



CHANGE MANAGEMENT AND EMPLOYEES' PERFORMANCE OF SELECTED MINISTRIES IN OSUN STATE, NIGERIA

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ARTICLE INFO	ABSTRACT
Article History: Received: February 15, 2026 Revised: March 20, 2026 Accepted: April 09, 2026 Available Online: June 02, 2026 Keywords: Organizational Change, Technology change, Leadership change, Cultural change, Structural change Corresponding Author: Joshua Oladepo Olowolabi Email: babaolowo74@gmail.com	<i>The effect of change management strategies on employees' performance in selected ministries in Osun State, Nigeria, was studied. Data is obtained by using a structured questionnaire. Purposive sampling was used for selecting 5 ministries and simple random sampling was used for selecting 347 respondents. Path analysis, using the PA-SEM framework, is conducted using STATA version 15. The results showed that the impact of the technological change is significant and positive on the performance of employees. The results also revealed a significant interlinkage between leadership change and employees' performance, which means that the effective change of leadership improves the sharing of information, specialization of jobs, commitment of employees, and performance. Further, it was observed that organizational structure change had a significant impact on the employees' performance. In the same way, organizational culture change have a significant and positive impact on the performance of employees. The study emphasized that change management strategies are important predictors of public sector ministries employees' performance. It, thus, recommends to the policy makers and directors in ministries in Osun State to adopt effective change management practices, particularly technology, leadership, organizational structure and culture to enhance productivity, efficiency, accountability and public service delivery.</i>



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Introduction

The public sector in Nigeria and other developing nations has been facing numerous performance problems in recent times due to factors like pervasive corruption, evolution of technology, public demands, and the limitations of finances available. The existing literature stated that Osun State ministries have experienced various problems such as under funding, corruption, weakness of leadership, insufficient or unqualified staff, and excessive dependence on external entities (Alrumaih, 2017). The aforementioned issues negatively impacted the work performance of the employees and also the organizational performance in the state ministries. There is consequently a dire need to embrace and adapt an efficient

change management strategy to the public sector to boost employees' performance and make their contribution more adaptive and effective within the organizations.

Change management has been widely accepted as a key tool of management that enables organizations to cope with change in the internal and external environment. As such, change management can be seen as the structured approach used by organizations, teams, and individuals to achieve desired results (Kossyva et al., 2024). According to Lewin's Unfreeze-Change-Refreeze model and Kotter's 8-step model of change, an adequate and appropriate approach to managing changes within the organization would result in effective work performance by employees (Daniel, 2019). The same viewpoint has been expressed by Daniel (2019), where the author states that changes in the technological, leadership, organizational structure, and cultural aspects of an organization can lead to improved performance of the organization. These strategies are capable of addressing institutional problems in an organization, as well as making the employees more satisfied.

Technological change can be described as the changes that occur in the design and development of the technology used for organizational tasks, processes, and decision-making (Kimhi et al., 2019). Technological change facilitates a more productive approach to work by allowing firms to explore novel business models, enhancing the decision-making ability and service experience for their clients. Leadership changes would also have a positive impact on the ability of an organization to attain sustainability, innovation, and employee engagement, as changes in leadership can transform a situation from one of uncertainty to an opportunity for development (Shaik et al., 2023). Changes in the structure and culture of an organization also influence organizational sustainability as they promote creativity, innovation, and make organizations adaptable to changes in global markets (Ekechi & Umar, 2020). The changes in structure and culture enhance teamwork and employee support networks, making organizations more resilient and cultivating forward-looking cultures that attract and retain talent (Gilkes, 2019).

