

ORIGINAL ARTICLE

The slogans of the mayoral candidates for Portoviejo in the 2019 local elections

Los slogans de los candidatos a la alcaldía del cantón Portoviejo en las elecciones seccionales de 2019

Rauny J. Limonta 

Received: 01 April 2023 / Accepted: 03 May 2023 / Published online: 15 July 2023

© The Author(s) 2023

Abstract This study analyzes the use and impact of political slogans in the 2019 municipal elections in Portoviejo, Ecuador. A comprehensive examination was conducted to assess semantic density, emotional resonance, ideological positioning, and rhetorical appeal. Slogans with emotional and ideological cues were found to effectively leverage emotional and ideological cues to resonate with voters. In contrast, vague or generic slogans struggled to create memorable identities. The study demonstrates the importance of slogans as political branding tools, particularly in media-driven electoral contexts, and highlights their ability to encapsulate values, differentiate candidates, and shape voter perceptions. Recommendations for future campaigns emphasize the importance of culturally relevant, emotionally resonant, and ideologically clear messaging.

Keywords mayoral elections, political campaigns, political slogans, emotional resonance, rhetorical analysis, voter perception.

Resumen Este estudio analiza el uso y el impacto de los eslóganes políticos en las elecciones municipales de 2019 en Portoviejo, Ecuador. Se realizó un examen exhaustivo para evaluar la densidad semántica, la resonancia emocional, el posicionamiento ideológico y el atractivo retórico. Se encontró que los eslóganes con señales emocionales e ideológicas aprovechan eficazmente las señales emocionales e ideológicas para resonar con los votantes. Por el contrario, los eslóganes vagos o genéricos tuvieron dificultades para crear identidades memorables. Se demostró la importancia de los eslóganes como herramientas de marca política, particularmente en contextos electorales impulsados por los medios de comunicación, y destaca su capacidad para encapsular valores, diferenciar candidatos y dar forma a las percepciones de los votantes. Las recomendaciones para futuras campañas enfatizan la importancia de mensajes culturalmente relevantes, emocionalmente resonantes e ideológicamente claros.

Palabras clave elecciones municipales, campañas políticas, eslóganes políticos, resonancia emocional, análisis retórico, percepción del votante.

How to cite

Limonta, R. J. (2023). The slogans of the mayoral candidates for Portoviejo in the 2019 local elections. *Journal of Management and Human Resources*, 1(2), 8-14. <http://doi.org/10.5281/zenodo.14289243>



Rauny J. Limonta
rjlimonta@sangregorio.edu.ec

Universidad San Gregorio de Portoviejo, Ecuador.

Introduction

Electoral campaigns are complex communication efforts where candidates use various strategic tools to engage, influence, and mobilize voters. Among these tools, political slogans are concise yet powerful statements that encapsulate a candidate's ideology, promises, and brand.

These are essential campaign tools, serving as concise, memorable expressions of a candidate's values, promises, and ideological positioning. As a key element of political branding, slogans distill complex ideologies into accessible language that resonates with voters. According to Scammell (2015), slogans operate as "conceptual branding," simplifying a candidate's vision while fostering an emotional connection with the electorate. This author emphasizes simplicity, emotional resonance, and strategic differentiation as critical factors in crafting impactful slogans, allowing candidates to articulate their identities effectively.

The study of slogans has a historical foundation rooted in sociological and psychological analyses. Anglès d'Auriac (2018) defines slogans as short and striking formulas designed to provoke action by conveying layered meanings beyond words. This aligns with early studies by Lumley (1925), who considered slogans as forms of social control during social disruption. Together, these perspectives highlight the enduring role of slogans in shaping collective behavior and public opinion through symbolic and ideological framing.

Political slogans are crafted to evoke cognitive and emotional responses, shaping voter perceptions and encouraging alignment with a candidate's ideology. Lakoff (2016) describes this as "framing," wherein language is structured to trigger specific associations that resonate with the electorate's values and aspirations. This linguistic framing ensures that slogans are more than just messages; they are ideological constructs that subtly direct voters' interpretations, embedding a candidate's narrative within the cultural and emotional framework of the audience.

It is obvious that we live in a media-driven political context. Therefore, electoral campaigns are based on the use of the media. The goal of this media policy is to send a message that supports the candidate and rejects the opponent (Castells, 2013).

