

ORIGINAL ARTICLE

## Administrative functions and their impact on the market positioning of the radio station Farra 95.7 FM

Funciones administrativas y su incidencia en el posicionamiento del mercado de la emisora radial farra 95.7 FM

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**Abstract** This work aims to identify the administrative functions and their impact on the market positioning of the radio station Farra 95.7 FM in Portoviejo, Manabí, Ecuador. The methodology applied is descriptive-exploratory with a qualitative-quantitative approach, designed to fully achieve the objectives, which focus on expanding, maintaining, improving, offering, and adjusting the station's functions. Information was gathered from legitimate databases such as Scielo, Dialnet, Redalyc, and Google Scholar. The findings indicate that effective administrative management is a fundamental pillar for meeting both short- and long-term goals, enhancing the diversity of programming, segments, and quality of services for the community. Additionally, it underscores the importance of building audience loyalty, essential for sustaining brand positioning and recognition. Strategies must be implemented to maintain the station's market position, including regular staff training and ongoing evaluation of listener engagement. In conclusion, administrative functions are essential for organizational and business development, ensuring effective planning, organization, direction, and control across each department's activities.

**Keywords** administrative functions, positioning, administrative management.

**Resumen** El trabajo busca identificar las funciones administrativas y su impacto en el posicionamiento de la emisora Farra 95.7 FM en Portoviejo, Manabí, Ecuador. La investigación es de carácter descriptivo-exploratorio con enfoque cualitativo-cuantitativo, orientado a cumplir objetivos relacionados con la mejora, mantenimiento y ajuste de las funciones de la emisora. La recopilación de datos se realizó a través de fuentes reconocidas como Scielo, Dialnet, Redalyc y Google Académico. Los resultados destacan que una gestión administrativa adecuada es clave para alcanzar metas a corto y largo plazo, diversificar la programación, mejorar la calidad del servicio y desarrollar habilidades del personal. Además, fidelizar a la audiencia resulta esencial para sostener el reconocimiento y el posicionamiento de la marca. Se recomienda implementar estrategias que fortalezcan el posicionamiento, capacitar al personal periódicamente y evaluar el consumo de los oyentes. En conclusión, las funciones administrativas son esenciales para la planificación, organización, dirección y control de cada actividad realizada en la emisora, garantizando su desarrollo y éxito en el mercado competitivo.

**Palabras clave** funciones administrativas, posicionamiento, gestión administrativa.

### How to cite

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## Introduction

Administrative management is a fundamental element in business administration, as it has been the backbone of corporate, economic, social, and technological development in recent decades. Thus, effective business management requires sound decision-making, which allows companies to enter and remain competitive in the market. Drucker (1999) emphasized that management is crucial in aligning organizational objectives with broader societal values, ensuring long-term sustainability through effective decision-making processes. Similarly, Trejo-Pech and Thach (2021) highlight how management decisions must integrate with international marketing strategies to navigate competitive markets successfully.

Management is the process of planning, organizing, directing, and controlling resources to achieve a company or organization's objectives. Tabares (2016) defines management as "a process of carrying out functions based on planning, organization, direction, and control". He also emphasizes that tasks must be allocated to avoid duplication of work, ensure that all activities are completed, create favorable conditions for timely decision-making by the appropriate individuals, and, ultimately, guarantee adherence to guiding principles and objectives (p. 3). Porter (1985) adds that efficient resource management fosters competitive advantage by enabling organizations to deliver unique value to their markets. This is echoed by Garachkovska et al. (2021), who argue that strategic brand management through structured administrative functions enhances resilience in competitive and crisis market conditions.

Management is considered essential for positioning a company in the market. Romero (2020) defines positioning as "the action of designing a company's offering and image so that they occupy a distinctive place in the minds of consumers in the market" (p. 10). Similarly, Ries and Trout (1981) assert that positioning is a psychological process that begins with shaping consumer perceptions rather than altering the product itself, making it a cornerstone of competitive strategy. Aaker (1996) elaborates that brand equity, driven by well-executed positioning strategies, adds value to a company's offerings, strengthening its competitive foothold. Saqib (2023) adds that understanding typologies and taxonomies in positioning strategies allows organizations to develop refined approaches that maximize brand potential in competitive landscapes.

