Collectivistic Leadership as a Mechanism of Leadership Without Hierarchy in Emerging Organisational Forms: An Integrative Literature Review

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Abstract: This integrative literature review examines how collectivistic leadership and new organizational forms interact, what conditions enable or constrain that interaction, and what organizational outcomes their alignment produces. Despite their parallel development as research domains, studies theorizing their intersection as a joint phenomenon remain rare. A systematic search of the Scopus database using paired keyword combinations yielded 481 records. Following deduplication, abstract screening, and full-text review against pre-specified inclusion criteria, 21 peer-reviewed articles published between 2005 and 2025 were retained. Among the key findings, the relationship between collectivistic leadership and new organizational forms follows no single pattern: where structural change is intentional, collectivistic leadership drives structural form; where change is forced by crisis, structure precedes and shapes leadership; and in values-driven new ventures, both emerge simultaneously. Hierarchical authority functions as a precondition for collective governance rather than its obstacle — initiating, legitimizing, and protecting the conditions under which collectivistic leadership becomes viable. Innovation appears as an emergent outcome of their alignment, with collectivistic leadership enabling knowledge exploitation and structural autonomy enabling exploration. Digital transformation reinforces this dynamic bidirectionally: it drives structural flattening and decentralization, while collectivistic leadership in turn shapes how technology is adopted and deployed. Enabling conditions — including interpersonal trust, shared vision, cultural readiness, and structural stability — determine whether these relationships take root or stall, explaining why identical structural changes produce collectivistic leadership in some contexts and fail in others. The central finding is that the literature treats these phenomena in two different ways: some authors treat them as one, others as two distinct ones, reflecting different theoretical frameworks applied to the same underlying mechanism. Combining organization design theory and leadership theory offers a richer understanding of how organizational form and leadership practice shape each other, and opens new possibilities for studying innovation in contemporary organizations.

Keywords: Collectivistic leadership, New organizational forms, Flat structure, Decentralization, Organizational innovation, Digital transformation

1. Introduction

Technological innovation, ranging from generative AI to advanced digital technologies, is fundamentally reshaping the role of human capital. As automation increasingly assumes responsibility for routine tasks, human workers are becoming more focused on creative, knowledge-intensive, and highly specialized activities. For organizations operating in volatile and unpredictable environments, digital transformation is not a choice but a necessity. In this new context continuous innovation increasingly depends on the "literati" – talented, highly skilled workers who require significant job autonomy and self-direction to perform at their best. Directing such talent through traditional, top-down bureaucratic command-control is not only exceedingly expensive but highly ineffective, raising the legitimate question of whether specialists even need to be managed in the traditional sense (Teece 2007).

Across diverse contexts, including manufacturing (Zhang and Fan 2024), healthcare (Leask and Macleod 2023; Thompson *et al.,* 2025), higher education (Girdharry and Wynstra 2025), and start-ups (de Gennaro *et al.,* 2023), a robust pattern emerges. Collectivistic leadership practices consistently drive the transition toward decentralized, flat and self-managing organizational structures. By distributing decision-making power and cultivating "adaptive space" (Uhl-Bien and Arena 2018), these agile designs empower the literati and enhance knowledge flow, information exchange, and cross-functional team cohesion (Zhang and Fan 2024). Where these conditions are present, organizations appear better positioned to generate and implement innovation.

However, significant contradictions remain regarding the survival of hierarchy within these new structures. While some scholars argue that innovation requires radically non-hierarchical, "dissensual" disruptions to completely break away from established organizational constraints (Barthold *et al.,* 2020), empirical evidence highlights a persistent structural paradox. Studies demonstrate that vertical or hierarchical leadership is frequently necessary to initiate, legitimize, and protect the procedures and social logics that allow decentralized organizations to function (Avon 2008; Kummelstedt 2023). Furthermore, in highly

institutionalized settings, such as the military, shared leadership emerges not from democratic idealism, but strictly as an operational necessity to manage extreme task complexity (Çakıroğlu *et al.,* 2021).

The purpose of this review is to synthesize and critically evaluate what the current literature reveals about the relationship between collectivistic leadership and new organizational forms; how they interact and what conditions enable or constrain that interaction.

By synthesizing the literature, this review shows that when collectivistic leadership and new organizational forms are aligned, organizations develop the capacity to integrate diverse knowledge, respond to environmental uncertainty, and continuously reconfigure, with innovation emerging as a consequence of that alignment.

2. Theoretical Background

In last decades the leadership paradigm has been challenged by a cluster of alternative constructs that re-conceptualize leadership as a distributed, relational, and emergent phenomenon shared among multiple actors. Both collective and collectivistic (Yammarino *et al.,* 2012) leadership serve as umbrella terms in the literature, encompassing distributed (Gronn 2002), shared (Pearce *et al.,* 2008), democratic (Gastil 1994), team (Morgeson *et al.,* 2010), network (Brass *et al.,* 2004), complexity (Uhl-Bien *et al.,* 2007), and organizational leadership (Kivipõld and Vadi 2010) as related but distinct constructs. Across these approaches, collectivistic leadership is characterized by open boundaries, decentralized expertise, diverse formal and informal networks, dynamic and non-linear influence processes, and adaptability to fast-changing environments (Yammarino *et al.,* 2012).

