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Change Management in International Companies During Global Crises

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Abstract:

This article examines how international and trans-regional firms manage organizational change during continuous global crises, with particular attention to leadership, employee morale, change fatigue, quiet quitting, and organizational resilience. The study is situated within the Turkey, Middle East, and Africa business environment, where firms operate under persistent geopolitical instability, inflationary pressure, supply chain disruption, currency fluctuation, and market uncertainty. Drawing on Dynamic Capabilities Theory, Conservation of Resources Theory, and Complexity Leadership Theory, the article explores how organizations respond strategically to crisis conditions while also managing the psychological consequences of continuous change.The research adopts a qualitative approach based on semi-structured interviews with eleven anonymized mid-to-senior-level managers, executives, and business owners working across logistics, freight forwarding, finance, manufacturing, consulting, training, and other supply-chain-related sectors. The data were analyzed through thematic analysis to identify recurring patterns in participants' experiences of crisis response, leadership communication, employee pressure, and organizational adaptation.The findings reveal five major themes. First, firms initially prioritized survival through liquidity protection, cost control, inventory security, and operational improvisation. Second, crisis conditions expanded managerial roles and intensified psychological resource depletion among

managers and employees. Third, prolonged uncertainty and continuous change contributed to change fatigue, disengagement, and quiet quitting behaviors. Fourth, transparent, supportive, and adaptive leadership acted as a buffering mechanism by reducing uncertainty, strengthening trust, and enabling faster operational responses. Finally, several temporary crisis responses evolved into more resilient long-term practices, including digitalization, flexible work arrangements, supplier diversification, alternative routes, and stronger coordination routines. The article concludes that effective change management during global crises requires more than strategic agility; it also depends on protecting employees' psychological resources through human-centered and adaptive leadership.

Keywords: Change Management; Global Crises; Polycrisis; Dynamic Capabilities; Conservation of Resources Theory; Complexity Leadership; Change Fatigue; Quiet Quitting; Organizational Resilience.

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إدارة التغيير في الشركات الدولية أثناء الأزمات العالمية

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ملخص:

تتناول هذه المقالة كيفية إدارة الشركات الدولية والعابرة للأقاليم للتغيير التنظيمي أثناء الأزمات العالمية المستمرة، مع التركيز على القيادة، ومعنويات الموظفين، وإرهاق التغيير، والاستقالة الصامتة، والمرونة التنظيمية. تقع الدراسة ضمن بيئة الأعمال في تركيا والشرق الأوسط وأفريقيا، حيث تعمل الشركات في ظل عدم استقرار جيوسياسي مستمر، وضغوط تضخمية، واضطرابات في سلاسل الإمداد، وتقلبات في أسعار العملات، وحالة مستمرة من عدم اليقين في الأسواق. وبالاعتماد على نظرية القدرات الديناميكية، ونظرية الحفاظ على الموارد، ونظرية القيادة المعقدة، تسعى المقالة إلى فهم كيفية استجابة المنظمات استراتيجيًا لظروف الأزمات، وفي الوقت نفسه كيفية تعاملها مع الآثار النفسية الناتجة عن التغيير المستمر.

تعتمد الدراسة على منهج نوعي قائم على مقابلات شبه منظمة مع أحد عشر مشاركًا مجهولي الهوية من المديرين المتوسطين والعليا، والتنفيذيين، وأصحاب الأعمال العاملين في قطاعات الخدمات اللوجستية، والشحن، والتمويل، والتصنيع، والاستشارات، والتدريب، وغيرها من القطاعات المرتبطة بسلاسل الإمداد. وقد جرى تحليل البيانات باستخدام التحليل الموضوعي لاستخلاص الأنماط المتكررة في تجارب المشاركين المتعلقة بالاستجابة للأزمات، والتواصل القيادي، وضغوط العمل، والتكيف التنظيمي.