Despite the acknowledged importance of change management, there is a noticeable gap in existing literature. Several studies have investigated the effects of change management strategies on the performance of employees in the developed and developing economies (Ferrara et al., 2022; Jango, 2024, 2017; Wijayati et al., 2022; Zhao et al., 2023; Kossyva et al., 2024), however, only few explored the change management strategies' impact on employee performance in Nigerian public sector ministries, for instance, state ministries in Osun State. Most of the previous studies were conducted on private organizations or foreign countries and were found to be difficult to generalize to Nigerian public organizations, which are characterized by bureaucratic rigidity and lack of resources, among other factors. A second gap in existing studies has been that most change management strategies have not been adequately conceptualized as a factor influencing employees' work performance; instead, they have been regarded as an overall concept within the organization's activities without specifying which aspects are likely to impact employees' performance. Hence, the present study explores how the individual components of change management strategies, such as technological change, leadership change, structural and cultural changes, individually and collectively impact employees' performance.

Another missing link in the existing literature relates to the combined impact of these strategies on employees' performance in the Nigerian public sector environment. Most past studies focused solely on either leadership or technology or both in relation to the job performance of employees in a public sector environment, thereby creating a gap that needs to be addressed. This study seeks to examine the impacts of a combination of technological, leadership, structural, and cultural changes on employees' performance, presenting a more comprehensive examination of the impact of change management on employee performance. Innovation within this study will also encompass the multiple nature of change management strategies, the specific aspects being explored, technological change, leadership change, structural change,

and cultural change, when influencing employee performance in public sector ministries, and also how they relate to each other to enhance performance. Moreover, the present study provides evidence of change management on employees' performance using selected state ministries in Osun State, Nigeria. Empirical research conducted in the area of change management remains inadequate as studies on Nigeria public sector is limited. The results of the study are expected to improve both the theoretical knowledge of change management as it impacts on employees' performance and the practical strategies which management can adopt to improve the performance of employees in government ministries, departments, and agencies (MDAs).

The study will be guided by the following research questions.

1. To what extent does the impact of technology change affect employee performance?
2. To what extent does the impact of organizational leadership change affect employee performance?
3. To what extent does the impact of organizational structure change affect employee performance?
4. To what extent does the impact of organizational culture change affect employee performance?

Literature Review and Hypotheses Development

Organizational change management has now become the central part of any organization's leadership because the current environmental and cultural dynamics in organizations are highly unstable due to technological advancement, global market, economic vulnerability and growing stakeholder needs. Organizational change management can be defined as planned, systematic approach of moving an organization, employees and teams from the current status to the desirable future one, so as to increase effectiveness and attain strategic goals of an organization. The fundamental purpose of an effective change management lies in its approach to mentally and physically make employees ready for the change and create supportive structure to minimize resistance, loss of time and interruption to operations that accompanies any organizational change (Fleming, 2024; Matsunaga, 2025; Daniel, 2019). This is extremely critical in public sector organizations, where bureaucratic nature and strong resistance towards innovation exist and affect the employee performance and adaptability.

Based on theories of organizational change, this study relied on Lewin's Three-Step Change Theory and Kotter's Eight-Step Change Model as the theoretical backbone of the study because of their relevance to how strategies for organizational change affect employee performance. Lewin's Three-Step Change Theory outlines organizational change as a process involving three interrelated steps; unfreezing, changing and refreezing. The unfreezing phase in Lewin's theory aims at preparing individuals and organizations for change by making the workforce aware of the need to drop existing practices and ways of working, thereby overcoming resistance to change and instilling the need to embrace new ways of working. At this stage, communication, employee involvement, leader support, and training are necessary for helping employees to cope with changes in technology, structure and processes (Ferrara et al., 2022; Jango, 2024). The changing phase comprises the application of new systems, leadership behaviors, technology and processes, whereas refreezing stabilizes the new changes into the organization culture, policy and processes as well as in performance appraisal systems. The theory therefore indicates that organizations which manage changes in technology, leadership, structure and culture well are likely to achieve higher employee commitment, adaptability and job performance.