Parallel to the reframing of leadership, the literature on organizational design has increasingly turned its attention to structures that move away from traditional bureaucratic hierarchies. Bremer (2026) identifies five features consistently characterizing new organizational forms: community-based organizing, decentralized decision-making authority, self-organizing teams, networking, and flexible work. Martela (2019) claims that self-managing organizations represent a qualitatively novel solution to six fundamental problems of organizing: task division, coordination, motivation, information, boundary setting, and governance, that neither Weberian bureaucracy nor Mintzberg's adhocracy resolves.

Both collectivistic leadership and new organizational forms have attracted several literature reviews. Yammarino and colleagues (2012) introduced the collectivistic leadership, calling for its integration into leadership science. De Brún and colleagues (2019) synthesized interventions to develop collectivistic leadership in healthcare, finding moderate success but limited rigor. Ospina and colleagues (2020) and Fairhurst (2020) advanced relational and discursive frameworks for studying collectivistic leadership in practice. Park (2025) provides the most recent bibliometric synthesis, mapping seven sub-types of collectivistic leadership and their divergent development trajectories. On the organizational forms side, Bremer (2026) offers a comprehensive integrative review proposing a framework of features, triggers, and outcomes, while Xu and colleagues (2025) provide a bibliometric analysis of organizational innovation research identifying digital transformation and culture as central themes.

Despite their parallel development, the relationship between collectivistic leadership and new organizational forms has not been synthesized as a joint phenomenon in the review literature. This is a significant gap: decentralized structures cannot function without the leadership practices that distribute authority and sustain collective governance, and collectivistic leadership cannot persist without the structural conditions that make it viable. Integrating these topics provides a holistic view of how organizations can simultaneously develop their structural architectures and their social dynamics to successfully adapt to rapid environmental changes. This review seeks to address that gap.

3. Review Methodology

This review follows the integrative literature review methodology as described by Torraco (2016), treating the reviewed literature as primary data from which new conceptual frameworks are synthesized. Unlike systematic reviews, integrative reviews are suited to topics where conceptual boundaries remain contested and the contribution lies in synthesizing across disciplinary silos, conditions that characterize the intersection of collectivistic leadership and new organizational forms.

A systematic search was conducted in Scopus database using paired keyword combinations drawn from two conceptual domains: collectivistic leadership and organizational forms. Leadership search terms included:

collective, shared, distributed, collaborative, participatory, democratic, plural, peer, network, complexity, dispersed, team and organizational. These were paired with self-management, flat organization, holacracy, organizational design, organizational structure, deep structure and organizational innovation.

The search returned 481 records across all keyword pairs. Following removal of 73 duplicates, 408 unique records proceeded to screening. The records were screened to exclude articles that addressed neither collectivistic leadership nor new organizational forms as a subject. Abstract screening excluded 374 records in total, leaving 34 articles for full text review. Full-text review applied three additional exclusion criteria: accessibility (three articles excluded), language (three articles excluded as not in English), and substantive scope (seven articles excluded). This yielded a final set of 21 articles. The full selection process is illustrated in Figure 1. Articles were included if they: (1) addressed collectivistic leadership as a central construct; (2) linked with new organisational forms; (3) were published in English in a peer-reviewed journal or as a peer-reviewed conference paper; and (4) were available in full text. No date, source or type of paper restriction was applied.