كشفت النتائج عن خمسة موضوعات رئيسية. أولًا، ركزت الشركات في البداية على البقاء من خلال حماية السيولة، وضبط التكاليف، وتأمين المخزون، والارتجال التشغيلي. ثانيًا، أدت ظروف الأزمة إلى توسيع أدوار المديرين وزيادة استنزاف الموارد النفسية لدى المديرين والموظفين. ثالثًا، أسهم عدم اليقين

والتغيير المستمر في ظهور إرهاق التغيير، وضعف الاندماج الوظيفي، وسلوكيات الاستقالة الصامتة. رابعًا، عملت القيادة الشفافة والداعمة والمتكيفة كآلية حماية من خلال تقليل الغموض، وتعزيز الثقة، وتسريع الاستجابة التشغيلية. وأخيرًا، تحولت بعض الاستجابات المؤقتة للأزمات إلى ممارسات تنظيمية طويلة المدى أكثر مرونة، مثل الرقمنة، وترتيبات العمل المرنة، وتنويع الموردين، والاعتماد على مسارات بديلة، وتعزيز التنسيق الداخلي. وتخلص المقالة إلى أن إدارة التغيير الفعالة أثناء الأزمات العالمية لا تعتمد فقط على الرشاقة الاستراتيجية، بل تتطلب أيضًا حماية الموارد النفسية للموظفين من خلال قيادة إنسانية ومتكيفة.

الكلمات المفتاحية: إدارة التغيير؛ الأزمات العالمية؛ الأزمات المتعددة؛ القدرات الديناميكية؛ نظرية الحفاظ على الموارد؛ القيادة المعقدة؛ إرهاق التغيير؛ الاستقالة الصامتة؛ المرونة التنظيمية.

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Introduction

The contemporary global business environment has become increasingly shaped by continuous and interconnected crises, often described as polycrisis conditions in which multiple global disruptions overlap and reinforce one another (Lawrence et al., 2024; World Economic Forum, 2024). International and trans-regional firms no longer face isolated disruptions that can be managed through temporary adjustments; instead, they operate within a prolonged context of geopolitical instability, inflationary pressure, supply chain disruption, currency fluctuation, and market uncertainty. These conditions have transformed organizational change from a planned and occasional process into a permanent managerial necessity, as firms must continuously adjust to volatile, uncertain, complex, and ambiguous environments (Bennett & Lemoine, 2014; Wenzel et al., 2020). In such an environment, firms are required to revise strategies, reallocate resources, restructure operations, and maintain business continuity under persistent uncertainty. This situation is particularly relevant for companies operating across the Turkey, Middle East, and Africa business environment, where logistics, freight forwarding, manufacturing, finance, consulting, training, and other supply-chain-related activities are highly exposed to external shocks. In these sectors, crises directly affect routes, costs, inventories, customer expectations, financial planning, and workforce stability. As a result, change management becomes not only a strategic function but also a practical survival mechanism. Organizations must respond quickly to changing market conditions while maintaining coordination across departments, suppliers, customers, and regional operations. However, the continuous nature of recent global crises has revealed the limitations of traditional change management approaches. Classical models often assume that organizations move from one stable condition to another through a controlled transition process, whereas contemporary crisis conditions require more continuous and adaptive responses (Wenzel et al., 2020). In contrast, the current business environment rarely provides a clear period of stability after change. Firms are repeatedly required to adapt to overlapping disruptions, which increases pressure on managers and employees. This creates a significant human challenge: the same organizational agility needed for survival may also produce psychological strain, emotional exhaustion, change fatigue, disengagement, and quiet quitting behaviors. Therefore,

effective change management during global crises cannot be understood only through operational or strategic adaptation. It must also be examined through the psychological experiences of the people responsible for implementing change. Managers are often required to expand their roles, solve urgent operational problems, maintain employee morale, communicate uncertainty, and protect organizational stability at the same time. Employees, meanwhile, may experience continuous change as a depletion of their emotional, cognitive, and time-related resources. When these pressures are not supported by transparent communication and adaptive leadership, change fatigue can reduce commitment and weaken the organization's ability to respond effectively. This article examines how international and trans-regional firms manage organizational change during continuous global crises, with particular attention to leadership, employee morale, change fatigue, quiet quitting, and organizational resilience. The study is based on a qualitative research design using semi-structured interviews with eleven anonymized mid-to-senior-level managers, executives, and business owners operating across logistics, freight forwarding, finance, manufacturing, consulting, training, and other supply-chain-related sectors. The analysis is guided by Dynamic Capabilities Theory, Conservation of Resources Theory, and Complexity Leadership Theory (Teece, 2007; Hobfoll, 1989; Uhl-Bien et al., 2007), which together provide a framework for understanding strategic adaptation, psychological resource depletion, and the buffering role of leadership. The main objective of this article is to explore how firms respond to crisis-driven organizational change while also managing its human consequences. More specifically, the article investigates how organizations reprioritize survival, how managerial responsibilities expand under crisis pressure, how continuous change contributes to fatigue and quiet withdrawal, how leadership reduces uncertainty, and how temporary crisis responses may develop into resilient long-term organizational routines. By integrating strategic and human-centered perspectives, the article contributes to understanding change management not only as a process of organizational adaptation, but also as a process of protecting psychological resources and sustaining resilience during prolonged global instability.

