial and detrimental. On the positive side, frequent role changes can lead to increased income, diverse skill acquisition, and faster career progression (Bordey, 2024; Medillo, 2024). On the negative side, high turnover disrupts organizational stability, increases recruitment and training costs, and places additional workloads on remaining employees (Triana & Prihandoko, 2024). Employee loyalty has been shown to reduce turnover, preserve institutional knowledge, and improve productivity (Dutta & Dhir, 2025). However, retaining younger workers is challenging because they often prioritize work–life balance, personal growth, and meaningful engagement over long-term tenure (Csiszár, 2023; Pendell & Vander Helm, 2022).

2.1 Research Gap

The reviewed studies show that job-hopping among Millennials and Generation Z is shaped by various interrelated factors, including compensation, career advancement opportunities, organizational culture, and personal values. While these employment patterns can accelerate skill development and career progression, they also present significant challenges to retention and organizational performance. There is limited research focusing specifically on the Philippine context that simultaneously examines career growth, skill development, and job performance as outcomes of job-hopping versus long-term employment. This gap underscores the relevance of the present study, which aims to provide evidence-based insights that can guide employees, employers, and educators in making informed decisions regarding career planning, talent management, and workforce development.

3. Methodology

This study utilized Mixed Methodology in order to capture a more comprehensive perspective in order to properly formulate factors influencing job-hopping and long-term employment among Filipino Millennials and Gen Z professionals. Exploratory Factor Analysis (EFA) was also employed to identify the underlying structures or dimensions among the observed variables, allowing the study to uncover patterns and groupings that represent key factors influencing job-hopping and long-term employment. Quantitative data was obtained through structured survey questionnaires and analyzed using statistical tools to identify trends and patterns. Qualitative data, gathered from open-ended responses, were subjected to thematic analysis to uncover deeper insights into respondents' career motivations and experiences. In addition, findings were further supported and validated through the Review of Related Literature, which provided theoretical and empirical grounding for the interpretation of results. By integrating these strands, the study ensures reliability, depth, and validity in its conclusions and recommendations.

For the processing of data, the study used both Statistical Package for the Social Sciences (SPSS) for multivariate analysis, and also to determine, validate, and test the reliability of factors from the gathered data, and the Analysis of Movement Structure (AMOS), was used to formulate a Structural Equation Model (SEM), which demonstrates the relationships among identified factors. The collected qualitative data underwent Thematic Analysis to validate and support findings formulated by the quantitative analyses.

3.1 Data Collection

An online survey questionnaire was created and utilized to collect data for the study. The study utilized convenience sampling, disseminating the survey online through Google Forms. In convenience sampling, the researchers utilize a sample that is readily available and they have access to, making it applicable to almost any research (Golzar, 2022). The instrument consisted of 50 questions utilizing a five-point Likert scale. Identical instructions were disseminated to the respondents. The first part of the instrument contained information pertaining to the study and the purpose of the survey, as well as the statement on privacy in accordance with Republic Act No. 10173, or the Data Privacy Act of 2012, detailing the respondents' privacy right and requesting their consent. The second part gathered the Demographic Profile, which consisted of 17 questions related to the respondents' personal and employment background. The third part covered Workplace Relationships, examining the respondents' sense of connection with supervisors, coworkers, and the overall work environment, including aspects of feedback, respect, trust, and support. The fourth part focused on Job Alignment and Well-being, assessing how well the respondents' jobs matched their skills, goals, and values, while also considering workload, growth opportunities, compensation, and job satisfaction. The fifth part measured Sacrifice through Staying vs. Leaving, which explored the potential losses respondents might face if they decided to leave their current job, including career opportunities, benefits, stability, work–life balance, and future growth. The sixth and final part contained the five narrative questions, which allowed respondents to provide more detailed insights and perspectives beyond the structured items.

