



Evaluation of organizational justice and its association on commitment in a public institution in Northeastern Peru

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ABSTRACT

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This study examined the association between organizational justice and organizational commitment among employees of the Regional Government of Loreto, Peru, addressing the limited empirical evidence available for public institutions in developing regions. A quantitative, non-experimental, cross-sectional, descriptive-correlational design was adopted. Data were collected from 242 employees selected through non-probability convenience sampling. Organizational justice was measured across four dimensions (procedural, distributive, interpersonal, and informational justice), while organizational commitment was assessed through affective-normative and continuance commitment. Instrument reliability was confirmed using Cronbach's alpha, and Spearman's rho was employed to examine the associations between variables due to the non-normal distribution of the data. The findings revealed a statistically significant positive association between organizational justice and organizational commitment ($Rho = 0.687$, $p < 0.000$). Among the dimensions of organizational justice, distributive justice ($Rho = 0.661$) and procedural justice ($Rho = 0.618$) exhibited the strongest associations with organizational commitment, whereas interpersonal justice ($Rho = 0.476$) and informational justice ($Rho = 0.415$) showed moderate positive relationships. These findings suggest that employees who perceive greater fairness in organizational procedures, resource distribution, interpersonal treatment, and communication tend to demonstrate stronger commitment toward their institution. The study provides empirical evidence supporting the importance of strengthening organizational justice practices in public organizations and highlights the need for transparent decision-making, equitable resource allocation, and fair management policies to enhance employee commitment and improve institutional effectiveness.

Contribution/Originality: This study advances the literature by providing empirical evidence from a Latin American public sector context, addressing the limited evidence on organizational justice in developing regions. It examines the multidimensional structure of justice and reveals the relative strength of its dimensions in shaping organizational commitment, offering actionable implications for public management.

1. INTRODUCTION

Both private and public organizations have come to view organizational commitment as critical to their present and future success. However, its importance is more pronounced in contexts characterized by greater economic, social, and administrative challenges. In this regard, the term “organizational commitment” refers to the employee’s psychological attachment to the organization. Consequently, organizational commitment is essential for maintaining service quality, improving operational efficiency, and enhancing the public sector’s capacity to retain talented employees (Mamani, Caycho, Gamboa, Cruz, & Aranibar, 2025).

In addition, OC is particularly relevant in public organizations because working conditions, management practices, and citizen expectations—all of which affect employee performance and motivation—often reflect the organization’s overall level of fairness. There is strong evidence from recent studies that the perception of organizational justice is one of the most important factors in determining employees’ level of commitment within governmental organizations. When employees perceive fairness in the workplace, they develop high levels of trust and confidence in the organization, thereby creating an environment that enables them to work toward achieving organizational goals (Alegre, 2024; Anchelia-Gonzales, Inga-Arias, Olivares-Rodríguez, & Escalante-Flores, 2021; Gago, Toledo, López, Chávez, & Solis, 2018).

Organizational justice is an important variable to consider when examining employees’ perceptions of their organizational environment. In public sector organizations—where regulatory oversight and administrative processes are often extensive—employees’ perception of fair treatment can either reinforce or undermine their commitment to their work, which in turn affects their performance and the likelihood of their remaining with the organization (Chiang, Tapia, & Cerda, 2023). Furthermore, research has shown that transparent and equitable management practices lead to greater employee satisfaction and thereby contribute to a stronger sense of organizational belonging (Anchelia-Gonzales et al., 2021).

The Regional Government of Loreto, one of Peru’s largest and most complex regional administrations, faces numerous challenges within the public sector. These challenges include ensuring the equitable distribution of resources, developing inclusive policies, and fostering a positive work environment—all of which aim to ensure that employees feel they are treated fairly. Given budget constraints and the considerable unmet demand for public services, it is essential that institutions cultivate a strong sense of organizational commitment in order to achieve desired organizational outcomes and promote employee well-being.

This research examines the relationship between organizational justice (OJ) and organizational commitment (OC) in the Regional Government of Loreto. The study aims to contribute new knowledge to the academic literature on OJ and OC, as well as to provide practical insights for improving human capital management (HRM) in public organizations. These contributions are intended to enhance organizational responsiveness to citizens and to strengthen administrative effectiveness.

