

The Effect of Paradoxical leadership on Employee well-being : Mediating Role of Harmonious work passion at Hotel Pangeran Beach Padang

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ABSTRACT

This study examines the role of paradoxical leadership in shaping employee well-being by considering harmonious work passion as a mediating variable among employees of Hotel Pangeran Beach Padang. The hospitality industry is characterized by intense job demands, making adaptive leadership and attention to employees' psychological conditions essential for maintaining service quality and organizational sustainability. Using a quantitative approach with a causal relationship design, this study involved all hotel employees as research participants, resulting in 111 valid responses collected through a five-point Likert scale questionnaire. The data were analyzed using Partial Least Squares-based Structural Equation Modeling (PLS-SEM) with the support of SmartPLS version 4.0. The findings indicate that paradoxical leadership has a direct positive and significant effect on employee well-being and also plays a strong role in enhancing harmonious work passion. However, harmonious work passion does not show a significant influence on employee well-being and does not function as a mediating variable in the relationship between paradoxical leadership and employee well-being. The R-square results further reveal that paradoxical leadership has a very strong explanatory power for harmonious work passion, whereas its contribution to employee well-being remains relatively limited. Overall, this study highlights that employee well-being is more strongly influenced by direct leadership practices than by psychological mechanisms such as work passion. These findings are expected to enrich the literature on leadership and employee well-being and provide practical insights for hotel management in implementing adaptive leadership approaches that prioritize employee welfare.

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1. INTRODUCTION

The development of the world of work in the era of globalization is characterized by rapid change and increasing levels of competition, so organizations are required to have human resources capable of continuous adaptation. Organizational excellence is no longer determined solely by technical capabilities, but also by employee readiness to manage work pressure, maintain emotional stability, and maintain psychological balance in facing complex work demands. Employees are expected to be able to think critically, communicate effectively, and work productively without sacrificing their mental or emotional well-being. These findings indicate that organizational performance in the current era is determined not only by structural aspects, but also by the organization's ability to manage human resources comprehensively, especially those related to employee psychological well-being [1].

This demand is increasingly evident in the service sector, particularly the tourism industry, which relies heavily on quality service and direct interaction between employees and customers. As a country with diverse and extensive tourist attractions, Indonesia places the hospitality sector at the heart of tourism development and regional economic development. The existence of a hotel does not only provide accommodation facilities, but also reflects the service standards and image of the tourist destination.

Therefore, the success of a hotel in providing quality service is largely determined by the role of employees as the spearhead of operations [2].

Facing increasingly fierce competition, hotels are required to maintain sustainable excellence to survive and thrive. This excellence depends not only on marketing strategies and the completeness of facilities but also on the quality of service provided by employees, particularly those who interact directly with guests. Without the support of professional, committed, and prosperous employees, organizational strategies will struggle to achieve optimal results. Therefore, attention to employee well-being is a crucial factor in supporting successful hotel operations [3].

As service demands and customer expectations increase, the role of leadership becomes increasingly crucial in creating a conducive and sustainable work environment. Leaders have a strategic responsibility to manage work pressure, shape organizational culture, and maintain a balance between performance demands and employee well-being. Effective leadership is expected to provide clear direction and adequate support so that employees can perform optimally without experiencing psychological burnout [4].

One leadership approach considered relevant in addressing the complexities of the modern work environment is Paradoxical leadership. This leadership style emphasizes the leader's ability to simultaneously manage conflicting demands, such as maintaining policy consistency while providing flexibility, and balancing employee control and autonomy. In the dynamic context of the hospitality industry, a paradoxical leadership approach enables leaders to respond adaptively to changing work situations without neglecting employee needs [5].

On the other hand, the issue of employee well-being (EW) is a crucial concern in the hospitality industry, given the nature of work that demands high levels of professionalism, emotional stability, and the ability to work under pressure. Employees with low levels of well-being are at risk of experiencing work stress, emotional exhaustion, and decreased service quality. Therefore, employee well-being is not only related to material aspects but also encompasses psychological and social aspects that influence job satisfaction and motivation [6].