3.2 Theoretical Research Model

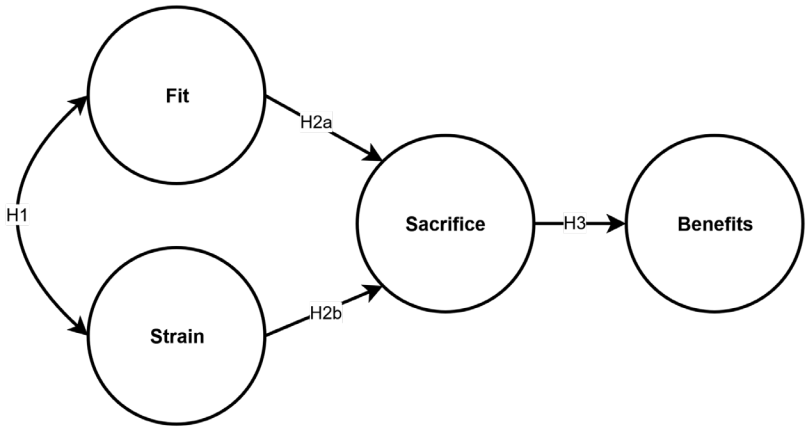

Figure 1. Theoretical Research Model

After conducting Exploratory Factor Analysis, as shown in the Rotated Component Matrix (See Figure 1), four (4) factors were formulated, namely Fit, Strain, Sacrifice, and Benefits, which were then utilized to formulate a theoretical research model (See Figure 1). The formulated constructs will then be integrated into a Structural Equation Model which will examine the relationships among the factors.

3.3 Hypotheses

3.3.1 Fit

Fit describes the comfortability of employees within their organization and its environment. Employees who believe that they are "fit" to their jobs are less likely to experience psychological tensions and burnout, and lower "fit" increases organizational turnover (Hall et al., 2022). Thus, the study suggests the hypotheses below:
Hypothesis 1 (H1) *Fit has a significant negative direct effect on Strain*
Hypothesis 2a (H2a) *Fit has a significant negative direct effect on Sacrifice*

3.3.2 Strain

Strain talks about the struggles of the employees, creating psychological or emotional tensions resulting from stress, demanding jobs, and burnout. Employees that face stress or dissatisfaction may opt to leave their current organization. For example, a study of Filipino job-seekers found self-transcendence values and responsibility influenced intention to shift careers or seek greener pastures (Belida et al, 2024). Thus, the study suggests the hypotheses below:
Hypothesis 1 (H1) *Strain has a significant negative direct effect on Fit*
Hypothesis 2b (H2b) *Strain has a significant positive direct effect on Sacrifice*

3.3.3 Sacrifice

Sacrifice is the perceived willingness to make personal and/or professional sacrifices for better employment opportunities. Employees who have no interest in leaving, will have lesser interest in breaking their employment with the organization (Chaturvedi, 2024). Thus, the study suggests the hypothesis below:
Hypothesis 3 (H3) *Sacrifice has a significant positive direct effect on Benefits*

3.3.4 Benefits

Benefits consist of indicators pertaining to the employees' perceptions of potential rewards and advantages from alternative job opportunities. Employees are willing to do job-hopping when there are opportunities of getting higher benefits in other organizations (Ghazali et al, 2021). Thus, the study suggests the hypothesis below:
Hypothesis 3 (H3) *Benefits receives a significant positive direct effect from Sacrifice*

4. Results and Discussion

4.1 Descriptive Analysis

This section presents the descriptive statistics of the respondents who participated in the study. The data include demographic profiles and employment-related characteristics such as gender, age, generation category, civil status, educational attainment, occupation, number of jobs held, and total years of working experience.

Ranatunga et al., (2020) posit that the minimum required sample size should be determined by the guidelines; Their study provided recommendations for determining adequate sample sizes based on model complexity and the minimum coefficient of determination (R^2). According to their study, when a maximum of three predictors are pointing towards a construct, and the lowest R^2 value in the model is 0.10, the minimum required sample is 124. In this study, a total of 142 respondents were valid responses collected, which exceeded the minimum threshold, ensuring sufficient statistical power that enhances reliability of the findings and supporting the representativeness of the dataset for further analysis.