The premises of the Lewin's theory provide some theoretical support for generating the study's hypotheses. According to the Lewin's theory, changes in technology bring about increase in employee performance when employees are well trained and supported in their changes. Further, changes in leadership, result into enhanced employee performance through effective communication, motivation and guidance; while changes in organizational structure and culture lead to employee adaptation to new

realities, increase teamwork and enhance productivity (Dudko, 2018). It is therefore clear that the study's argument on the impact of change management strategies on employee performance has theoretical backing. Additional theoretical underpinning to this study is provided by Kotter's Eight-Step Change Model. The theory posited that effective change implementation requires strong leadership involvement in six critical stages that entail creating a sense of urgency, forming a guiding coalition, developing a vision and strategy, communicating the vision, empowering broad-based action, and generating short-term wins. The remaining two stages involve embedding change in culture and developing new approaches and structures. From Kotter's framework, the essence of change management is embedded in the need for leadership commitment, employees' active participation, teamwork, and persistent communication, which leads to transformation of an organization (Ekechi & Umar, 2020). According to Kimhi et al. (2019), Kotter's theory emphasizes effective change management that would bring about a lasting change in employees.

The relevance of Kotter's eight-step change model to this study can be attributed to the explanations provided on the influence of leadership and organizational culture on employee behaviors and performances during change. It can be noted that leadership change increases employee motivation, commitment and innovation; changes in structure and culture enhance workers involvement and organizational flexibility. Other research works carried out by Gilkes (2019) and Tefera and Mutambar (2016) suggest that organization implementing the sequential change process proposed by Kotter report higher employee engagement and better results. It therefore implies that change in leadership, technology, organizational structure, and culture has significant positive influence on employees' performance. In addition to the above theories, empirical research supports the assumptions of this study. Several studies have found that change management has significant positive impact on the employee performance. For instance, Attah et al. (2017) found that change management has a statistically significant positive impact on employee performance. In the same way, Daniel (2019) established that there is a positive impact between change management and worker's performance while Kimhi et al. (2019) concluded that good managing of change leads to an increase in employee performance and organizational effectiveness. Also, Ekechi and Umar (2020) revealed that change management is a strong determinant of employee performance and also Soebbing et al. (2015) revealed that there is a positive and statistically significant effect of change management on workers performance.

Also in line with the premises of this study, empirical evidences reveal that technological change directly influences workers performance due to increase in productivity, innovative and service delivery (Gilkes, 2019 and Anual et al., 2019); changes in leadership influences worker's performance due to better supervisions, work engagement and motivation (Tefera & Mutambar, 2016) while changes in organizational culture and structure impact positively on worker performance. Khosa et al. (2015) in their research among financial institutions in Pakistan showed that changes in organizational culture have significantly affected worker's performance. While Aborass (2021) has shown that changes in the organizational structure and culture are among the best predictors of worker's performance in non-governmental organization.

From the above empirical and theoretical findings, this study hypothesized that change management strategies have a significant influence on employee performance in the selected ministries in Osun state. That is, changes in technology, changes in leadership, and changes in the structure and culture of an organization directly and positively affect workers' performance. The integration of Lewin's Three-Step Change Theory and Kotter's Eight-Step Change Model thus builds a solid foundation that explains how effective change management practices can enhance employee performance in the public sector environment.

From both theories and empirical evidence, the following hypotheses were generated:

H1: There is a significant influence of change in technology on employees' performance.

H2: There is a significant effect of change in organizational leadership on employees' performance.

H3: There is a significant influence of change in organizational structure on employees' performance.

H4: There is a significant relationship between change in organizational culture and employees' performance.

Conceptual Framework

By considering the models and literature, a model was developed that demonstrates how changes in technology, leadership, structure, and culture lead to an influence on employee performance of the ministries in Osun State.