While these associations have been widely examined in private firms and educational settings, limited evidence exists in public sector contexts within developing regions. In particular, no study has analyzed these dynamics in the Regional Government of Loreto, a unique Amazonian institution characterized by significant resource constraints and administrative complexity.

2. THEORETICAL FRAMEWORK

2.1. Organizational Justice (OJ)

Organizational justice refers to employees’ perceptions of fairness regarding the processes used to achieve organizational outcomes, as well as the equitable distribution of those outcomes among employees. When evaluating organizational justice, employees assess the effort they invest relative to the rewards they receive, and compare this ratio to that of their colleagues or department peers. A perception of injustice leads to workplace dissatisfaction and decreased job performance. Loli, Inca, Caverro, Valencia, and Villarino (2022) assert that

employees will regard the organization as legitimate when they perceive that processes are fair, consistently applied based on accurate information, and subject to correction when errors occur. Sjöberg-Tapia, Lillo, Ganga, and Inostroza (2022) describe organizational justice as a set of ethical guidelines that shape the interaction between employees and organizations, promoting a sense of fairness in how resources are shared, processes are carried out, and relationships are managed; Martín, Mayorga, and Rubio (2024) also define it as a multidimensional construct that focuses on how employees perceive and evaluate fairness in the workplace. These authors highlight procedural justice as key to influencing attitudes such as job satisfaction and organizational commitment.

Organizational justice is crucial because it directly influences employees' perceptions of fairness, which in turn affects their job satisfaction, performance, and commitment. In an environment perceived as fair, trust between employees and the organization is strengthened, improving the overall work climate. García-Rubiano, Toro-Tobar, Sarmiento-López, Aguilar-Bustamante, and Pazmay-Ramos (2023) highlight that OJ is a key predictor of positive organizational behavior, including commitment, organizational citizenship, and talent retention, and assert that perceptions of procedural, distributive, and interactional justice foster positive attitudes toward the organization. Along these lines, Álvarez and Oliva (2020) note that a favorable perception of organizational justice is essential for preventing interpersonal tensions; when workers perceive equity between their contributions and their rewards, they tend to be more productive and satisfied. Similarly, Vasquez and Beltran (2020) note that the implementation of consistent, impartial, and well-informed decision-making processes reinforces perceptions of justice, resulting in greater trust and cooperation within the organization. Arreola, Melo, and Rodríguez (2023) emphasize that organizational justice not only improves workplace relationships but also contributes to employees' psychological well-being. A fair work environment can reduce job-related stress and enhance organizational commitment, benefiting both employees and the organization.

Various scholars have proposed different dimensions for the construct of organizational justice; however, this study adopts the framework suggested by Omar, Salessi, Vaamonde, and Urteaga (2018). The dimensions are as follows: procedural justice (PJ), which assesses the fairness of the processes and methods used in organizational decision-making, including consistency, transparency, and impartiality; distributive justice (DJ), which refers to the perceived fairness in the allocation of resources, rewards, and benefits among employees, often based on criteria such as performance or need; interpersonal justice (IJ), which measures the degree of respect, dignity, and consideration with which employees are treated in their interactions with supervisors and colleagues; and informational justice (InfJ), which evaluates the fairness in the quality and quantity of information provided by the organization, as well as the sincerity and clarity of communication.

2.2. Organizational Commitment (OC)

Organizational commitment (OC) is a psychological bond that ties an employee to the organization, manifested by an individual's willingness to remain due to the perceived costs of leaving—whether social, economic, or otherwise—which underscores the significance of the practical dimension of the employment relationship. According to Chiang et al. (2023) OC reflects the degree to which an employee identifies with the organization, expressed through the desire to remain, to adopt organizational values, and to actively contribute to achieving its objectives. Vera, Díaz, and Ruiz (2025) describe it as an attitude that reflects the employee's attachment to and identification with the organization, shaped by job satisfaction, perceived fairness, and perceived incentives in the work environment. Mamani et al. (2025) conceptualize it as a multidimensional construct encompassing affective, normative, and continuance components, and consider it an essential predictor of work-related behaviors such as retention and performance. Alegre (2024) further characterizes OC as a dynamic and variable concept that depends on interactions between the individual and the organization, influenced by factors such as organizational culture, labor relations, and leadership style.