Integrating slogans into digital media amplifies their influence, with platforms like Facebook, TikTok, and Twitter (X) allowing campaigns to target specific audiences through tailored messaging. Kubin and von Sikorski (2021) demonstrated that social media increases the visibility of slogans and reinforces their emotional impact, contributing to political

polarization by promoting identity-driven narratives. Similarly, Larionova (2020) highlights that linguistic devices, such as metaphors and repetition, enhance slogans' memorability and emotional appeal, ensuring they resonate across diverse demographic groups (Larionova, 2020).

Abid et al. (2023) further explore the link between slogans and voting behavior, arguing that slogans function as ideologically charged symbols that guide voter perceptions. Their comprehensive literature review discusses how political marketing strategies, including the strategic use of slogans, influence voting decisions by aligning with voter beliefs and reinforcing trust. This alignment creates an emotional connection between the candidate and the electorate, making slogans central to the success of campaign communication.

Peña and Ortiz (2011) present a structured framework for analyzing slogans' rhetorical power, emphasizing three key elements: contrast, positivity, and sociopolitical relevance. Contrast distinguishes a candidate's platform, positivity frames the message hopefully, and sociopolitical relevance ensures alignment with voters' cultural and political realities. Building on this, Koch and Kaleniuk (2021) explore the role of metaphor and conceptual framing in shaping voter perceptions, underscoring the importance of emotionally charged language in influencing behavior.

From a psychological perspective, Tkach et al. (2021) employed neuropsychological methods to analyze voters' responses to political slogans, demonstrating that emotionally resonant phrases evoke stronger cognitive and emotional engagement. Similarly, Nenadić (2022) underscores that stylistic devices, such as repetition, alliteration, and rhyme, play a pivotal role in enhancing the persuasive power of slogans, making them more appealing and memorable.

In multilingual and multicultural contexts, slogans adapt to the cultural nuances of their audiences. For example, Akram and Iqbal (2021) examine how linguistic features of slogans in Pakistan emphasize cultural identity and resonate with voters by reflecting local values and narratives. Additionally, Karmazin (2020) illustrates how political slogans in Chinese governance are used strategically to reinforce ideological unity and align public opinion with state policies.

Research also underscores the global applicability of slogans as rhetorical devices. Song and Gee (2020) explore their role in cultivating national identity and cohesion, while Russo et al. (2022) identify the emergence of "proto-slogans" in online communities, which shape partisan narratives through participatory discourse. These findings reveal that slogans, while concise, are potent mechanisms for constructing poli-

tical narratives that transcend borders.

In Latin America, political slogans often reflect a unique blend of resilience, regional pride, and collective aspiration, which Garrido and Freidenberg (2020) describe as a reflection of the region's socio-political history. In Ecuador's 2019 local elections, the slogan landscape was particularly diverse, with candidates in Portoviejo conveying messages of empowerment, stability, and reform.

In these elections, a total of 23 prefects, 23 vice prefects, 221 mayors, 867 urban councilors, 438 rural councilors, and 4 089 members of the parish councils, in addition to seven CPCCS councilors were defined (CNE, 2019). In the case of the canton of Portoviejo, province of Manabí, 15 candidates ran for mayor, including Agustín Casanova, a mayor who sought re-election as the dignity of the territory and who finally obtained it with some difference from his campaign rivals.

The mayoral elections were characterized by the political strategies and messages of the candidates; most of them used a political slogan, which helped them position themselves in the population and win enough votes.

This context provides a rich case for applying Scammell (2015) and Peña and Ortiz (2011) frameworks, enabling an analysis of how political slogans operate within Latin American municipal campaigns.

So, this research aims to provide a nuanced understanding of the persuasive power of political slogans, their rhetorical construction, and their effectiveness as vehicles for political identity in Ecuador's 2019 mayoral race in Portoviejo. Through this focused case study, the findings will expand the academic conversation surrounding political branding, illustrating the significance of concise, resonant messaging in the media-saturated political landscape of today.

Methodology

This qualitative study examines the political slogans used by fifteen mayoral candidates in the 2019 Portoviejo elections. The sample includes primary slogans from all candidates to ensure comprehensive analysis, avoid sampling bias, and capture the full array of campaign messaging. Data were sourced from candidates' official social media pages, campaign literature, and other public statements to represent each candidate's slogan use accurately.