Statistics

		Gender	Age	Generation Category	Civil Status	Highest Educational Attainment	Occupation	Number of Jobs Held	Total Number of Years Working
N	Valid	142	142	142	142	142	142	142	142
	Missing	0	0	0	0	0	0	0	0
Mean		1.6549	1.7113	1.1831	1.0986	3.8662	1.5986	1.6338	2.2465
Std. Deviation		.51976	.84703	.38812	.36339	.58624	.98254	.72912	1.33786

Figure 2. Descriptive statistics

Figure 2. shows the descriptive statistics of the conducted survey. The majority of respondents (48.6%) belonged to the 18–22 years old group, followed by 36.6% aged 23–28 years old, and 10.6% aged 29–34 years old. Out of the 142 respondents of this study, 61.3% were female (n = 87), 36.6% were male (n = 52) and 2.1% identified as others (n = 3). In terms of generational classification, 81.7% of respondents belonged to Generation Z (born 1997–2012), while 18.3% were Millennials (born 1981–1996). A significant majority (92.3%) reported being single, while 5.6% were married, and 2.1% preferred not to disclose their status. Most respondents (85.2%) had reached the college level, followed by 7.0% who were high school graduates, 3.5% who held technical or vocational degrees, and 4.2% who attained a master's degree. Regarding employment status, 64.1% were employed, 23.9% were unemployed, and 12.0% were freelancers. Nearly half of the respondents (49.3%) were in their first job, 40.1% had held 2–3 jobs, 8.5% had 4–5 jobs, and 2.1% had more than five jobs. In terms of work experience, 40.8% had worked for less than one year, 21.8% had 1–2 years, 16.9% had 3–5 years, and 14.8% had 6–10 years of experience. Only a small fraction reported 11–15 years (4.2%), 16–20 years (0.7%), and more than 20 years (0.7%).

4.2 Kaiser-Meyer-Olkin and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.857
Bartlett's Test of Sphericity	Approx. Chi-Square	2480.068
	df	325
	Sig.	.000

Figure 3. Kaiser-Meyer-Olkin and Bartlett's Test Results

In order to assess the adequacy and suitability of the data gathered, the proponents conducted the Kaiser-Meyer-Olkin (KMO) Test of Sampling Adequacy. The KMO test is a measure that has been intended to measure the suitability of data for factor analysis; it tests the adequacy of the sample size for each variable as well as the complete model (Shrestha, 2021). As shown in Figure 3, the KMO value of the gathered data was computed to be 0.857, signifying that the sampling was adequate (Sevilla et al., 2024) and that the data is suitable for factor analysis.

4.3 Rotated Component Matrix

Table 1. Rotated Component Matrix Results

Latent Variable	Items	Question	Factor Loading
Factor 1 Fit	F4	My job utilizes my skills and talents well.	0.867
	F6	I feel good about my professional growth and development.	0.858
	F5	I find myself capable of seeing my work as a positive challenge.	0.852
	F8	The tasks assigned to me suit my job description.	0.811
	F3	My current position aligns with my vision of career aspirations.	0.791
	F2	This organization has given me a lot of things in my life.	0.788
	F7	I am able to evaluate my previous professional achievements positively.	0.781
	F9	I have almost complete responsibility for deciding how and when the work is to be done.	0.766
	F1	I always look forward to another day at work.	0.74
	S19	It is very rare that I will look for a new job next year.	0.418
Factor 2 Strain	L12	Managers/Immediate Supervisors are excessively strict and demanding.	0.845
	L10	Colleagues introduce a stressful work atmosphere.	0.823
	L11	Managers/Immediate Supervisors introduce a stressful work atmosphere.	0.809
	L13	My expectations and/or opinions are ignored.	0.786
	F13	After my work, I usually feel worn out and weary.	0.728
	F11	My current job has a negative effect on my personal well-being.	0.723
	F12	There are days when I feel tired before I arrive at work.	0.486
Factor 3 Benefits	S9	If I find a new job, I might be compensated more fairly.	0.86
	S10	If I find a new job, I might be able to develop my career better.	0.818
	S12	If I find a new job, I might be less stressed.	0.803
	S11	If I find a new job, I might achieve a better work–life balance.	0.781
	S13	If I find a new job, I might find it easier to be promoted.	0.736
	S14	I would change jobs if I could find another position that pays as well as my current one.	0.721
Factor 4 Sacrifice	S6	For the sake of gaining attractive employment, I am willing to go abroad.	0.81
	S5	For the sake of gaining attractive employment, I am willing to change my place of residence in the country.	0.796
	S8	For the sake of gaining attractive employment, I am willing to postpone personal plans.	0.701