Organizational commitment (OC) plays a key role in reducing turnover and increasing employee effort toward achieving organizational objectives. A high level of affective commitment encourages motivation, loyalty, and greater cooperation in the workplace, thereby contributing to increased workforce stability (Gago et al., 2018). Additionally, it aligns employee values with those of the organization, fostering a shared strategic vision. Beyond retaining employees over the long term, committed employees actively contribute to achieving organizational goals and objectives (Chuquilin, Shapiama, & Palomino, 2023; Placeres-Salinas, Araiza-Vázquez, & Torres-Mansur, 2022). Finally, organizational commitment is a major predictor of work behavior, as committed employees typically demonstrate higher productivity and a greater propensity for collaboration, which enhances organizational effectiveness and promotes positive relationships among colleagues.

Flores (2019) identify two primary dimensions of organizational commitment. The affective-normative dimension refers to employees' emotional attachment to the organization, along with a desire to contribute to its success. The continuance dimension, on the other hand, relates to employees' perception of job stability and their intention to remain with the organization, driven by practical or personal factors that reinforce their bond with it.

This study provides novel empirical evidence on the association between organizational justice and organizational commitment in the Regional Government of Loreto, contributing a unique case from a remote, resource-constrained Amazonian public institution and extending the literature in underexplored public sector contexts.

Figure 1 illustrates the proposed theoretical model of the study, presenting the hypothesized relationships between organizational justice and its four dimensions (procedural, distributive, interpersonal, and informational justice) and organizational commitment. HG denotes the general hypothesis of the study, whereas H1–H4 represent the specific hypotheses associated with each dimension of organizational justice.

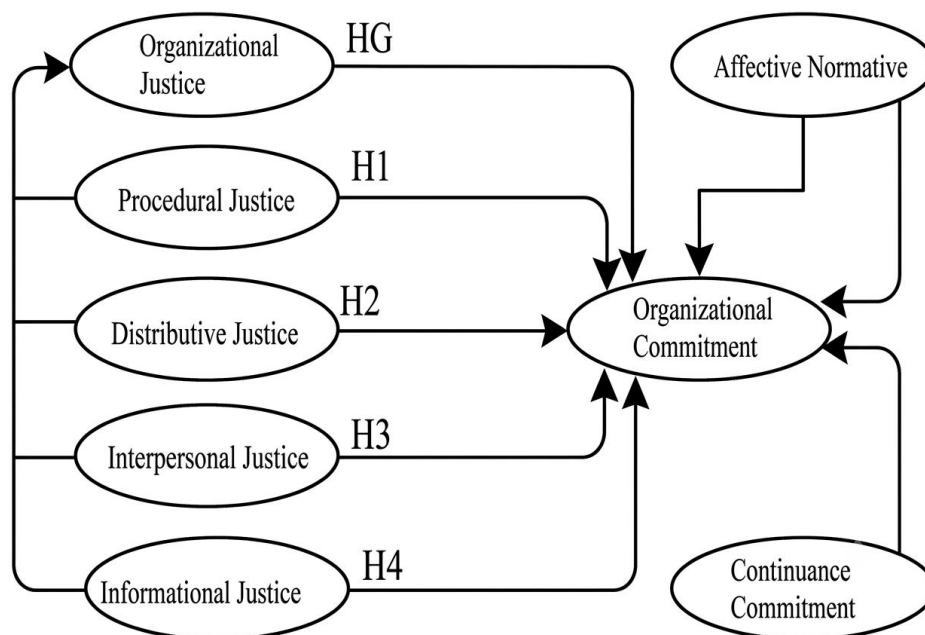


Figure 1. Proposed theoretical model.

3. METHODOLOGY

3.1. Methodological Design

This research was basic in type, focusing on examining organizational justice and organizational commitment while attending exclusively to this subject matter, without addressing topics outside the scope of the study's objectives (Zúñiga, Cedeño, & Palacios, 2023). Its approach was quantitative, as it involved the collection and analysis of numerical data, employing statistical tools to identify patterns and behavioral trends on a broad scale

(Zúñiga et al., 2023). The design applied was non-experimental and cross-sectional, which allowed for the analysis of variables, situations, and relationships at a specific point in time, without manipulating the data (Cvetkovic-Vega, Maguiña, Soto, Lama-Valdivia, & Correa López, 2021). Furthermore, the study was oriented toward describing the essential properties and characteristics of the variables, with the purpose of determining the degree of relationship or incidence between OJ and OC, and was therefore classified as a descriptive-correlational study (Rodas-Llanos & Cubero Juanez, 2022).