Pangeran Beach Hotel Padang, a four-star hotel in Padang City, faces dynamic competition and high service demands in line with the development of the regional tourism sector. Based on pre-research observations and interviews, particularly with operational employees, it was found that work pressure increases during the high season, the workload is relatively high, rest periods are limited, and the demand to maintain excellent service standards is high. These conditions indicate that employee welfare remains a challenge that needs to be optimally managed by management.

In addition to leadership factors, employees' internal psychological aspects also play a significant role in shaping work well-being, one of which is Harmonious work passion. Harmonious work passion is an intrinsic drive that makes individuals view their work as a positive part of themselves, enabling them to work with a sense of joy, volunteerism, and maintain a balance between work and personal life [7]. Employees with a high level of Harmonious work passion tend to have more stable emotional states and are able to cope with work demands more healthily.

Although research on paradoxical leadership has been growing, the relationship between paradoxical leadership and employee well-being is not yet fully understood, particularly in the context of the Indonesian hospitality industry. Several studies have shown that the influence of leadership on employee well-being is not always direct, but rather influenced by certain psychological factors such as Harmonious work passion [8]. However, empirical studies specifically examining the mediating role of Harmonious work passion in four-star hotels in Padang City are still limited.

Based on the description, this study aims to analyze the influence of Paradoxical leadership on Employee well-being with Harmonious work passion as a mediating variable in employees of Pangeran Beach Hotel Padang. This study is expected to provide theoretical contributions in the development of leadership and employee well-being studies, as well as become practical considerations for hotel management in designing adaptive leadership strategies that are oriented towards sustainable employee well-being.

2. METHOD

This study applies a quantitative approach to test the causal relationship between Paradoxical leadership and Employee well-being with the mediating role of Harmonious work passion. This research was conducted at the Pangeran Beach Hotel Padang in 2025 using a total sampling technique involving employees as respondents.

Research data was collected through a structured questionnaire using a five-point Likert scale arranged based on the indicators of each variable. Data were analyzed using SEM-PLS with the help of

SmartPLS version 4.0, including testing the measurement model and structural model through a bootstrapping procedure at a 5 percent significance level.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Evaluation of Measurement Model

3.1.1.1. Evaluation of Research Indicator Validity (Outer Loading/Convergent Validity)

Based on the measurement model testing, all indicators in the Paradoxical leadership , Harmonious Work Passion, and Employee well-being variables showed outer loading values that exceeded the recommended minimum limit (>0.7). This finding indicates that the indicators used were able to adequately reflect the latent constructs, thus meeting the requirements for convergent validity

Table 1. Summary of Outer Loading Values of Indicators for Each Construct

Item	Employee well-being	Harmonious Work Passion	Paradoxical leadership
M1		0.736	
M10		0.716	
M11		0.749	
M2		0.765	
M3		0.706	
M4		0.763	
M5		0.760	
M6		0.758	
M7		0.725	
M8		0.792	
M9		0.746	
X1	0.747		
X10	0.764		
X11	0.700		
X12	0.766		
X13	0.725		
X14	0.782		
X15	0.714		
X2	0.761		
X3	0.705		
X4	0.784		
X5	0.752		
X6	0.730		
X7	0.713		
X8	0.722		
X9	0.766		
Y1			0.756
Y2			0.788
Y3			0.733
Y4			0.787
Y5			0.743
Y6			0.760
Y7			0.796
Y8			0.782
Y9			0.768

The test results show that all indicators in the Paradoxical leadership , Harmonious work passion , and Employee well-being variables have outer loading values that meet the required criteria, so that these indicators are declared valid.