From a critical perspective, administrative functions are essential for achieving optimal benefits in a company's marketing field. These functions require setting objectives to strengthen market positioning by developing marketing strategies. Kotler and Keller (2016) stress that aligning administrative processes with marketing efforts ensures that the organization effectively addresses consumer needs while

fostering operational efficiency.

In the context of the research study, the focus is on the administrative functions of radio company Farra and its market positioning. It is essential to highlight the challenging task of establishing a media outlet within public audience recognition. Barney (1991) emphasizes that sustainable competitive advantage is derived from leveraging an organization's unique resources and capabilities, which administrative management can strategically harness to differentiate the company in the market. In this context, Adelaiye et al. (2020) argue that administrative adaptability and responsiveness are critical for media companies to establish strong market positioning and long-term sustainability. Media firms must reconfigure their strategies, resources, and capabilities in response to digital technologies, which have transformed business practices over the past two decades (Oliver, 2018).

Indeed, such changes should differentiate the organization within the market, showing that its weaknesses have been addressed while leveraging opportunities that enhance the company's positioning. A company's image is shaped through administrative functions, giving it greater visibility in the market. This section explores how administrative functions influence the organization, highlighting the increased shared responsibility among those involved. Effective management is fundamental for securing a strong market position. As Romero (2020) states, positioning is "the action of designing a company's offering and image to occupy a distinctive place in the minds of market consumers" (p. 10). Additionally, Drucker (1999) notes that effective management ensures the alignment of internal functions with external branding efforts, creating consistency in organizational messaging.

The research focuses on the evident challenges in applying administrative functions from a workplace perspective, with the primary aim of fostering the company's development to ensure sustainability in administrative processes and the booming market entry of the radio station. Market positioning is crucial for companies, as it is the most reliable way for organizations to define themselves to each buyer through the unique characteristics of their product or service. Therefore, positioning represents the place a product occupies in the consumer's mind, reflecting customer perception and the competitive landscape within the market. According to Kotler and Keller (2016), effective positioning strategies must integrate the company's values with its market objectives, ensuring customer perceptions align with organizational goals.

This study is theoretically based on González et al. (2020), who focus on administrative management and the execution of its key processes—planning, organizing, directing, and controlling. When properly applied, these processes enable a company to achieve its organizational objectives. According

to Izquierdo et al. (2020), market positioning “is a fundamental tool for marketing products to potential markets and positioning new companies according to their productive activities” (p. 1). This tool is the primary mechanism through which the market remains connected to society, helping shape consumer perceptions of the brand. Additionally, Aaker (1996) emphasizes that successful positioning defines how consumers perceive the product and strengthens customer loyalty, leading to sustained market success.

Thus, this study seeks to identify the administrative functions and their impact on the market positioning of the radio station Farra 95.7 FM in Portoviejo, Manabí, Ecuador.

### Methodology

This research is descriptive-exploratory. It employs a mixed qualitative-quantitative approach supported by Google Forms and Excel for processing statistical data gathered through surveys and interviews and bibliographic methods for collecting information. The study is based on primary and secondary information sources, including scientific articles, books, and doctoral theses.

The qualitative approach addresses a subjective and dynamic reality shaped by multiple contexts. It emphasizes a deep and reflective analysis of the subjective and intersubjective meanings that are part of the studied realities (Mata, 2019, p. 1).

The quantitative approach, in contrast, focuses on objective measurements and statistical, mathematical, or numerical analyses of data collected through surveys and questionnaires or computer-assisted data processing. Quantitative research aims to gather and generalize numerical data across groups or to explain a specific phenomenon.

This study implemented a non-experimental research design, suitable for studies conducted without manipulating variables and observing phenomena in their natural environment for subsequent analysis.

The methods used in this research included the inductive method, which facilitated an upward reasoning process from specific to general, favoring the data collection process to verify Radio Farra’s brand positioning level in Portoviejo. The bibliographic method was also applied as theoretical support, utilizing primary and secondary sources such as academic articles, books, and doctoral theses. Data processing was conducted using Excel and Google Forms.

The data collection techniques included surveys, which provided data for measuring the recognition and positioning of Radio Farra efficiently. Additionally, interviews with the radio station’s administrative team members were conducted, offering valuable information for the study.