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I Theoretical Background

1. Polycrisis and Change Management

The concept of crisis in international business has changed significantly in recent years. Organizations no longer face single, isolated disruptions that can be managed through short-term corrective actions. Instead, many firms operate within a polycrisis environment, where economic, geopolitical, technological, and supply-chain disruptions overlap and reinforce one another (Lawrence et al., 2024; World Economic Forum, 2024). In this context, inflationary pressure, currency instability, trade fragmentation, geopolitical tension, and transportation disruption do not occur separately. They interact in ways that increase uncertainty and make organizational planning more difficult. For international and trans-regional firms, this condition changes the meaning of change management. Traditional change management models were often built around the assumption that organizations move from one stable condition to another through a planned transition process, but crisis research suggests that organizations increasingly need more flexible responses such as persevering, innovating, and reconfiguring resources (Wenzel et al., 2020). However, continuous global crises reduce the possibility of returning to a stable environment. As a result, change becomes an ongoing organizational reality rather than a temporary project. Firms must repeatedly revise operational routines, adjust cost structures, search for alternative suppliers, protect liquidity, and redesign internal coordination mechanisms. This is especially relevant in logistics and supply-chain-related sectors, where external disruptions immediately affect shipping routes, delivery times, inventory availability, customer expectations, and financial planning. In such sectors, the ability to manage change is directly connected to survival. Companies that respond too slowly may experience operational paralysis, while those that adapt too aggressively without supporting their employees may create internal exhaustion and resistance. Therefore, change management during global crises must be understood as both a strategic and human-centered process.

2. Dynamic Capabilities, Resource Depletion, and Leadership

Dynamic Capabilities Theory provides a useful lens for understanding how firms adapt strategically during unstable conditions (Teece, 2007). The theory emphasizes that organizations survive turbulent environments by sensing external threats and opportunities, seizing available alternatives, and reconfiguring resources and routines (Teece, 2007). In the context of global crises, this means that firms must quickly recognize disruptions, mobilize operational responses, and adjust internal structures to maintain continuity. For example, organizations may diversify suppliers, shift to digital tools, change transportation routes, restructure costs, or develop new coordination practices. However, strategic adaptation alone does not fully explain the human consequences of continuous change. Conservation of Resources Theory helps clarify this dimension by arguing that individuals seek to protect valuable resources such as time, energy, emotional stability, job security, and cognitive capacity (Hobfoll, 1989). When organizations repeatedly demand adaptation without providing sufficient recovery, support, or clarity, employees and managers may experience psychological resource depletion. Over time, this depletion can develop into change fatigue, disengagement, reduced motivation, and quiet quitting (Limon, 2021; Mahand & Caldwell, 2023; Raza et al., 2023). In this sense, the workforce may formally remain inside the organization while psychologically withdrawing from extra effort and organizational commitment. Complexity Leadership Theory adds a third important perspective by explaining how leadership operates in uncertain and fast-changing environments (Uhl-Bien et al., 2007). In complex crisis conditions, rigid top-down leadership is often insufficient because decisions must be made quickly and close to the operational level. Adaptive and supportive leadership becomes essential because it helps employees make sense of uncertainty, reduces confusion, and encourages flexible problem-solving. Transparent communication, trust-building, emotional support, and distributed decision-making can buffer the negative psychological effects of continuous change (Dirani et al., 2020; Kniffin et al., 2021; Uhl-Bien et al., 2007). Taken together, these three theoretical perspectives provide the foundation for this article. Dynamic Capabilities Theory explains how organizations strategically adapt to external crises. Conservation of Resources Theory explains how continuous change can drain employees' psychological resources. Complexity Leadership Theory explains how

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supportive and adaptive leadership can reduce uncertainty and protect human capital. This integrated perspective allows the study to examine change management not only as an organizational strategy, but also as a process that affects employee morale, change fatigue, quiet quitting, and long-term resilience.