3.2. Sample Design

The study population consisted of workers from the Regional Government of Loreto, Peru. These workers perform a variety of functions and hold different hierarchical levels within the institution. According to the personnel department report as of August 2024, the total workforce comprised 350 employees.

To select the participants for this study, specific inclusion and exclusion criteria were established.

Inclusion criteria: workers who voluntarily agreed to participate in the study, and workers actively performing their duties during the research period.

Exclusion: Workers who chose not to participate, and workers who were not actively performing their duties (due to vacation, leave, or suspension).

After applying these criteria, 242 workers were included, while 108 workers who did not meet the aforementioned criteria were excluded.

The sampling method adopted in this study was non-probabilistic; this method allows for the inclusion of individuals with characteristics relevant to the study without the need to use any formula to determine a sample size (Arias-Gómez, Villasís-Keever, & Miranda-Novales, 2016). For this reason, the decision was made to include the 242 workers who met the inclusion criteria.

3.3. Data Collection Techniques

The method chosen to collect the data was a survey, which was distributed to each participant online using Microsoft Forms. The survey was then sent to each participant via WhatsApp through the institution's official group chat to ensure that everyone completed it.

The instruments used for the development of this study were, for the OJ variable, the Organizational Justice Scale by Omar et al. (2018) structured with 4 dimensions and 20 items; and for the OC variable, the Organizational Commitment Scale by Flores (2019) structured with 2 dimensions and 14 items. Both instruments are measured using a 5-point Likert scale.

These instruments were subjected to Cronbach's Alpha analysis, yielding coefficients of 0.939 and 0.902 for each instrument respectively. Caycho-Rodríguez (2017) indicates that reliability is established when the coefficient exceeds 0.7. With regard to validity, the support of 3 expert judges was obtained, who reviewed the instruments and provided a favorable assessment for their application.

3.4. Statistical Techniques for Information Processing

Prior to data collection, a formal request was submitted to the Regional Government of Loreto for the issuance of an authorization. Once authorization was obtained, data collection commenced, a process that took 55 days.

Once the data were collected, the information was processed using Microsoft Excel and SPSS version 26.

The following statistical analyses were conducted: Cronbach's Alpha was used to assess the reliability of the instruments; descriptive statistics were applied to determine the sociodemographic characteristics and the levels of both the variables and their dimensions; to determine the appropriate correlation analysis, the Kolmogorov-Smirnov normality test was performed, and based on its results, Spearman's Rho was used to establish the correlations.

3.5. Ethical Considerations

This study adhered to ethical principles throughout its development. Participation was entirely voluntary, and informed consent was obtained from all participants prior to data collection. Anonymity and confidentiality of the information provided were guaranteed at all times. The research was conducted in accordance with the ethical standards applicable to social science research, and formal institutional authorization was obtained from the Regional Government of Loreto before data collection commenced. Table 1 presents the sociodemographic characteristics of the study participants.

Table 1. Sociodemographic Data.

Characteristic		Count	%
Gender	Male	165	68.2
	Female	77	31.8
Age range (years)	Under 25	2	0.8
	25 – 35	22	9.1
	36 – 45	88	36.4
	46 – 55	121	50
	56 or older	9	3.7
Marital Status	Single	49	20.2
	Married	186	76.9
	Divorced	7	2.9
Length of service at institution (years)	Less than 1	18	7.4
	1 – 5	125	51.7
	5 – 10	55	22.7
	More than 10	44	18.2
Education Level	Secondary	4	1.7
	Technical / Vocational	59	24.4
	University Degree	108	44.6
	Postgraduate	71	29.3

4. RESULTS

The sample was predominantly composed of male participants, who represented 68.2% ($n = 165$) of the total respondents, while female participants accounted for 31.8% ($n = 77$). This indicates a higher representation of male employees in the studied population. Most participants were within the age range of 46 to 55 years, totaling 121 individuals (50%). In terms of marital status, the majority were married, representing 186 participants (76.9%). With respect to length of service at the institution, the predominant range was 5 to 10 years, represented by 134 workers (57%). Finally, with regard to educational level, the majority held a university degree, comprising 108 participants (44.6%). Table 2 presents the descriptive distribution of organizational justice, organizational commitment, and their respective dimensions according to the levels of low, medium, and high.