Figure 1: Conceptual Model

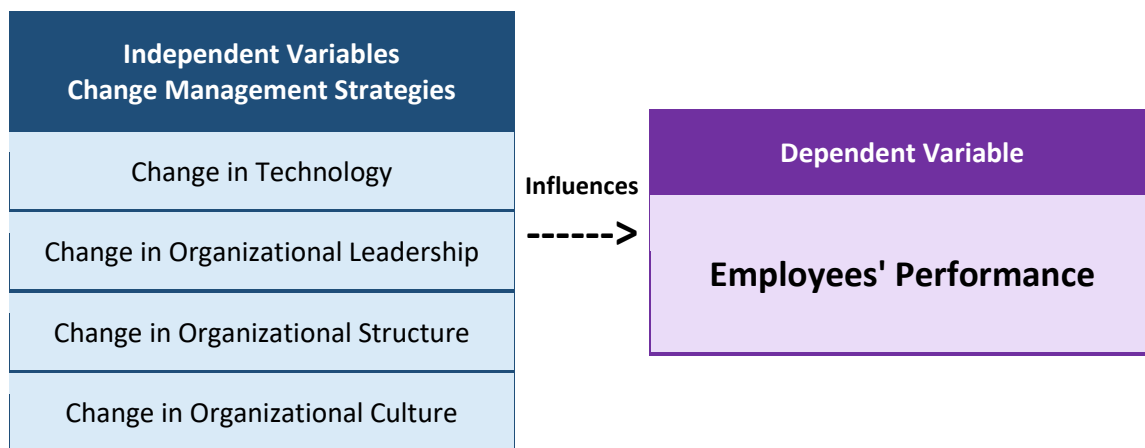


Figure 1 presents a path diagram to illustrate the conceptual framework in predicting the impact of change in technology, change in leadership, change in organization structure, and change in culture on employee performance. This diagram depicts that change management practice has a direct impact on employee performance. It is hypothesized that there would be a direct influence on employee performance by each of these change management factors such as technology, leadership, structure and culture, individually. The current section of the research presents and explains the hypothesis regarding the relationship of the variables as identified in the hypothesis of the above statements.

Methodology

The study was conducted using a survey research design approach to investigate the effect of change management practice on employee performance in selected ministries in Osun State. In the process of selecting the ministries used for this study, the purposive sampling technique was used. This was because selected ministries have a direct relevance to the study's research objective and possess attributes essential for obtaining useful information on change management practice and employee performance. The study was limited to the under-mentioned ministries in Osun State. They are the Ministry of Commerce, Industry and Cooperatives; Ministry of Agriculture and Food Security; Ministry of Culture and Tourism; Ministry of Finance; Ministry of Health; Ministry of Innovation, Science and Technology and Digital Economy; and Ministry of Land, Physical planning and Urban development. They were selected because it is believed that the ministries listed above are some of the major government ministries that experience the

most structural change, leadership changes, technological and policy changes, etc., associated with change management practices, and as such are presumed to be more informed and have experience of the change management process more than the others. The decision to select the specific ministries was based on the rationale that the nature of organizational change was highly evident in the public sector, particularly the ministries, and also, it makes it imperative to consider organizations where such activities take place more. Moreover, purposive sampling enabled the researcher to consciously identify ministries where relevant, accurate, and adequate information that meets the study's research objectives is readily available, contrary to a probability sampling technique, where less relevant organizations will inevitably be included in the sampling framework. Selected ministries represent the diverse sections of the public service, viz., finance, health, agriculture, technology, culture, commerce, and planning. This was aimed at enhancing a comprehensive study. The total staff population in the selected ministries is 2, 652. Based on this population, a sample size of 347 was determined by the Yamane formula of 1967 (Yamen, 1967), and thereafter, simple random sampling was applied to select the respondents among the staff of the selected ministries such that each employee had an equal opportunity of being chosen. The study was conducted between June 18, 2025, and July 2, 2025, using questionnaires as the method of data collection. The questionnaire was administered in physical and electronic formats. The adoption of a physical and electronic questionnaire format was to ensure adequate coverage of the entire selected ministries, inclusiveness of all employees, and comfort for all participants, which is aligned with global research practices of enhancing accessibility and boosting response rate for study effectiveness.