Note: Principal Component Analysis (PCA) with varimax rotation was conducted to identify underlying factors. A Rotated Component Matrix with a 0.4 loading suppression threshold was applied to highlight only substantial variable-component relationships.

The Rotated Component Matrix extracted four primary constructs shown in Table 1, capturing the respondents' unique behavioral and attitudinal insights. The first factor, Fit, consists of indicators pertaining to the employees' perceptions of their personal career fit, skill utilization, professional growth, compensation, and promotion opportunities. The second factor, Strain, consists of indicators pertaining to the employees' relationships with their fellow workmates, how said relationships affect them, and their overall well-being. The third factor, Benefits, consists of indicators pertaining to the employees' perceptions of potential benefits from alternative job opportunities. The fourth factor, Sacrifice, consists of indicators pertaining to the employees' willingness to make personal and/or professional sacrifices for better employment opportunities.

4.4 Total Variance Explained

Table 2. Variance Explained by Factors

Factor	Total	% of Variance	Cumulative %
Fit	7.946	30.562	30.562
Strain	5.335	20.521	51.082
Benefits	2.271	8.735	59.817
Sacrifice	1.581	6.080	65.897

Table 2 shows that the first factor, Fit, accounts for the largest proportion of variance at 30.562%, indicating that this construct explains the greatest portion of the data's variability. The second factor, Strain, contributes an additional 20.521% of variance, bringing the cumulative explained variance to 51.082%. The third factor, Benefits, adds 8.735%, resulting in a cumulative variance of 59.817%, while the fourth factor, Sacrifice, explains 6.080%, leading to a total cumulative variance of 65.897%. Overall, the four components together explain approximately 65.90% of the total variance, which is considered satisfactory in behavioral and social science research. This indicates that the extracted factors adequately represent the underlying structure of the dataset and that each construct meaningfully contributes to explaining the observed responses (Baistaman et al., 2022).

4.5 Reliability Testing

Table 3 presents the Cronbach's Alpha values for each identified factor of the instrument. The results reveal that all four factors exhibit good to excellent internal consistency, confirming the instrument's reliability in measuring perceptions related to job-hopping and long-term employment. Factor 1 (Fit) obtained a Cronbach's Alpha of 0.922, Factor 2 (Strain) yielded 0.901, and Factor 3 (Benefits) recorded 0.910. These values reflect excellent internal consistency. According to Wang et al. (2021), alpha values exceeding 0.90 signify strong measurement consistency and excellent reliability, underscoring the robustness of these constructs in assessing employees' perceptions and experiences. Factor 4 (Sacrifice) achieved a Cronbach's Alpha of 0.751, indicating good reliability and suggesting that its items cohesively capture the dimension of personal or situational trade-offs in employment decisions. This aligns with Wang et al. (2021), who noted that coefficients above 0.70 demonstrate well-structured and reliable scales in organizational research.