Table 2. Descriptive analysis – Organizational Justice and organizational commitment.

Variable / Dimensions	Level					
	Low		Medium		High	
OJ	81	33.50%	99	40.90%	62	25.60%
PJ	76	31.40%	95	39.30%	71	29.30%
DJ	130	53.70%	42	17.40%	70	28.90%
IJ	145	64.40%	16	7.10%	64	28.40%
InfJ	73	30.20%	100	41.30%	69	28.50%
OC	79	32.60%	98	40.50%	65	26.90%
A-N	76	31.40%	111	45.90%	55	22.70%
CC	81	33.50%	115	47.50%	46	19.00%

Note: OJ = Organizational Justice; PJ = Procedural Justice; DJ = Distributive Justice; IJ = Interpersonal Justice; InfJ = Informational Justice; OC = Organizational Commitment; A-N = Affective Normative; CC = Continuance Commitment.

The following table presents how the variables and their respective dimensions are perceived. OJ was positioned at a medium level with 40.9%; the PJ dimension was also positioned at a medium level with 39.3%; the DJ dimension, on the other hand, was positioned at a low level with 53.7%; IJ was positioned at a low level with 64.4%; InfJ was positioned at a medium level with 41.3%. Regarding the second variable, OC was positioned at a medium level with 40.9%; the Affective-Normative (A-N) dimension was positioned at a medium level with 45.9%; and the Continuance Commitment (CC) dimension was positioned at a medium level with 47.5%. Table 3 presents the results of the Kolmogorov–Smirnov normality test for organizational justice, organizational commitment, and their respective dimensions.

Table 3. Normality Distribution of the Data.

Kolmogorov-Smirnov^a			
Variables/Dimensiones	Statistic	df	Sig.
OJ	0.125	242	0.000
PJ	0.184	242	0.000
DJ	0.214	242	0.000
IJ	0.206	242	0.000
InfJ	0.087	242	0.000
OC	0.131	242	0.000
A-N	0.128	242	0.000
CC	0.096	242	0.000

Note: a. Lilliefors Significance Correction

The following table presents the results of the Kolmogorov-Smirnov normality test, which determined that the significance value (Sig.) was less than 0.05 in all cases. For this reason, the non-parametric Spearman's Rho test was applied for the subsequent correlation analyses (Pinilla & Rico, 2021).

Table 4. Correlation Analysis.

Internal organizational communication and dimensions	Organizational_comm Rho Spearman	itment p-value
OJ	0.687**	0.000
PJ	0.618**	0.000
DJ	0.661**	0.000
IJ	0.476**	0.000
InfJ	0.415**	0.000

Note: ** Correlation is significant at the 0.01 level (2-tailed). Rho = Spearman's correlation coefficient.

The following section details the correlation findings, for which the correlation ranges proposed by Mondragón (2014) were taken as reference.

Table 4 shows a significant positive relationship between organizational justice and organizational commitment (Rho = 0.687, $p < 0.001$). Distributive and procedural justice exhibited the strongest associations, indicating that perceived fairness in resource allocation and decision-making processes contributes to higher employee commitment.

Figure 2 illustrates the correlation results of the proposed theoretical model, showing the statistically significant positive associations between organizational justice, its dimensions, and organizational commitment.