II. Methodology

1. Research Design and Participants

This study adopts a qualitative research design in order to explore how international and trans-regional firms manage organizational change during continuous global crises. A qualitative approach is appropriate because the study focuses on managers' experiences, interpretations, and perceptions rather than numerical measurement. The aim is not to test statistical relationships, but to understand how crisis-driven change is experienced inside organizations and how leadership practices influence employee morale, change fatigue, quiet quitting, and organizational resilience.

The research is based on semi-structured interviews with eleven anonymized participants. The participants included mid-to-senior-level managers, executives, and business owners who had direct experience in managing organizational change during periods of uncertainty and disruption. They were selected because of their involvement in decision-making, crisis response, employee coordination, and operational adaptation. This made them suitable sources of information for understanding both the strategic and human sides of change management.

The participants were drawn from logistics, freight forwarding, finance, manufacturing, consulting, training, and other supply-chain-related sectors. Although the sample includes different sectors, the study does not treat them as unrelated industries. Instead, these sectors are considered part of a wider logistics and supply-chain-related business ecosystem, where disruptions in transportation, costs, inventories, currency rates, and customer demand affect organizational decisions and employee experiences. This focus allows the study to examine change management within a trans-regional business context connected to Turkey, the Middle East, and Africa.

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2. Data Collection and Analysis

Data were collected through semi-structured interviews. This method allowed the researcher to follow a clear interview guide while also giving participants enough flexibility to explain their experiences in depth. The interview questions focused on crisis response, leadership communication, operational challenges, employee morale, change fatigue, quiet quitting, permanent organizational changes, and lessons learned from crisis conditions. This structure helped ensure that all interviews addressed the main research objectives while still allowing new themes to emerge from participants' narratives.

The interview data were analyzed using thematic analysis, a flexible qualitative method for identifying, analyzing, and interpreting patterns across qualitative data (Braun & Clarke, 2006). The analysis involved reading and reviewing the interview material, identifying repeated ideas, generating initial codes, grouping similar codes into broader themes, and interpreting these themes in relation to the study's theoretical framework. The analysis was guided by Dynamic Capabilities Theory, Conservation of Resources Theory, and Complexity Leadership Theory (Teece, 2007; Hobfoll, 1989; Uhl-Bien et al., 2007). These perspectives helped connect the empirical findings to strategic adaptation, psychological resource depletion, and the buffering role of leadership.

To protect confidentiality, all participants and organizations were anonymized. Participant identities were replaced with codes, and any information that could reveal the identity of individuals or companies was removed or generalized. This ethical approach allowed participants to speak more openly about organizational challenges, leadership practices, employee pressure, and crisis-related decision-making. Through this methodology, the study provides a focused qualitative understanding of how firms respond to continuous global crises while managing both organizational resilience and human sustainability.

III RESULTS AND DISCUSSION

The thematic analysis revealed five major findings that explain how international and trans-regional firms manage organizational change during continuous global crises. These findings show that crisis-driven change is not only an operational or strategic process, but also a human and psychological experience affecting managers, employees, and organizational resilience.

1. Survival Reprioritization Under Polycrisis Pressure

The first major finding shows that firms initially responded to crisis conditions through survival-oriented reprioritization. Participants explained that their organizations were forced to protect liquidity, reduce unnecessary costs, secure inventory, renegotiate with suppliers, and search for alternative operational routes. In many cases, long-term expansion plans were postponed, and the immediate priority became maintaining business continuity rather than maximizing profit.

This finding reflects the pressure created by a polycrisis environment, where several disruptions occur at the same time. Geopolitical instability, inflation, currency fluctuation, and supply chain disruption created a situation in which firms could not rely on normal planning routines. Instead, managers had to make quick decisions based on limited information. For companies connected to logistics and supply-chain-related activities, this was especially important because any disruption in transportation, inventory, or customer delivery could immediately affect the survival of the business.

From the perspective of Dynamic Capabilities Theory, these actions represent the ability of firms to sense external threats, seize urgent alternatives, and reconfigure available resources (Teece, 2007). However, the findings also show that this process was not always smooth or fully planned. Crisis response was often reactive, improvised, and emotionally demanding. Therefore, organizational agility during global crises should not be understood only as a strategic strength, but also as a process that requires continuous human effort.