Table 3. Cronbach's Alpha of All Factors

Latent Variables	Cronbach's Alpha	Cut- Off	Remarks
Factor 1 Fit	.922	≥ 0.7	Acceptable
Factor 2 Strain	.901	≥ 0.7	Acceptable
Factor 3 Benefits	.910	≥ 0.7	Acceptable
Factor 4 Sacrifice	.751	≥ 0.7	Acceptable

4.6 Structural Equation Modeling

Figure 4, the formulated structural equation model, demonstrates several key relationships among the constructs. Fit shows a negative relationship with Strain (β = −0.21), indicating that when employees perceive a strong alignment between their skills, job roles, and career growth, they experience fewer work-related pressures and less emotional fatigue. Strain in turn positively predicts Sacrifice (β = 0.43), suggesting that individuals experiencing higher job strain are more willing to make personal or geographic sacrifices to pursue more favorable employment opportunities Although Fit has only a small direct effect on Sacrifice (β = −0.07), it also exerts an indirect effect through Strain. Specifically, since Fit reduces Strain (−0.21) and Strain increases Sacrifice (0.43), the indirect effect is (−0.21 × 0.43) = −0.09, yielding a total effect of approximately −0.16 on Sacrifice. This means that employees who feel well-matched to their jobs are less likely to experience stress, and consequently, less inclined to make sacrifices for alternative employment Sacrifice strongly predicts Benefits (β = 0.54), showing that those who are more open to making sacrifices also perceive greater potential advantages from job changes, such as better compensation, career development, reduced stress, and improved work–life balance. Moreover, Strain indirectly influences Benefits through Sacrifice; Since Strain affects Sacrifice by 0.43 and Sacrifice affects Benefits by 0.54, the indirect effect is (0.43 × 0.54) = 0.23, indicating that employees experiencing greater strain tend to view external job opportunities as more rewarding primarily because their willingness to sacrifice increases.