The variables under investigation were change in technology, change in leadership, change in organization structure, change in organization culture, and employee performance. Wijayati et al. (2022), Daniel (2019), Ekechi and Umar (2020), Fleming (2024), and Kossyva et al. (2024) had measured each of these constructs in different research and validated their measures.

The construct validity and reliability of the questionnaire were checked by performing an Exploratory Factor Analysis (EFA) to determine if the items load on the underlying constructs, namely: Technology change, change in leadership, change in structure, change in culture, and employee performance, and this was tested against Table 1. Path analysis and structural equation modeling were done with the use of Stata 15.

Table 1: Exploratory Factor Analysis for Testing Validity of the Constructs

Change in Technology	1	2	3	4	5
The new technologies adopted in Ministry enhanced working efficiency.	.829				
The usage of ICT has increased compared to the past and has become part of the daily working environment.	.816				
The implementation of new technology eliminated the problem of service delivery delay.	.821				
The staff in the Ministry has been sufficiently trained in the implementation of new technologies.	.814				
The implementation of new technologies enhances the communication process in the Ministry.	.811				
Change in Organizational Leadership					
The Ministry has now moved towards a more collaborative style of leadership in decision-making processes.		.809			

The recent leadership changes have increased the clarity in objectives and expectations.		.812			
The leaders of the Ministry are now able to provide much better direction and support to employees.		.822			
Employees at the Ministry responded positively to the changes that were brought in leadership style.		.795			
Changes in leadership style in the Ministry have resulted in improved accountability and transparency.		.817			
Change in Organizational Structure					
Organizational restructuring of the Ministry has been undertaken and it seems to have yielded better results.			.803		
It has increased clarity of both reporting lines and responsibilities as opposed to the previous structures.			.832		
Unnecessary procedural and bureaucratic elements have been eliminated through a change in structure.			.827		
Current structure permits better coordination across departments.			.812		
Change in Organizational Culture					
Teamwork has become a key element of organizational culture at the Ministry as opposed to the earlier structure.				.818	
Innovation is now much more welcome at the Ministry with improved tolerance towards new and radical ideas.				.817	
Organizational culture now stresses on behavior at the Ministry in ethical and professional terms.				.831	
Employees at the Ministry felt more appreciated and valued due to the improved culture.				.799	
There is increased trust between management and employees as a result of changes in culture.				.822	
Employee Performance					
Work performance of individuals is enhanced.					.815
Following recent changes employee performance has increased significantly.					.820
Employees at the Ministry is able to complete their respective tasks in a faster manner post change implementation.					.821
Quality of work at the Ministry has improved considerably post change implementation.					.810
The change has impacted on individual job performance positively.					.801

KMO = 0.882
 Bartlett's Test of Sphericity (X^2) = 1378.097, 0.000.
 Total Variance Explained = 80.98%

Based on Table 1, it is evident that all loading factors were above 0.70. All Cronbach's Alpha were higher than 0.70, implying that each of the construct was measured using a good and reliable scale. The KMO value was above 0.70 and it indicated that the sample was good to apply factor analysis. The result of the Bartlett's Test of Sphericity ($=1,378.097$, $p=.000$) also proved that the data were suitable to be analyzed using factor analysis. In the case of total variance explained, it was 80.98% which is higher than the general recommendation of 60% in social science. Therefore, the constructs used are reliable and valid to use for PA-SEM.