The analysis follows the framework established by Scammell (2015), focusing on three critical dimensions: semantic density, emotional resonance, and ideological positioning. Semantic density assesses the richness and conciseness of

each slogan, capturing the compact yet impactful language typical of effective political slogans. Emotional resonance examines emotive language designed to create connections with voters, appealing to trust, hope, or a desire for change. Ideological positioning identifies ideological cues and implicit contrasts with opponents, situating each candidate within a specific narrative that aligns with their intended voter base.

Following Scammell (2015) dimensions, the study incorporates the rhetorical structure proposed by Peña and Ortiz (2011), which examines slogans for contrastive language, positivity bias, and socio-political resonance. This combined approach enables a nuanced analysis of each slogan's rhetorical appeal and communicative effectiveness. All slogans were collected systematically from the described sources, and coding followed thematic categorization, including statistical counts of recurring rhetorical features to detect trends.

All slogans were cross-verified with multiple sources to ensure reliability, and inter-coder agreement was used to maintain consistency in thematic coding. This structured and reproducible methodology offers a replicable approach for future studies on political slogans in electoral campaigns, particularly within Latin American political contexts.

Below is a list of mayoral candidates and votes obtained in the electoral contest (Table 1).

Results and discussion

The analysis of slogans used in the 2019 Portoviejo mayoral elections reveals diverse strategic approaches across candidates, with varying levels of success in terms of resonance with voters. Using the analytical frameworks provided by Scammell (2015) and Peña and Ortiz (2011), each slogan was evaluated for its semantic density, emotional resonance, ideological positioning, and rhetorical appeal. This approach highlights how candidates sought to connect with the electorate through specific linguistic choices and rhetorical strategies, aiming to establish memorable identities aligned with voter priorities.

Mery Zamora's slogan, "For a real change," presents a clear differentiation from the status quo by emphasizing the term "real." However, the term "change" is commonly used in political contexts, which may reduce the distinctiveness of her message. The slogan appeals to voter dissatisfaction by signaling a break from past governance, positioning Zamora as a reformist. This aligns with Peña and Ortiz (2011) concept of contrastive language, as the slogan contrasts new possibilities with existing political structures, which may appeal to reform-minded voters.

Table 1. Candidates for mayor of Portoviejo canton and votes obtained in the 2019 sectional elections

List	Political Party / Movement	Candidate	Votos	Porcentaje
1	Movimiento Centro Democrático			
17	Partido Socialista Ecuatoriano			
20	Movimiento Democracia Sí	Jorge Luis Pérez	8093	5,05
35	Alianza PAIS			
100	Movimiento MEJOR			
2	Unidad Popular	Mery Zamora	8200	5,12
4	Movimiento Ecuatoriano Unido EC	Holger García	2053	1,28
6	Partido Social Cristiano			
65	Movimiento Unidad Primero	Agustín Casanova	70132	43,77
105	Movimiento Cambio, Integración y Orden CAMINO			
7	Adelante Ecuatoriano Adelante	Jimmy Díaz	1735	1,08
8	Avanza			
11	Movimiento Justicia Social			
12	Izquierda Democrática	José Miguel Mendoza Rodas	23129	14,44
61	Movimiento Acción Cívica de Hombres y Mujeres por el Trabajo y la Equidad MACHETE			
9	Movimiento Libertad es Pueblo	Richard Manzano	1401	0,87
10	Fuerza Ecuador	Bruno Poggi Guillén	23096	14,41
18	Pachakutik	Oscar Zambrano	630	0,39
21	Movimiento CREO	Arturo Mera	5385	3,36
23	Movimiento SUMA	Vicente Izurieta	2675	1,67
33	Movimiento Nacional Podemos	Jaime Rodríguez Sacoto	2644	1,65
51	Movimiento Concertación	Marcos Oña	1544	0,97
72	Movimiento Sí Podemos			
120	Movimiento Expresión y Unidad Democrática	Mario Fidel Suárez	7309	4,56
95	Movimiento Nueva Generación	Freddy Vera	2191	1,37

Note: Adapted from the National Electoral Council (CNE).