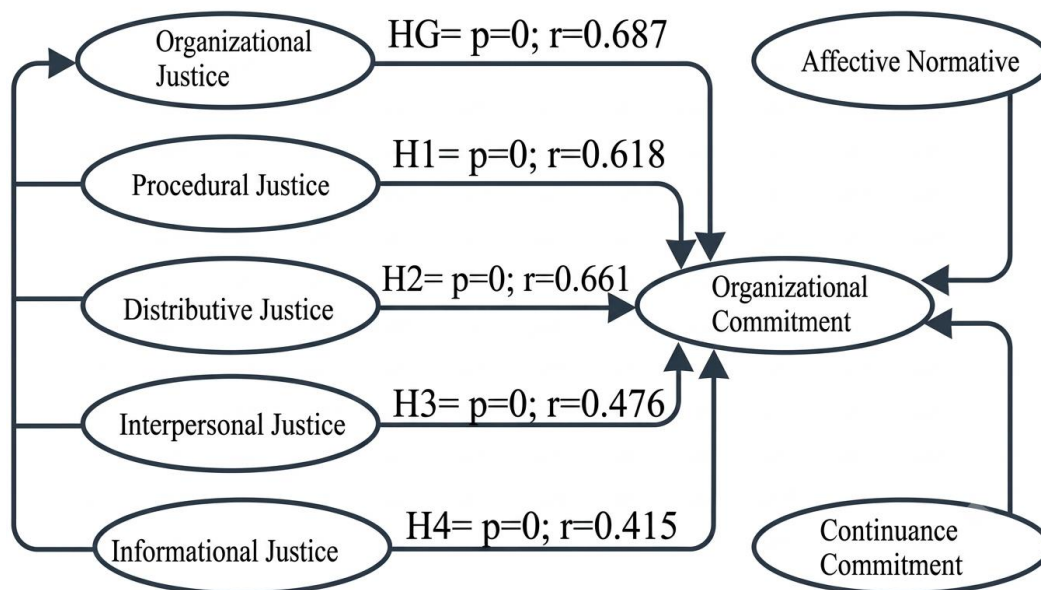


Figure 2. Correlations in the Proposed Theoretical Model.

This study determined an association between OJ and OC, with a p-value = 0.000 and a moderate to strong positive association indicated by Rho = 0.687. With regard to H1, an association was established between PJ and OC, with a p-value = 0.000 and a moderate to strong positive association indicated by Rho = 0.618. Concerning H2, an association was found between DJ and OC, with a p-value = 0.000 and a moderate to strong positive association indicated by Rho = 0.661. With respect to H3, an association was identified between IJ and OC, with a p-value = 0.000 and a moderate positive association indicated by Rho = 0.476. Finally, H4 established an association between InfJ and OC, with a p-value = 0.000 and a moderate positive association indicated by Rho = 0.415.

5. DISCUSSION

This study determined a moderate to strong positive association between OJ and OC, with a p-value = 0.000 and Rho = 0.687, indicating that higher levels of perceived organizational justice are associated with higher levels of organizational commitment. Consistent with these findings, the relationship between OJ and OC has been corroborated across various sectors, demonstrating that employees' perception of equity within organizations significantly influences their level of commitment. According to Imamoglu, Ince, Turkcan, and Atakay (2019) a positive perception of organizational justice not only increases organizational commitment but also fosters knowledge-sharing behaviors among employees—a key factor in organizational sustainability within dynamic environments. These findings underscore the need to establish fair and transparent systems within organizations in order to improve employee well-being and retain talented workers.

The importance of organizational justice (OJ) in enhancing the work environment and organizational performance is evident. Bakhshi, Kumar, and Rani (2009) found that distributive justice directly and significantly affects how employees perceive their value within the organization, thereby increasing their emotional commitment. This result is consistent with the findings of the present study, where distributive justice showed a strong association with organizational commitment (Rho = 0.661).

With respect to public sector institutions, research by Aldabbas, Elamin, and Ahmed (2025) demonstrates that organizational commitment is not limited to tangible benefits such as job security but is also rooted in employees' emotional connection to the organizational culture. Employees who are committed to an organization exhibit greater motivation to share their knowledge and align with its goals, which can enhance overall organizational performance. Accordingly, the findings of this study support the relationship between fair treatment in the

workplace—enacted through equitable policies—and improved organizational performance mediated by employee commitment.

Several studies have examined the relationship between employees' perceptions of justice and positive attitudes toward teamwork (Khan, Saleem, & Idris, 2020). When workloads are distributed equitably and recognition systems for employee performance are fair, collaboration tends to increase. This positive team environment is critical to the effectiveness of public sector organizations, which rely on diverse and interdependent teams to accomplish their objectives.