Table 2: Confirmatory Factor Analysis (CFA)

Chi-square (χ^2)	0.0367; p = 0.000
The Root Mean Square Error of Approximation (RMSEA)	0.0357
The Comparative Fit Index (CFI)	0.95
The Tucker-Lewis Index (TLI)	0.97
The Standardized Root Mean Square Residual (SRMR)	0.0576

The chi-square value ($= 0.0367$, $p = 0.000$) is statistically significant, and it suggests a disparity between the observed and model-implied covariance matrix, but because of the high sensitivity of the chi-square statistic, especially with a large sample size, the value is better considered with other measures of goodness-of-fit. The value of 0.0357 for RMSEA, which is below 0.05, means a very close fit between the model and the population covariance matrix and represents the lowest level of approximation error. The value 0.95 for CFI met the recommended benchmark of 0.90 and obtained the cut-off point of excellent fit (0.95), implying that the proposed model is significantly better than the null model. Similarly, the TLI value of 0.97 is higher than 0.95; the model fit is excellent and also implies excellent performance in parsimony-adjusted measures. The SRMR value of 0.0576 is within acceptable limits (0.08), which implies good residuals fit with relatively few large discrepancies. All these values together imply that the model fit is generally good to excellent, irrespective of the statistically significant chi-square value. Overall, the model is empirically stable and reliable to make managerial and policy decisions about the strategies to manage change in the public sector.

Ethical Consideration

The present study conformed to all the essential ethical considerations which is relevant to the academic study of human subjects: First, all respondents were provided with information and gave consent to their participation after the objectives, nature and aims of the research was explained to them, and no respondent was forced to participate and respondents was informed that they may withdraw from the study at any time. Second, confidentiality and anonymity of the respondents were safeguarded; no personal information was recorded and the questionnaire responses were kept in utmost confidence and for research purposes only. Furthermore, information was collated to ensure that respondents were unidentifiable: Third, no respondents suffered any harm or detriment through participation in this research. They were asked question which had been carefully phrased to cause as little personal, professional or emotional harm as possible and respondents were treated in a humane and considerate manner; and fourth, the research was carried out within accepted professional and institutional ethical guidelines appropriate to social science research.

Results and Discussion

Table 3. Results of the Structural Equation Modelling Without Mediation (Direct Effect of Change Management Practices on Employee Performance)

Path	Coef.	t-value	p-value
CIT→ EP	.311147	5.72	0.000
COL → EP	.2012783	3.93	0.000
COS → EP	.1009353	2.89	0.045
COC→ EP	.310261	5.43	0.000

NOTE: CIT = Change in Technology, COL = Change in Organizational Leadership, COS= Change in Organizational Structure, COC= Change in Organizational Culture, EP = Employees' Performance.

From Table 3 the study result shows that all change management variable influence employees' performance positively and significantly. The technology change have a positive and significant influence on employee performance as indicated by the t-value of 5.72. The finding of this study supports the finding of Gilkes (2019) which found that change management, using the indicator of change in technology, strongly influence employee performance. Similarly, Soebbing et al. (2015) also stated that change in technology has positive and significant effect on employee performance. Therefore, the utilization of modern technology like automation, management information system, and digital device have a positive influence on employee performance. So, ministries need to keep provide necessary training to employee for digital technology, management information system, and automation so that employee get accustomed to the technology and employee perform better. Hence, H1 is supported.

The study also result show that organizational leadership changes has a strong influence on employee performance as indicated by the t-value of 3.93. This means that leadership changes of clear communication, employee involvement, accountability and mentoring contributes to the motivating and improving performance of employee. This result supports the finding of Ekechi and Umar (2020) stating that change in organizational leadership influence employee performance positively. Tefera and Mutambar (2016) state that organizational leadership changes could influence employee performance. Thus, the Ministries need to plan future leaders, build leadership skill and make use of effective leadership style during changes in order to gain the better employee performance. The findings indicate that a change in leadership result in job rotation, transfer of knowledge, job specialization among employees, the enhancement of employee commitment, and an increase in the performance of ministry employees. Therefore, H2 is supported.

Change in organizational structure has a positive and significant effect on employee performance, as indicated by the t-value of 2.89. It means that changes made in organizational structure that re define work role, eliminate bottlenecks, improve inter-departmental coordination and clarity of the reporting system can increase the performance of employee to a great extent. It contributes positively to efficiency of work process, speed of decision making, clarification of responsibility and also a service delivery in the Ministries. This result is supported by the finding of khosa et al. (2015) where it is concluded that organizational change in structure and culture impact positively and significantly on employee performance. Therefore, H3 is accepted.