2. Managerial Role Expansion and Psychological Resource Depletion

The second finding indicates that continuous crises expanded the responsibilities of managers. Participants described how managers were required to perform multiple roles at the same time. They became decision-makers, negotiators, financial controllers, operational problem-solvers, communication channels, and emotional supporters for employees. This role expansion was especially visible in organizations facing uncertainty, cost pressure, customer demands, and supply chain instability.

This finding is important because it shows that organizational change was not

experienced only as a structural adjustment. It was also experienced as a personal and psychological burden. Managers had to respond quickly, monitor changing conditions, support their teams, and maintain organizational stability. These demands increased working hours, reduced work-life balance, and created emotional pressure.

Conservation of Resources Theory helps explain this finding because it emphasizes how sustained demands can deplete individuals' valued emotional, cognitive, and time-related resources (Hobfoll, 1989). According to this perspective, individuals possess limited emotional, cognitive, time-related, and psychological resources. When organizations continuously demand adaptation without enough recovery or support, these resources become depleted. The findings suggest that managers and employees were not simply adapting to change; they were constantly spending personal energy to keep the organization functioning. This resource depletion became the internal mechanism through which external crisis pressure affected people inside the organization.

3. From Change Fatigue to Quiet Withdrawal

The third finding shows that prolonged crisis pressure contributed to change fatigue, disengagement, and quiet quitting behaviors. Participants indicated that employees became tired of continuous change, uncertain decisions, increased responsibilities, and unclear future conditions. In some cases, employees did not openly resist change, but they became less motivated, less proactive, and less willing to provide extra effort beyond their formal job requirements.

This finding suggests that quiet quitting should not be interpreted simply as laziness or lack of loyalty. Instead, it can be understood as a defensive response to psychological exhaustion. When employees feel that their emotional and cognitive resources are continuously being drained, they may protect themselves by reducing discretionary effort. They may continue performing their basic tasks, but they withdraw psychologically from deeper engagement with the organization.

This result is closely connected to the concept of change fatigue, which has been linked to exhaustion, reduced satisfaction, and lower readiness for

further organizational change (Limon, 2021; Raza et al., 2023). Continuous change becomes harmful when employees do not have enough clarity, support, or recovery time. In such situations, employees may lose trust in new initiatives and become skeptical toward further organizational changes. This creates a serious risk for firms because successful adaptation during crises depends on employee commitment, flexibility, and cooperation. If employees remain physically present but psychologically disengaged, the organization's ability to respond to future crises becomes weaker.

4. Leadership Buffering Through Transparency and Trust

The fourth finding highlights the importance of leadership in reducing the negative psychological effects of continuous change. Participants repeatedly emphasized that transparent communication, trust, emotional support, and visible leadership helped employees deal with uncertainty. Effective leaders did not only give instructions; they explained the situation, clarified priorities, involved employees in problem-solving, and reduced rumors inside the organization.

This finding supports Complexity Leadership Theory, which emphasizes adaptive, enabling, and distributed leadership in complex environments (Uhl-Bien et al., 2007). During crises, decisions often need to be made quickly and close to the operational level. Leaders who allow distributed decision-making and encourage coordination across departments can help organizations respond faster and more effectively.

The findings also show that leadership works as a psychological buffer, consistent with crisis leadership research emphasizing transparency, empathy, and human resource support during disruption (Dirani et al., 2020; Kniffin et al., 2021). When leaders communicate honestly and provide direction, employees feel less confused and less isolated. Transparency does not remove all stress, but it helps transform uncertainty into shared responsibility. In contrast, weak communication or delayed information can increase fear, mistrust, and disengagement. Therefore, leadership during global crises should be understood as both a strategic and emotional function. It supports organizational adaptation while also protecting employees' psychological resources.

5. Emergency Responses Becoming Resilient Operating Routines

The fifth finding shows that several temporary crisis responses later became permanent organizational practices. Participants explained that digitalization, flexible work arrangements, supplier diversification, alternative routes, stronger documentation, improved internal communication, and more disciplined cost control were initially introduced as emergency measures. Over time, some of these practices became part of the organization's long-term operating routines.