The research focused on the population of Portoviejo, which comprises 66,205 inhabitants, based on the 2010 cen-

sus data from the National Institute of Statistics and Censuses. The selected age range was 30 to 54, as Radio Farra 95.7 FM management has identified this demographic as the target audience for its programming.

To determine the sample size for the study, the following formula was applied:

$$n = \frac{(Z)^2 P * Q * N}{(Z)^2 P * Q + Ne^2}$$

Where:

- P = Probability of occurrence = 50% or 0.5
- Q = Probability of non-occurrence = 50% or 0.5
- N = Total population = 66,205
- Z = Z-score for a 95% confidence level = 1.96
- E = Margin of error = 5% or 0.05

$$n = \frac{(1.96)^2 * 0.5 * 0.5 * 66.205}{(1.96)^2 * 0.5 * 0.5 + 66.205(0.05)^2}$$

$$n = \frac{3.84 * 0.25 * 66.205}{3.84 * 0.25 + 66.205(0.0025)}$$

$$n = \frac{63.556.8}{166.47} = 381$$

### Results and discussion

Tools such as interviews and surveys were used to advance the research process and gather information relevant to the study’s central questions. Surveys were conducted among residents of Portoviejo to determine listener preferences for various media outlets, radio stations, and specific programming segments. Additionally, interviews were held with key Radio Farra’s administrative team members.

The next critical phase, data analysis, commenced after data collection and processing. This phase involved describing the data, identifying relationships and differences between variables, and forecasting outcomes. The objective was to develop a strategic diagnosis to establish the current status of the radio station Farra 95.7 FM. The analysis included independent and dependent variables, examined alongside their respective dimensions and indicators.

For the independent variable—administrative functions—the analysis was divided into several dimensions:

- Administrative Processes Dimension, measured by the indicators: planning, organization, direction, and control.
- The effectiveness dimension is assessed through the indicator of program goals.
- Efficiency Dimension, measured by the indicator of means to achieve objectives.
- Similarly, the dependent variable—positioning—was analyzed through various dimensions:

- Market Segmentation Dimension, evaluated using demographic and geographic indicators.
- Competitor Identification Dimension is assessed by competitors' positioning, competitive dimensions, consumer positioning, and consumption evaluation.

The dependent variable, positioning, was studied based on the market segmentation dimension, focusing on demographic and geographic indicators. This breakdown allowed for a detailed examination of how administrative functions impact Radio Farra's market position within Portoviejo.

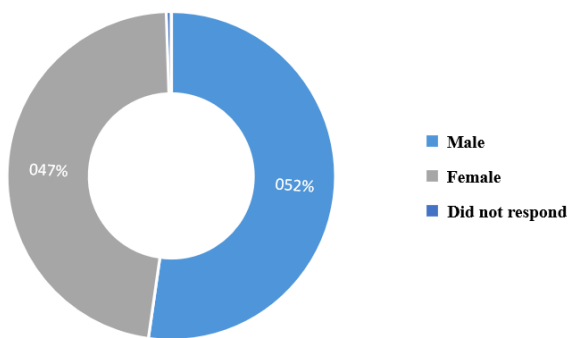


Figure 1. Sex.

According to the survey responses from residents of Portoviejo, the highest concentration of listeners is male, representing 52.2% of respondents. This indicates that men are among the most actively engaged segments in radio listenership. While the reason for the higher male audience remains uncertain, it may be that radio stations' programming content is more appealing to men than women.

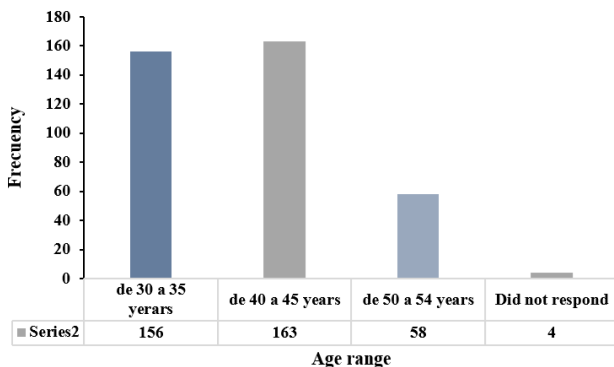


Figure 2. Age.