Holger García's slogan, "United for Portoviejo," is straightforward and inclusive but may lack specificity, diluting its impact. The word "united" fosters a sense of community, appealing to collective identity and promoting García as a harmonizing figure. Although optimistic and in line with Peña and Ortiz (2011) positivity bias, the slogan may lack the differentiation needed to stand out in a crowded field. By focusing on unity, García projects a stable, non-confrontational image that seeks to resonate broadly. However, its broadness diluted its ideological differentiation, as observed by Akram and Iqbal (2021), who caution that overly inclusive language may lack the specificity needed to stand out in competitive contexts.

Jorge Luis Pérez adopted an unconventional approach by using hashtags instead of a single slogan, such as #VotaTodo35 and #VamosPortoviejo. His message relied heavily on direct appeals to support Alianza PAIS, a popular local party, rather than establishing his unique slogan. This strategy leverages the existing loyalty to a well-known party, though it

may limit Pérez's personal brand identity. While the question format ("Why vote for?") may generate curiosity, it lacks a strong emotional pull and may fragment his message, impacting memorability.

Bruno Poggi's slogan, "Less Tribes, More Work", stands out due to its unique use of "tribes" to signify factionalism. This slogan directly critiques divisiveness, appealing to voters to prioritize practical issues like employment. Poggi effectively uses contrastive language, establishing a clear dichotomy between divisiveness and unity for economic progress. His slogan resonates with those who view factionalism as an obstacle to productivity, aligning with the practical voter and utilizing Peña and Ortiz (2011) emphasis on simplification to appeal to the frustrations of the electorate.

Vicente Izurieta's slogan, "Wake Up Manabí", employs directive language to motivate and activate voter pride. While "Wake Up" is motivational, the slogan remains somewhat vague regarding specific policy implications. This slogan appeals to regional pride and urgency, casting Izurieta as an

advocate for local revitalization. While the slogan's directive tone activated emotional connections with local identity, its vagueness regarding actionable policy may have limited its broader appeal. This highlights the balance between emotional resonance and semantic clarity, as Kubin and von Sikorski (2021) noted, who emphasize the importance of tailored messaging to reinforce ideological constructs effectively.

Agustín Casanova's slogan, "Portoviejo already has a war-path" reflects an optimistic perspective by building on his established identity as an incumbent and alluding to his political organization. The slogan appeals to voter desires for stability and continuity, as Casanova positions himself as a steady choice for Portoviejo's future. The slogan's implicit message of continuity may appeal to voters satisfied with the current trajectory under his leadership.

José Miguel Rodas's slogan, "A Portoviejo of opportunities", focuses on the theme of potential growth but lacks specificity regarding the nature of these opportunities. This approach appeals to voters hopeful for economic improvement, though it may not be distinct enough to set Rodas apart ideologically. While the slogan employs positivity, its vagueness reduces its impact and limits its ability to create a unique ideological identity, which may detract from its effectiveness as a persuasive tool. This finding aligns with the observations of Anglès d'Auriac (2018), who underscores the importance of layered meanings in slogans to provoke action and engagement.

Richard Manzano's slogan, #Liberty is People, is short and abstract, appealing to ideals of freedom and autonomy. However, the slogan's abstract nature may make it challenging to interpret without additional context, potentially weakening its impact. Manzano's message aligns with people-centered governance, appealing to grassroots values. Although it evokes broad themes of freedom and unity, the lack of specific promises limits its clarity, which may affect its ability to influence voters decisively.

Jimmy Díaz's slogan, "Works without corruption!" is direct and clear, appealing strongly to voters concerned about government integrity. By promising clean governance, Díaz positions himself as the anti-corruption candidate, an approach likely to resonate well with voters weary of political malfeasance. This slogan's use of contrastive language, focusing on corruption as an obstacle to progress, reflects a rhetorical strategy that directly targets a pervasive issue, which could strengthen Díaz's appeal to values-driven voters.

Mario Fidel Suárez Castillo's slogan, "Yes we can Portoviejo!" mirrors motivational language commonly found in

campaigns, projecting optimism and community solidarity. The slogan appeals to the electorate's shared sense of purpose, positioning Suárez as a hopeful and inclusive candidate. While it aligns with Peña and Ortiz (2011) positivity bias, the slogan's lack of originality may lessen its distinctiveness, potentially making it less memorable among voters seeking specific policy messages. As he also explains Scammell (2015) argument that impactful slogans must not only resonate emotionally but also convey a unique brand identity that distinguishes the candidate from competitors.