This finding is significant because it shows that crises do not only create disruption; they can also generate learning. Firms that were able to reflect on their emergency responses transformed short-term survival practices into long-term resilience capabilities. For example, using digital tools improved coordination, flexible work arrangements increased adaptability, and supplier diversification reduced dependency on one source or route.

This result again connects to Dynamic Capabilities Theory, particularly the idea that resilient firms reconfigure routines and resources in response to environmental change (Teece, 2007). The strongest organizations were not necessarily those that avoided disruption, but those that learned from disruption and reconfigured their routines accordingly. However, the findings also show that resilience is not only technological or operational. It also depends on human sustainability. Organizations cannot build long-term resilience if employees are exhausted, disengaged, or unsupported. Therefore, effective resilience requires a balance between operational adaptation and protection of human resources.

Overall, the findings demonstrate that change management during global crises is a multi-dimensional process. Firms must respond strategically to external disruptions, but they must also manage the psychological effects of continuous change on managers and employees. Survival decisions, role expansion, change fatigue, leadership support, and resilience routines are interconnected. The study therefore suggests that successful change management depends on combining strategic agility with human-centered leadership. Organizations that protect liquidity and operations while also protecting employee morale and psychological resources are more likely to remain resilient during prolonged global instability.

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CONCLUSION

This article examined how international and trans-regional firms manage organizational change during continuous global crises, with particular attention to leadership, employee morale, change fatigue, quiet quitting, and organizational resilience. The study showed that change management in crisis conditions cannot be understood only as a technical or strategic process. It is also a human-centered process that affects managers, employees, communication patterns, and the long-term adaptive capacity of organizations.

The findings indicate that firms initially responded to crisis conditions through survival-oriented decisions. These included liquidity protection, cost control, inventory security, operational improvisation, supplier renegotiation, and the search for alternative routes or markets. Such responses were necessary because the crises faced by firms were not isolated events, but overlapping pressures involving inflation, currency fluctuation, geopolitical instability, supply chain disruption, and market uncertainty. In this context, strategic agility became essential for organizational continuity (Teece, 2007; Wenzel et al., 2020).

However, the study also demonstrated that the ability of firms to adapt strategically depends heavily on the people responsible for implementing change. Continuous crisis conditions expanded managerial responsibilities and placed significant psychological pressure on managers and employees. Managers were required to make rapid decisions, coordinate across departments, communicate uncertainty, maintain morale, and protect operational stability at the same time. This role expansion contributed to emotional, cognitive, and time-related resource depletion.

A central conclusion of the article is that prolonged organizational change can lead to change fatigue and quiet withdrawal when employees are not sufficiently supported. Quiet quitting, in this context, should not be interpreted only as a lack of motivation or loyalty, but as a form of withdrawal that may emerge when employees protect themselves from continued psychological exhaustion (Hobfoll, 1989; Mahand & Caldwell, 2023).

Employees may continue to perform their formal duties while reducing discretionary effort as a way of protecting their remaining resources. This creates an invisible risk for organizations because it weakens engagement and reduces the firm's capacity for future adaptation.

The study further concludes that leadership plays a critical buffering role during continuous global crises. Transparent communication, trust, empathy, and distributed decision-making help reduce uncertainty and support employees during difficult transitions (Dirani et al., 2020; Uhl-Bien et al., 2007). Leaders who explain the reasons behind change, involve employees in problem-solving, and acknowledge the human cost of crisis conditions are more likely to preserve morale and sustain organizational commitment. Therefore, leadership during crisis-driven change should not be limited to issuing instructions; it should also provide psychological safety, clarity, and support.

Another important conclusion is that crises can generate long-term organizational learning. Several temporary responses introduced during emergency conditions may become resilient operating routines, including digitalization, flexible work arrangements, supplier diversification, alternative routes, stronger documentation, and improved coordination systems. This shows that resilience is not created only by avoiding disruption, but by learning from disruption and transforming emergency practices into sustainable organizational capabilities.

Overall, the article argues that effective change management during global crises requires a balance between strategic adaptation and human sustainability. Firms must protect liquidity, operations, and market continuity, but they must also protect the psychological resources of their workforce. Organizations that combine dynamic adaptation with supportive and adaptive leadership are more likely to reduce change fatigue, maintain employee engagement, and build long-term resilience. Future research may expand this study by examining larger samples, comparing different sectors or regions, or exploring employee-level perspectives in greater depth.

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