Other researchers have found that employee commitment to an organization can be significantly influenced by their experience of fairness at work (Özgenel, Yazıcı, & Asmaz, 2022). For example, resource allocation and task assignment represent two dimensions of fairness directly related to the quality of the work experience. Both of these criteria were found in the present study to have a direct impact on employee satisfaction, while also contributing to a work environment that is conducive to innovation.

Research by Imamoglu et al. (2019) indicates that employee commitment is essential for developing proactive behaviors such as generating new ideas and fostering continuous improvement. This is consistent with the findings of Aldabbas et al. (2025) who concluded that organizations implementing principles of organizational justice strengthen employee commitment and contribute to the development of sustainable institutions.

6. CONCLUSIONS

The relationship between perceived organizational justice and organizational commitment was found to be both statistically significant and positive among employees of the Regional Government of Loreto. Organizational justice was directly and consistently associated with organizational commitment, with higher levels of perceived justice corresponding to higher levels of commitment. Additionally, the distributive and procedural dimensions of justice demonstrated stronger correlations with organizational commitment than did the interpersonal and informational dimensions.

These results underscore the critical need for public organizations to integrate all dimensions of organizational justice into their operations, particularly in resource-constrained settings. Employees' perceptions of fairness within an organization tend to directly shape their level of commitment to it. Accordingly, the systematic application of organizational justice principles is expected to improve institutional performance and increase employee engagement.

This study has three main limitations. First, longitudinal and experimental designs would allow for stronger causal inferences. Second, the use of non-probabilistic sampling limits the generalizability of the findings. Third, the reliance on self-report measures may introduce response bias.

Future research should employ longitudinal or experimental methodologies to examine how these relationships evolve over time and to explore the role of additional variables such as leadership style, organizational climate, and job satisfaction in public sector environments.

Policy Suggestion: The findings indicate that public institutions, particularly those operating under resource constraints (as is the case with the Regional Government of Loreto), should prioritize the institutionalization of processes related to resource allocation, organizational communication, and decision-making. Such institutions require public policies that support the development of human resource management systems that promote perceived fairness, incorporate merit-based controls for hiring and promotion, and ensure administrative accountability—all of which are associated with higher levels of employee commitment to the organization.

7. RECOMMENDATIONS

Based on the research findings, this study offers the following recommendations. The Regional Government of Loreto is encouraged to develop and implement policies that strengthen organizational justice, with particular

emphasis on the distributive and procedural dimensions, as both of these dimensions demonstrated the strongest associations with organizational commitment.

Clear and transparent criteria for resource allocation, workload distribution, and decision-making should be established and applied consistently at all levels of the organization.

Human Resource Management Units should develop regular training programs for supervisors and team leaders covering fair and respectful treatment of employees, effective communication, and ethical leadership practices. Strengthening employees' perceptions of interpersonal and informational justice—dimensions that showed moderate correlations with commitment in this study—may contribute to increased employee commitment over time.

Additionally, establishing mechanisms through which employees can raise concerns, appeal decisions, and receive timely and accurate feedback is recommended as a means of enhancing perceptions of organizational transparency and integrity. Employees' ability access to such channels is likely to contribute to improved organizational commitment.

Given that a significant proportion of employees are between the ages of 46 and 55 and have five to ten years of service, targeted retention strategies should be implemented to leverage these employees' experience and maximize their contribution to organizational effectiveness. Future research should consider additional variables that may mediate or moderate the relationship between organizational justice and organizational commitment (e.g., leadership style, organizational climate, and job satisfaction).

Furthermore, longitudinal study designs can provide deeper insight into how these variables evolve over time and how specific interventions affect them. Replicating this study in other public institutions within the Loreto region, or in comparable sub-national government bodies, would help reinforce the findings and enhance their generalizability across public sector organizations.

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Institutional Review Board Statement: This study was approved by the Institutional Review Board Universidad Peruana Union, Peru, under protocol number (CEUPeU-018). Informed verbal consent was obtained from all participants, and all data were anonymized to protect participant confidentiality.

Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Data Availability Statement: The corresponding author can provide the supporting data of this study upon a reasonable request.

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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