According to the data collected, the age group with the highest incidence among respondents falls between 30 and 35 years, representing the most significant percentage

in the graphical presentation. In contrast, the age group with the lowest incidence is between 50 and 54. This suggests that the majority of responses come from younger individuals. It is assumed that this trend may be influenced by the radio stations' programming lineup, which likely affects listener engagement and consumption.

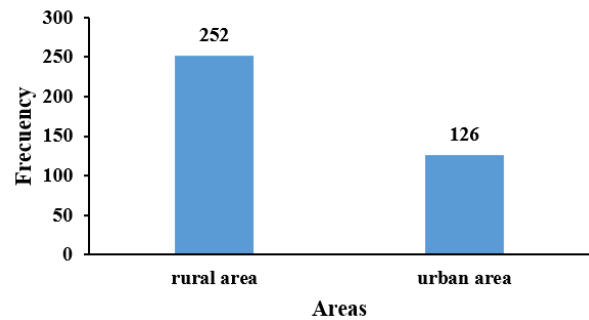


Figure 3. Place of residence.

The data obtained revealed that most respondents reside in rural areas, making this demographic the most represented in the research. However, the place of residence does not significantly impact the positioning of radio stations.

The following section presents the competition identification dimension, which will be measured using the indicators of competitor positioning, competitive dimensions, consumer positioning, and consumption evaluation.

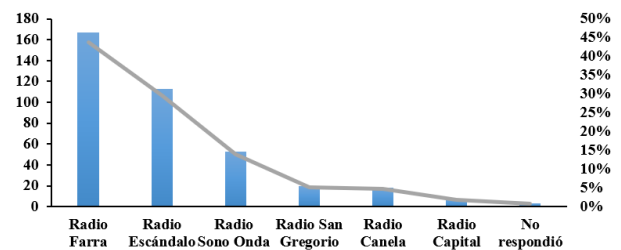
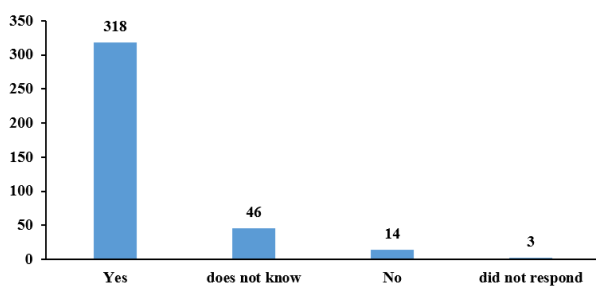


Figure 4. Competition identification: competitor positioning, consumer positioning, and consumption evaluation.

Residents of Portoviejo primarily prefer Radio Farra to listen to music across various genres. However, a smaller yet notable percentage of listeners favor the station Escándalo, making it the second most popular station in the area. This highlights Radio Farra's potential to strengthen audience loyalty further. The analysis aimed to determine the station's market position, assess competitor dimensions, and evaluate both consumption and positioning in the radio market.

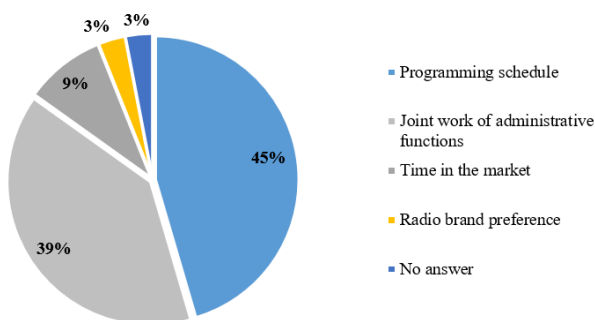
The findings indicate that Radio Farra is favored by Portoviejo residents, mainly due to its programming lineup. It is the preferred station for news, sports, and music, which has led to strong market recognition and appropriate positioning.

The following section examines the independent variable, Administrative Functions, which will be evaluated based on the administrative processes dimension, measured by the planning, organization, direction, and control indicators. Additionally, the effectiveness dimension will be assessed through program goals, and the efficiency dimension will be measured by resources used to achieve objectives.