3.1.1.2. Evaluation of Reliability and Construct Validity

The evaluation of construct reliability and validity was conducted by considering the Composite Reliability, Average Variance Extracted (AVE), and Cronbach's Alpha values. The internal consistency of the construct was deemed adequate if the Cronbach's Alpha value exceeded 0.7 [9]. Furthermore, the Composite Reliability (rho c) value was also above the 0.7 limit, indicating that the research construct had a good level of reliability [10]. Furthermore, the test results show that the AVE value for each construct has exceeded the minimum limit of 0.5, so that convergent validity can be declared fulfilled. In summary, the results of the reliability and construct validity tests are presented in the following table.

Table 2. Reliability and Construct Validity Values

	Cronbach's Alpha	Composite Reliability rho A	Composite Reliability	Average Variance Extracted (AVE)
Employee Well-Being	0.914	0.823	0.928	0.591
Harmonious Work Passion	0.91	0.923	0.933	0.558
Paradoxical leadership	0.942	0.943	0.948	0.551

The test results show that the Paradoxical leadership, Harmonious work passion, and Employee well-being constructs have a good level of internal consistency. This is reflected in the Composite Reliability and Cronbach's Alpha values, which are all above the threshold of 0.70, so that the indicators used are considered capable of measuring the constructs consistently. In addition, the Average Variance Extracted (AVE) value for each construct has also exceeded the minimum limit of 0.50, which indicates that the research constructs meet the requirements of convergent validity.

3.1.1.3. Evaluation of Discriminant Validity Between Constructs

Table 3. Discriminant Validity Values Between Constructs

	Employee well-being	Harmonious Work Passion	Paradoxical leadership
Employee Well-Being	0.769		
Harmonious Work Passion	0.225	0.747	
Paradoxical leadership	0.225	0.943	0.743

The results of the discriminant validity analysis show that all indicators have met the required value limits, so that each construct can be adequately distinguished without any measurement overlap.

Table 4. Heterotrait–Monotrait Ratio (HTMT) Values between Constructs

	Heterotrait–Monotrait Ratio (HTMT)
Harmonious work passion <-> Employee well-being	0.229
Paradoxical leadership <-> Employee well-being	0.226
Paradoxical leadership <-> Harmonious Work Passion	1.000

Discriminant validity was also evaluated using the Heterotrait–Monotrait Ratio (HTMT) criteria as proposed by Henseler et al. (2015), where an HTMT value below 0.9 indicates that the discriminant validity criteria have been met. The analysis results show that the HTMT value between Harmonious work passion and Employee well-being is 0.229, and between Paradoxical leadership and Employee well-being is 0.226. These values indicate that the two pairs of constructs can be adequately distinguished. Meanwhile, the HTMT value between Paradoxical leadership and Harmonious work passion is 1.000, which reflects a very strong relationship between the two constructs. This finding indicates that the implementation of paradoxical leadership is closely related to the formation of Harmonious work passion in employees.

3.1.2. Structural Model Evaluation

3.1.2.1. Goodness of Fit (GoF) Test

The feasibility of the structural model in this study was evaluated by observing the R-square (R^2) value of the endogenous constructs. This value reflects the level of ability of the predictor constructs to explain the variation that occurs in the influenced construct. In models involving mediating variables, the magnitude of the R-square value reflects not only the contribution of the independent variable but also the indirect influence originating from the role of the mediator variable in the relationship between constructs. In this study, the Harmonious work passion variable acts as a mediator variable analyzed together with the Paradoxical leadership variable in explaining the endogenous variables. Therefore, the calculation of the R-square value reflects the simultaneous contribution of the latent variables that form the structure of the research model. The structure of the research model used in this study is presented in the following table.

Table 5. R-Square (R^2) Value in Structural Model

	R-Square	R-Square Adjust
Employee well-being	0.052	
Harmonious Work Passion	0.873	0.871

The results of the structural model analysis indicate that Paradoxical leadership plays a very dominant role in shaping employees' Harmonious work passion. This is reflected in the R-square value of 0.873, which indicates that almost all of the variation in Harmonious work passion can be explained by the applied paradoxical leadership. The remaining unexplained variation comes from other factors outside the scope of this research model. Meanwhile, the R-square value for the Employee well-being construct of 0.052 indicates that Paradoxical leadership and Harmonious work passion only provide a relatively small contribution in explaining employee well-being. This finding indicates that employee well-being is likely influenced by other variables not included in the model, such as organizational factors, the work environment, and individual characteristics.