Marcos Antonio Oña Olmedo's "51 reasons" slogan is intentionally ambiguous, aiming to pique voter curiosity. While this indirect approach may engage voters intrigued by the implied promise of reason, the slogan's ambiguity limits its immediate impact. By emphasizing the number "51," Oña hints at various benefits or proposals, yet the lack of specificity may reduce emotional appeal and ideological clarity. This approach may stimulate interest but may not provide a strong ideological position. Anglès d'Auriac's (2018) caution against excessive abstraction is relevant here, as voters may struggle to interpret ambiguous messaging without additional context, weakening its impact.

Arturo Gualberto Mera Intriago's slogan, "Let's do our best", uses friendly and positive collective language but lacks specific promises or ideological cues. The slogan appeals to community spirit but may be perceived as overly general, reducing its ability to evoke a strong emotional response. Mera's focus on collective effort aligns with Peña and Ortiz's rhetorical positivity, though its lack of specificity risks blending into broader campaign messages without standing out.

Candidates Freddy Vera Mendoza and Jaime Rafael Rodríguez Sacoto did not use explicit slogans or secondary messages. This absence of a unifying message suggests a potential lack of investment in creating a memorable campaign brand. A clear and memorable slogan in political communication is critical for building a candidate's identity and visibility. The absence of a slogan could thus represent a strategic disadvantage, reducing the ability of these candidates to resonate with voters or differentiate themselves in a crowded race.

In summary, the analysis of Portoviejo's mayoral candidates highlights varying degrees of effectiveness in leveraging slogan strategies to establish emotional and ideological connections with voters. Candidates whose slogans employed specific language that tapped into local identity and pressing issues, such as "Less tribes, More work" and "Wake Up Manabí", succeeded in using semantic density and emotional resonance to create memorable impressions. Conversely, more generic slogans like "A Portoviejo of opportunities"

or “Let’s do our best” lacked distinctiveness, limiting their effectiveness in conveying a strong ideological stance. This analysis underscores that in competitive elections, ideologically clear, emotionally engaging, and semantically dense slogans tend to be more persuasive and memorable. These findings contribute to a nuanced understanding of how concise, resonant messaging in local campaigns can significantly shape voter perception and candidate success.

By applying the frameworks of Scammell (2015) and Peña and Ortiz (2011), this discussion provides a nuanced understanding of political slogans’ rhetorical and emotional dimensions. The results affirm that slogans are not merely campaign tools but integral elements of political branding, capable of shaping voter perceptions and reinforcing candidate identities. Future campaigns in Latin America and beyond would benefit from leveraging these insights to design slogans that resonate deeply with their target electorate, aligning with cultural and ideological priorities.

Conclusions

This study analyzed the slogans used by mayoral candidates in the 2019 Portoviejo elections to understand how concise and resonant messaging influences voter perceptions and candidate positioning. The findings highlight that slogans are key political branding tools, allowing candidates to encapsulate their values and priorities in memorable and persuasive phrases. Examples such as Bruno Poggi’s “Less Tribes, More Work” and Jimmy Díaz’s “Works Without Corruption!” demonstrated how contrastive language and emotional resonance strengthen message impact, while generic or vague slogans lacked differentiation. Additionally, candidates who tailored their messages to local identity achieved greater voter connection. However, the absence of slogans in some campaigns represented a missed opportunity to establish a strong identity. While the study provides valuable insights, its limitations include focusing solely on Portoviejo, a qualitative analysis subject to interpretation, and the lack of consideration for external factors. Future research could address these limitations by incorporating quantitative methods and conducting comparative studies across political and cultural contexts.

References

Abid, A., Roy, S.K., Lees-Marshment, J., Dey, B. L., Muhammad, S. S., & Kumaret, S. (2023). Political social media marketing: a systematic literature review and agenda for future research. *Electronic Commerce Research*. <https://doi.org/10.1007/s10660-022-09636-7>