**Figure 5.** Administrative functions and processes: efficiency – program goals.

Most of the surveyed population considers it essential for a radio station to have a well-defined organizational structure, enabling the company to maintain proper order and direction. This structure allows for the clear division of tasks and functions across areas and departments. Consequently, an effective organizational structure supports an entity’s efficient operation, helping it achieve its short-, medium-, and long-term goals.



**Figure 6.** Factors contributing to the positioning of a radio company.

The data obtained from the citizen survey indicates that all the mentioned factors—such as programming lineup, coor-

dated administrative functions, market tenure, and brand preference—are fundamental characteristics of a radio company’s positioning. Each of these elements contributes to establishing or enhancing a brand’s presence in the market.

The remaining indicators related to administrative functions in the market were evaluated through an interview.

The findings of this study underscore the importance of administrative management as a cornerstone in achieving organizational goals, aligning closely with the theoretical frameworks and perspectives presented in the Introduction. Radio Farra 95.7 FM’s effective management practices reflect Drucker (1999) assertion that administrative processes are essential for aligning organizational objectives with societal values. The station’s ability to efficiently and effectively execute its functions validates the critical role of administrative management in sustaining organizational success, as Tabares (2016) emphasized.

The study reveals that Radio Farra’s distinctiveness stems from its diverse programming and community-focused services. This finding aligns with Kotler and Keller’s (2016) perspective that effective positioning strategies integrate service quality with organizational values to create a unique place in the market. The positive perception of service quality among Portoviejo’s citizens corroborates Garachkovska et al. (2021) conclusion that strategic brand management fosters resilience in competitive environments. Furthermore, the strong link between service quality and market positioning supports Romero (2020) definition of positioning as crafting an offering to occupy a distinctive place in the minds of consumers.

The results highlight human capital as a decisive factor in Radio Farra’s success. The competencies and skills of its employees are critical in achieving the station’s goals, echoing Barney (1991) resource-based view that sustainable competitive advantage arises from leveraging unique internal resources, such as human capital. The emphasis on developing employee skills aligns with Drucker (1999) argument that investing in people is essential for long-term organizational success.

Human capital’s role in enhancing service delivery and brand positioning is further validated by Aaker’s (1996) insights on the value of brand equity. Radio Farra’s skilled workforce enhances operational efficiency and strengthens its connection with the audience, fostering loyalty and trust. This connection mirrors the findings of Xu and Li (2022), who highlighted the role of administrative adaptability in securing market positioning, particularly in media organizations.

Audience loyalty emerges as a pivotal element in maintaining brand positioning. Radio Farra’s evident popularity among Portoviejo residents underscores the station’s strong position in the market, resonating with Ries and Trout (1981) emphasis on the importance of consumer perceptions. This loyalty reflects the effectiveness of Radio Farra’s adminis-

**Table 1.** A survey conducted with the Programming Director of Radio Farra.

<b>Planning</b>	Do you believe that communication among Radio Farra's employees impacts the company's planning?	Absolutely. Internal communication among a company's employees is one of the essential tools for its sustainability and growth. That's why Radio Farra implements a solid strategy and an effective action plan to leverage each employee's talent and creativity, allowing us to stand out from other radio stations.
<b>Organization</b>	Is there an established structure or organization for distributing and executing activities at Radio Farra 95.7 FM?	Yes, at Radio Farra, we create an activity schedule each team member follows to organize tasks by priority and timing. This scheduling helps maintain order and avoid unforeseen issues; if such problems arise, it ensures we have a plan to address them.
<b>Direction</b>	Are there training sessions for employees in the different areas of Radio Farra to enhance their performance in their roles?	Training sessions are provided for all staff across the station's various departments. These sessions cover current and relevant topics, as our staff must stay up-to-date with new technologies. Additionally, training enables team members to gain new skills and knowledge, which they can apply in their daily work.
<b>Effectiveness</b>	What recommendations would you make to improve the administrative functions at Radio Farra 95.7 FM?	I would recommend more open communication regarding administrative functions, as effective communication across all departments is key to any organization. This isn't to say that Radio Farra lacks communication; instead, I emphasize that it has been a process of evolution and improvement, led through planning, control, and organization.
<b>Efficiency</b>	How does Radio Farra measure the effectiveness of its proposed goals?	Radio Farra typically measures the effectiveness of its goals by the number of advertisers it attracts. Additionally, listener interactions serve as a metric, especially as we have started broadcasting programs live, allowing for real-time feedback between the station and its audience.