3.1.2.2. Testing the Relationship Between Research Variables (Resampling Bootstrapping)

Hypothesis testing is conducted to assess the extent to which the relationships between constructs in the research model are empirically supported. The testing process includes analyzing the direct and indirect influences between variables in the structural model. This testing determines the strength, direction, and level of significance of the relationships. The summary of the results of the hypothesis testing is presented in the following table.

Table 6. Results of the Direct Influence Test between Constructs

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEF)	P Values
Harmonious work passion -> Employee well-being	0.914	0.823	0.928	0.591	0,744
Paradoxical leadership -> Employee well-being	0.91	0.923	0.933	0.558	0.017
Paradoxical leadership -> Harmonious Work Passion	0.942	0.943	0.948	0.551	0.000

The results of the analysis of the direct influence between variables show several important findings. First, Harmonious work passion has a positive relationship with Employee well-being, but this influence has not shown statistical significance. This is evident from the path coefficient value of 0.121, the T-statistic value of 0.326, which does not meet the test threshold, and the P-value of 0.744, which exceeds the 0.05 significance level.

Second, Paradoxical leadership has been shown to have a positive and significant influence on Employee well-being. This finding is indicated by a coefficient value of 0.225, a T-statistic of 2.397, which exceeds the critical value, and a P-value of 0.017, which is below the 0.05 significance threshold.

Third, Paradoxical leadership also shows a positive and significant relationship with Harmonious work passion. The very high path coefficient value, namely 0.934, accompanied by a T-statistic value of 101.071, indicates that the relationship between the two variables is very strong.

Table 7. Results of Testing the Indirect Effects Between Constructs

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEF)	P Values
Paradoxical leadership -> Harmonious work passion -> Employee well-being	0.113	0.135	0.347	0.325	0,745

3.2. Discussion

3.2.1. The Influence of Paradoxical leadership on Employee well-being

The results of the structural model test indicate that Paradoxical leadership has a positive and significant effect on Employee well-being. This is indicated by the path coefficient value of 0.225, the T-statistic value of 2.397, and the P-value of 0.017, which is below the significance limit of 0.05. Thus, the hypothesis stating that Paradoxical leadership has a significant effect on Employee well-being is supported.

These findings indicate that the application of paradoxical leadership plays a role in improving employee well-being. Leaders who are able to manage conflicting work demands, such as control and autonomy, as well as consistency and flexibility, tend to create a more stable and supportive work environment. These conditions contribute to employees feeling valued, safe, and comfortable in carrying out their daily work activities.

The findings of this study are consistent who found that implementing an adaptive and flexible leadership style can positively impact employee well-being [14]. This leadership style plays a role in reducing work stress and strengthening employees' sense of psychological security. Furthermore, also suggested that leadership that balances various work demands contributes to increased job satisfaction and employee well-being.

3.2.2. The Influence of Harmonious work passion on Employee well-being

The results of the direct effect analysis indicate that Harmonious work passion has not been proven to have a significant effect on Employee well-being. Although the path coefficient indicates a positive relationship direction with the original sample value of 0.121, the T-statistic value obtained of 0.326 is still below the critical limit of 1.96. In addition, the P-value of 0.744 also exceeds the established significance level, so the relationship is not statistically supported. Thus, the direct relationship between Harmonious work passion and Employee well-being in this study does not receive empirical support.

Conceptually, Harmonious work passion reflects voluntary work engagement, accompanied by feelings of enjoyment and an individual's ability to maintain a balance between work and personal life demands. However, employee well-being is not solely determined by an individual's psychological state but is also influenced by various organizational factors, such as compensation systems, workload, job security, and leadership support.