- Anglès d’Auriac, L. (2018). The campaign slogans of 2008 and 2016: meta-analysis of the literature produced on political slogans with a view to establishing a protocol for analyzing the structure and rhetoric of Barack Obama’s, John McCain’s, Donald Trump’s and Hillary Clinton’s slogans. *Humanities and Social Sciences*. <https://dumas.ccsd.cnrs.fr/dumas-01960550v1>
- Akram, A. G., & Iqbal, L. (2021). An analysis of the political slogans in Pakistan from the perspective of rhetoric. *Global Language Review*, 6(4), 49-65. [https://doi.org/10.31703/glr.2021\(vi-iv\).05](https://doi.org/10.31703/glr.2021(vi-iv).05)
- Castells, M. (2013). *Communication Power* (2^a ed.). Oxford University Press.
- Consejo Nacional Electoral (CNE). (1 de marzo de 2021). *Presentación de resultados finales de las elecciones seccionales 2019 y CPCCS, cantón Portoviejo*. <https://app01.cne.gob.ec/resultados2019/>
- Garrido, S., & Freidenberg, F. (2020). El poder del voto. Cambio electoral y sistemas de partidos a nivel federal en México en 2018. *Política y Gobierno*, 27(2). <http://www.politicaygobierno.cide.edu/index.php/pyg/article/view/1279>
- Karmazin, A. (2020). Slogans as an organizational feature of Chinese politics. *Journal of Chinese Political Science*, 25, 1–19. <https://doi.org/10.1007/s11366-019-09651-w>
- Koch, N., & Kaleniuk, S. (2021). Psycholinguistic potential of political concepts of the election campaign. *Psycholinguistics*, 30(2), 153-173. <https://doi.org/10.31470/2309-1797-2021-30-2-153-173>
- Kubin, E., & von Sikorski, C. (2021). The role of (social) media in political polarization: A systematic review. *Annals of the International Communication Association*, 45(3), 188-206. <https://doi.org/10.1080/23808985.2021.1976070>
- Lakoff, G. (2016). *Moral politics: How liberals and conservatives think (third edition)*. University of Chicago Press.
- Larionova, M. V. (2020). Slogan in the Spanish political discourse: Cognitive, linguistic, and pragmatic dimensions. *Philology Science at MGIMO*, 23(3), 121-130. <https://doi.org/10.24833/2410-2423-2020-3-23-121-130>
- Lumley, F. (1925). *Means of Social Control*. The Century Social Science Series. New York and London.
- Nenadić, M. Z. (2022). Ideological (mis)use of language: Linguistic-stylistic analysis of political slogans. *Lipar*, 79(3), 253-273. <https://doi.org/10.46793/lipar79.253n>
- Peña, P., & Ortiz, M. (2011). El eslogan político español en la campaña de elecciones generales de 2008. *Estudios sobre el Mensaje Periodístico*, 17(2), 549-568. https://doi.org/10.5209/rev_esmp.2011.v17.n2.38130
- Russo, I., Comandini, G., Caselli, T., & Patti, V. (2022). Share and shout: Proto-slogans in online political communities. *Journal for Language Technology and*

Computational Linguistics, 35(2), 33-49. <https://doi.org/10.21248/jlcl.35.2022.228>

Scammell, M. (2015). Politics and image: The conceptual value of branding. *Journal of Political Marketing*, 14(1-2), 7-18. <https://doi.org/10.1080/15377857.2014.990829>

Song, J., & Gee, J. (2020). Slogans with Chinese characteristics: The political functions of a discourse form. *Discourse & Society*, 31(2), 201-217. <https://doi.org/10.1177/09579265198880033>

Tkach, B., Lytvynchuk, L., Popovych, I. S., Blynova, O., & Zahrai, L. (2021). Research on the experience of users of political slogans in Ukraine. *Brain: Broad Research in Artificial Intelligence and Neuroscience*, 12(1), 173-191. <https://doi.org/10.18662/BRAIN/12.1/173>

Conflicts of interest

The author declares that he has no conflicts of interest.

Author contributions

Conceptualization: Limonta, R. J. **Data curation:** Limonta, R. J. **Formal analysis:** Limonta, R. J. **Research:** Limonta, R. J. **Methodology:** Limonta, R. J. **Supervision:** Limonta, R. J. **Validation:** Limonta, R. J. **Visualization:** Limonta, R. J. **Writing the original draft:** Limonta, R. J. **Writing, review and editing:** Limonta, R. J.

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.

Disclaimer/Editor's note

The statements, opinions, and data contained in all publications are solely those of the individual authors and contributors and not of Journal of Management and Human Resources.

Journal of Management and Human Resources and/or the editors disclaim any responsibility for any injury to people or property resulting from any ideas, methods, instructions, or products mentioned in the content.