**Table 2.** A survey conducted with the General Manager of Radio Farra.

<b>Planning</b>	Do you believe that communication among Radio Farra’s employees impacts the company’s planning?	Communication within any company is one of the most critical processes, directly contributing to positive results and achievements. Assertive communication among team members enhances quality processes across the institution. From my perspective and experience, the professionals in each company area maintain strong communication, which supports the station’s development without inconsistencies. Our staff is well-equipped to handle various situations, presenting solutions and fresh ideas as needed.
<b>Organization</b>	Is there an established structure or organization for distributing and carrying out activities at Radio Farra 95.7 FM?	We foster a respectful, open environment where everyone’s vision and perspective are valued, making us unique in many ways. What our listeners hear is the result of a creative process that goes through multiple stages to ensure we deliver the best for our community. Yes, a characteristic of each department at Radio Farra is strong organization, planning, and daily activity distribution. Each team member is responsible for fully executing their duties as a station employee. It’s worth noting that tasks are assigned by selecting personnel qualified for each role. I would also emphasize that effective organization and planning have enabled the station to achieve all its goals since its inception.
<b>Direction</b>	Are training sessions conducted for employees in the different areas of Radio Farra to enhance their performance in their roles?	Yes, at Radio Farra, training sessions are conducted because we believe it is crucial to provide training to our staff to enhance the skills and abilities of all areas within the radio station, such as the news team, sports team, music team, marketing team, and others.
<b>Effectiveness</b>	What recommendations would you give to improve the administrative functions at Radio Farra 95.7 FM?	Essentially, the company’s growth is strengthened by the value placed on administrative functions, which are the primary support for achieving objectives through planning, organization, control, and direction. My recommendations focus on fostering dialogue, enhancing communication, and implementing standards to support organizational change. Additionally, integrating new technologies can improve services for our audience.
<b>Efficiency</b>	How does Radio Farra measure the effectiveness of its proposed goals?	Radio Farra measures effectiveness through the number of clients or advertisers it attracts and by monitoring its ratings, which help assess whether goals have been met. I recommend conducting periodic surveys to measure listenership levels, allowing us to better understand our audience.

trative strategies in meeting audience needs, consistent with Kotler and Keller (2016) assertion that consumer-focused approaches are key to achieving competitive differentiation.

Despite the favorable results, the study underscores the need for continuous improvement to sustain Radio Farra's market positioning. Strategies should include ongoing investment in human capital development, enhanced technological integration, and audience-centric programming to address evolving market demands. These recommendations align with Garachkovska et al. (2021) framework for strategic brand positioning and Iyer et al. (2019) emphasis on aligning administrative and market strategies.

## Conclusions

Administrative functions are essential for the development of any organization or company, as they ensure effective planning, organization, direction, and control of each department's activities. The study found a close correlation between the proper execution of administrative functions by human resources and the market positioning of the radio station Farra 95.7 FM in Portoviejo, Manabí, Ecuador. Effective administrative management supports the achievement of both short- and long-term objectives. Radio Farra 95.7 FM employs qualified personnel who have developed and implemented strategies to maintain the station's market position, particularly by adapting to current audience interests and offering a diverse programming lineup.

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## Conflicts of interest

The authors declare that they have no conflicts of interest.

## Author contributions

**Conceptualization:** Esquivel, R., & Roldán, G. M. **Data curation:** Esquivel, R., & Roldán, G. M. **Formal analysis:** Esquivel, R. **Research:** Esquivel, R., & Roldán, G. M. **Methodology:** Esquivel, R., & Roldán, G. M. **Supervision:** Esquivel, R., & Roldán, G. M. **Validation:** Esquivel, R. **Visualization:** Esquivel, R., & Roldán, G. M. **Writing the original draft:** Esquivel, R., & Roldán, G. M. **Writing, review and editing:** Esquivel, R., & Roldán, G. M.

## Data availability statement

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable



request.

**Statement on the use of AI**

The authors acknowledge the use of generative AI and AI-assisted technologies to improve the readability and clarity of the article.

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