This finding who stated that harmonious work passion does not necessarily directly impact employee well-being if it is not supported by adequate organizational policies and working conditions [15]. Furthermore, also suggested that work passion plays a more supporting role than a primary factor in shaping employee well-being [16].

3.2.3. The Influence of Paradoxical leadership on Harmonious Work Passion

The results of the structural model test indicate that Paradoxical leadership plays a positive and significant role in shaping Harmonious work passion. This is indicated by the path coefficient value (original sample) of 0.934, with a T-statistic value of 101.071 and a P-value of 0.000. These findings indicate a very strong relationship between the implementation of paradoxical leadership and increased harmonious work passion in employees.

These findings indicate that leadership is a dominant factor in shaping employee work passion. Leaders who are able to provide clear work direction and flexibility in task execution tend to encourage voluntary, sustainable work engagement that aligns with employees' personal values and goals.

This finding which state that leadership that supports autonomy and balances employee needs can increase intrinsic motivation and foster a healthy work ethic [17]. Furthermore, also suggest that flexible and consistent leadership plays a crucial role in building employees' emotional attachment to their work.

3.2.4. The Influence of Paradoxical leadership on Employee Well Being Mediated by Harmonious Work Passion

Specific indirect effect analysis show that the influence of Paradoxical leadership on Employee well-being through Harmonious work passion has a positive relationship direction, as indicated by the path coefficient value (original sample) of 0.121. However, this influence has not reached the level of statistical significance, as reflected in the P-value of 0.745 which is above the significance limit of 0.05, as well as the T-statistics value of 0.326 which is smaller than the critical value of 1.96. Therefore, Harmonious work passion is not proven to play a role as a significant mediating variable in the relationship between Paradoxical leadership and Employee well-being. These findings indicate that although the implementation of Paradoxical leadership significantly increased employees' Harmonious work passion, this increase did not directly contribute to improvements in employee well-being. Therefore, the influence of Paradoxical leadership on Employee well-being in this study was stronger through direct influence, rather than through the mediating role of Harmonious work passion.

The findings of this study support the research which revealed that employee well-being is largely influenced by structural aspects within the organization. These factors include the leadership style implemented, applicable work policies, and the perceived working environment [18]. Conversely, individual affective factors, such as work passion, play a relatively smaller role in determining employee well-being.

4. CONCLUSION

leadership on Employee well-being with Harmonious work passion as a mediating variable on employees of the Pangeran Beach Padang Hotel, several conclusions can be drawn as follows.

- 1) The results of the study indicate that the implementation of Paradoxical leadership at the Pangeran Beach Hotel in Padang is at a sufficient level. The average score of 3.15 reflects that leaders have been able to manage conflicting work demands, such as consistency and flexibility, although there is still room for further development.
- 2) Harmonious work passion level is also in the sufficient category, with an average score of 3.14. This condition indicates that employees have demonstrated relatively positive work engagement, accompanied by a feeling of comfort at work and the ability to maintain a balance between work and personal life.
- 3) The employee well-being of Pangeran Beach Hotel Padang employees is at a fairly adequate level. This indicates that employee well-being has been established, although it is not yet fully optimal and is still influenced by various factors beyond the variables studied.
- 4) Based on the results of the hypothesis testing, Paradoxical leadership was proven to have a positive and significant influence on Employee well-being. This finding suggests that a leadership style that balances conflicting demands plays a significant role in directly improving employee well-being.
- 5) In contrast, Harmonious work passion has not shown a significant effect on Employee well-being. Although the direction of the relationship is positive, statistical testing indicates that harmonious work passion is not strong enough to directly improve employee well-being.
- 6) Paradoxical leadership has also been shown to have a powerful influence on the development of Harmonious work passion. This demonstrates that leadership plays a key role in encouraging voluntary and sustained work engagement among employees.

The results of the indirect influence analysis indicate that Harmonious work passion does not function as a mediating variable in the relationship between Paradoxical leadership and Employee well-being. Thus, the improvement in employee well-being in this study is more influenced by the direct role of leadership than through the psychological mechanism of work passion.

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