Change in organizational culture results in a positive and significant influence on employee performance as revealed by the t-value of 5.43 and p-value of 0.000. A change that results in supportive culture, and a performance oriented culture, characterized by the presence of cooperation and collaboration between

individuals, teamwork spirit, ethical practice, willingness to learn, openness, mutual respect, and trust, can enhance the motivation and the engagement of employee thereby improving the employee performance and efficiency of public service delivery. This result is similar to that of Aborass (2021) stating that change in organizational culture is significant related to employee performance. Therefore, H4 is accepted.

Conclusion

The study investigated the effect of Change Management variables on the performance of the staff in selected ministries in Osun State. The results showed that technological change, leadership change, organizational structure change and organizational culture change all have significant effects on employees' performance. Of these variables, technological change had the greatest impact, followed by organizational culture change, leadership change and organizational structure change. As technological changes are evident, ministries need to ensure appropriate training on digital technologies, management information systems and automation. This course will enable employees to adjust to technological innovations and enhance their performance in the digital world. Likewise, the positive impact of organizational culture change suggests that ministries need to foster a performance culture and supportive work culture. This should involve cooperation, team working, ethical procedures, trust, respect, openness, collaboration and employee motivation and attitude.

In addition, the positive effect of change in leadership demonstrates that ministries need to nurture future leaders and promote good leadership in the face of change. Good leadership is vital in employee management, employee resistance reduction and employee performance improvement. The fact that structural change is having a significant impact, also indicates that ministries need to redefine job and roles as needed, eliminate administrative barriers, encourage cross-departmental collaboration, and make reporting lines clear. Entirely, the results indicate that systematic change management is a valuable instrument to enhance employees' performance and public services. Technology, leadership, structure and culture should thus be given more attention by policymakers and directors in ministries in Osun State in the design and implementation of change initiatives.

Limitations of the Study

Although the model is strong and this research has added to it, the following limitations should be noted. First, the research is limited to selected ministries in Osun State, Nigeria. This limits the extent to which the findings can be generalized to other states or federal institutions in Nigeria, as change management approaches in different institutions and at different levels of government may vary significantly. Second, this study used questionnaires that solicited self-reported responses, which opens it up to potential response bias, such as desirability bias and subjective reporting on changes that happened and the outcomes achieved with the changes. Third, this is a cross-sectional study, which implies causality cannot be established among variables. Associations were found between change management strategies and performance outcomes, but long-term causal impacts are not possible. Fourth, this study examined only three types of changes: technological, leadership, and organizational structure and culture, and did not explore the impacts of reward systems, the intensity of training provided to employees, organizational politics, external environment on employee performance.

Future Research Directions

Given these limitations, the following recommendations for future research are suggested: Studies could broaden their geographic coverage to include various states in Nigeria or comparatively explore varying regions or tiers of government in Nigeria. This would improve the generalizability and external validity of the findings. Alternatively, the effects of change management strategy on the

performance of employees over time may be explored by employing a longitudinal research design. This design would offer better grounds to infer causality and acknowledge the fluid nature of organizational change. A combination of quantitative research (using surveys) and qualitative research (through interviews or focus group discussions) may be considered. These studies would present a richer and clearer understanding of employee attitudes and behavior regarding the change process.

Further investigation may focus on extending the conceptual framework of the study by adding other variables, such as the level of strength of organizational culture, the degree of employee involvement, psychological readiness for change, and digital transformation maturity. Comparative studies across the public and private sectors can also be conducted in order to find out differences in employee performance between the two sectors when a change management strategy is used.

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Data availability: The statistics supporting the outcomes of this research are accessible upon reasonable request from the first author.

Declarations

Ethical approval: Not applicable

Consent to participate: Not applicable

Consent to publish: All authors have given consent to publish.

Competing interest: The authors have no competing interests to declare.

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