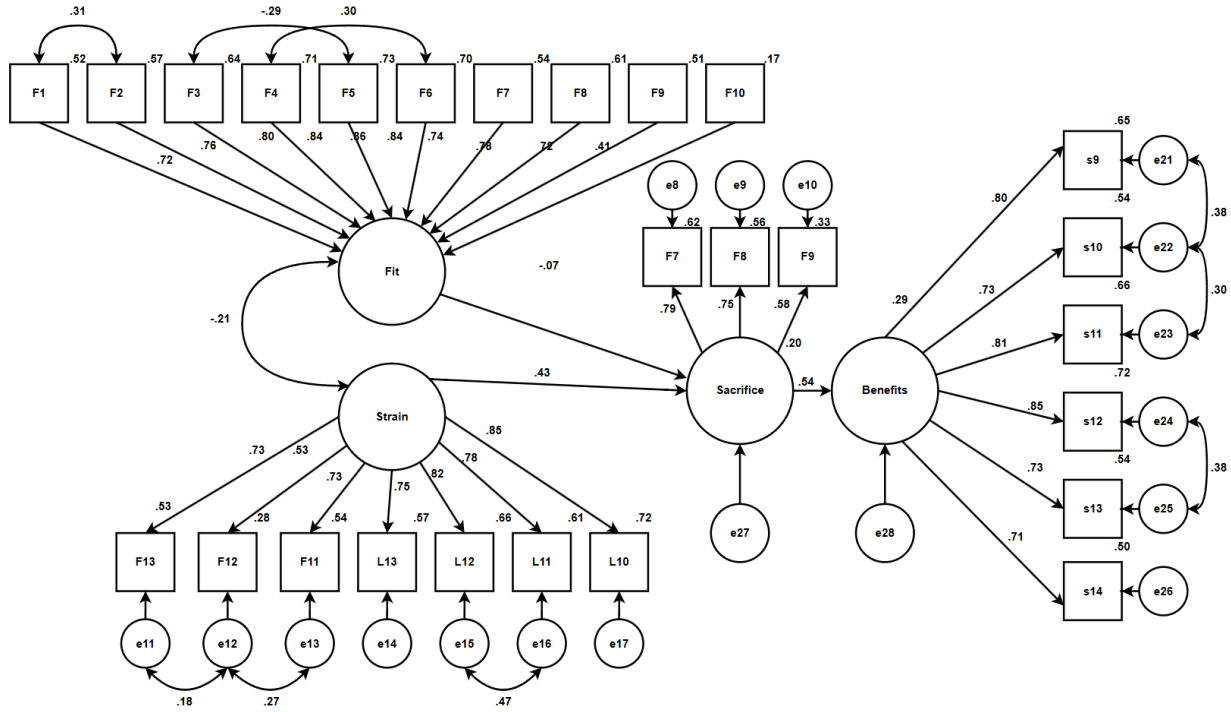

Figure 4. Structural Equation Model

Table 4. AMOS Model Fit Scores

Model Fit Indices	Score	Cut-Off	Remarks
CMIN/DF	1.615	<2	Accepted
GFI	0.817	>0.80	Accepted
IFI	0.926	>0.90	Accepted

TLI	0.914	>0.90	Accepted
CFI	0.925	>0.90	Accepted
RMSEA	0.066	<0.07	Accepted

Table 4 showcases the model fit indices of the formulated model. Following the standards compiled and also used by Navarro et al., (2021) and Ma et al., (2021), the formulated model passed six (6) model fit indices.

5. Conclusions

The conducted study investigated the factors affecting job-hopping and long-term employment among Filipino Millennials and Generation Z professionals and its benefits, focusing on four formulated latent constructs: Fit, Strain, Sacrifice, and Benefits.

Results showed that all factors demonstrated good to excellent reliability, with Cronbach's Alpha values ranging from 0.751 to 0.922, confirming internal consistency and measurement validity of the instrument. The constructs Fit, Strain, and Benefits yielded alpha values above 0.90, while Sacrifice achieved 0.751. The Reliability recorded a Cronbach's alpha of 0.844, suggesting strong interrelatedness among all constructs.

Findings from the Structural Equation Model (SEM) showed a clear pattern of relationships among the variables. Fit exhibited a negative relationship with Strain (β = .-021), implying that greater alignment between employees and their job role is associated with reduced work-related stress. Strain positively influences Sacrifice (β = 0.43), indicating that employees experiencing higher stress levels are more likely to make personal or professional sacrifices to pursue new job opportunities. Although Fit showed a small direct negative effect on Sacrifice (β = -0.07), it exerted an indirect effect through strain (-0.09), resulting in a total effect of approximately -0.15, suggesting that well aligned employees are less inclined to make sacrifices for external job options. Finally, Sacrifice had a strong positive relationship with benefits (β = 0.54), meaning that those more open to making sacrifices perceive greater potential gains such as higher compensation, improved career growth, and better work-life balance when changing jobs.

Overall, the model highlights a sequential pathway such as high Fit reduces Strain, higher Strain increases willingness to Sacrifice, and increased Sacrifice increases perceived Benefits of job change, finds support in empirical research. A study by Kiazad et al. (2024) demonstrated that high performance work practices strengthen Fit, or the employee's comfortability within the organization, and reduce turnover, implying that improving organizational alignment reduces the appeal of external opportunities. In addition, a study by Jasiński et al. (2024) found that a person-environment fit reduces turnover intentions by lowering occupational stress, which serves as a mediator in the path from fit to voluntary turnover. This aligns closely with the formulated model, which posits that a weaker job-person fit leads to higher strain, which in turn increases an employee's willingness to make sacrifices for alternate employment opportunities. Finally, the meta analysis by Wang et al. (2024) in the nursing field confirmed that job embeddedness, which is closely related to the notions of sacrifice and its perceived benefits, is negatively associated with turnover intention even under stressful conditions. This finding reinforces the idea that when employees feel uncomfortable and unconnected with their organization, they perceive more advantages in leaving an organization.

Declaration of Competing Interests, Ethical Compliance, and Use of Artificial Intelligence in Academic Writing Research

The researchers declare no conflicts of interest and confirm full adherence to ethical standards. No AI was used in generating the research ideas. AI tools were utilized to enhance readability. The authors carefully reviewed and edited the final manuscript to ensure accuracy and clarity, minimizing any AI-related biases or errors.

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