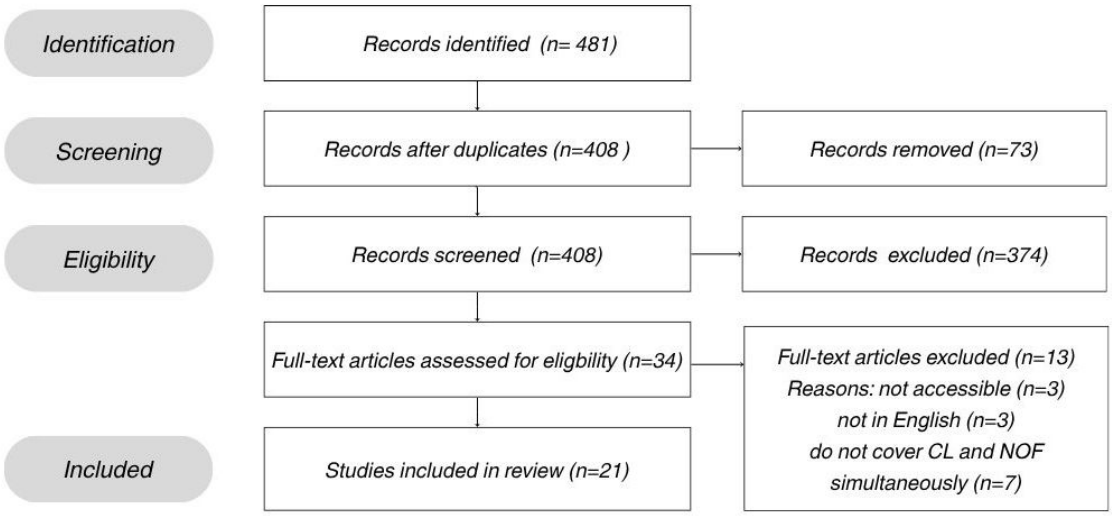


Figure 1: PRISMA flow chart

Quality appraisal was conducted using the MMAT, Version 2018 (Hong *et al.,* 2018), selected for its capacity to evaluate qualitative, quantitative, and mixed methods studies within a single standardized framework. Thirteen articles were rated High quality (score ≥ 0.80), three Moderate (Çakıroğlu *et al.,* 2021; Gonzalez and Melo 2018; Scott and Caress 2005), and one Low (Girdharry and Wynstra 2025), the latter retained for its unique contribution to AI governance. Four theoretical and conceptual articles (Barthold *et al.,* 2020; Perlak 2025; Uhl-Bien and Arena 2018; Teece 2007) assessed against criteria of argumentative clarity, grounding in prior literature, and conceptual contribution (Wallace and Wray 2011), all met the applicable criteria and were retained.

Data extraction and analysis. Each of the 21 articles was coded using a thematic scoring matrix. The matrix assigned scores of 0 (absent), 1 (incidental), 2 (substantive), or 3 (dominant) across sub-themes spanning collectivistic leadership sub-types, new organizational forms, and contextual factors, as well as the nature of the link between the two main domains. Aggregate scores across articles revealed the dominant themes, and the thematic categories structuring the Results section were derived inductively from these patterns. The content analysis was oriented toward identifying how authors conceptualize the relationship between collectivistic leadership and new organizational forms: what mechanisms connect them and under what conditions those mechanisms operate. The guiding analytical question was how and why different authors see them as linked: what binds them conceptually and what makes their relationship possible.

4. Scope of the Literature

The articles reviewed comprise twenty-one peer-reviewed studies published between 2005 and 2025. Twelve articles (57%) appeared between 2020 and 2025, two between 2015 and 2019, four between 2010 and 2014, and three prior to 2010. This temporal distribution reflects the accelerating scholarly attention to collectivistic

leadership and non-hierarchical organizational forms over the past five years. The two earliest articles (Teece 2007; Avon 2008) provide the foundational theoretical grounding.

Geographic and sectoral distribution. Studies spanned North America, Europe, South America, and China. Healthcare accounts for four studies, manufacturing for three, and higher education for two. The remainder span management consulting, military, political parties, cooperatives, technology start-ups, virtual work environments, and cross-industry samples.

5. Key Research Streams

The most significant finding to emerge across the reviewed literature is that collectivistic leadership and new organizational forms are not two separate phenomena operating in parallel, but mutually defining components of a single organizational logic. Kummelstedt (2023) shows that the self-managing organization exists precisely at the intersection of collective governance and structural flatness: neither is viable without the other. De Gennaro and colleagues (2023) observe the same inseparability among teal organizations, where self-management is simultaneously a structural arrangement and a leadership philosophy. Uhl-Bien and Arena (2018) theorize this most explicitly: adaptive space is the emergent property of their combination.

5.1 The Conceptual Linkage Between Collectivistic Leadership and New Organizational Forms

The reviewed literature reveals meaningful variation in the direction and nature of the relationship between collectivistic leadership and new organizational forms, complicating the traditional assumption that leadership simply shapes structure. Collectivistic leadership may drive structural form, structure may precede and shape leadership practices, or the two may evolve in tandem, with the direction depending on the conditions under which organizations operate.

When organizations adopt shared or distributed leadership as a new organizing principle, it generates structural consequences: decision-making becomes decentralized, governance bodies flatten, and communities of practice emerge to sustain collective knowledge flows. These structural outcomes then feed back into and deepen the leadership practices that produced them. However, this dynamic is not by default, it depends on enterprise-level infrastructure, shared vision, and senior support. Where these conditions are absent, collectivistic leadership practices fail to produce lasting structural change (Somerville and Howard 2010; Scott and Caress 2005; Leask and Macleod 2023).

Where change is forced by crisis, structure precedes and shapes leadership practices. External pressure, whether economic collapse or strategic imperatives, forces the adoption of new organizational forms, and collectivistic leadership emerges subsequently as an inherent property of those forms rather than their driver. The cooperative structure itself becomes the mechanism through which collective governance develops, with leadership practices shaped by the organizational logic already in place (Vieta 2010; Heinze and Weisskircher 2021). In values-driven new ventures, shared founding values produce organizational form and collectivistic leadership simultaneously; De Gennaro and colleagues (2023) document this among Generation Z entrepreneurs in Italy: the teal values of evolutionary purpose, self-management, and wholeness generate both distributed leadership practices and flat organizational configurations as parallel expressions of the same founding logic.

Uhl-Bien and Arena (2018) provide the theoretical architecture for all those patterns: adaptive space is simultaneously the product of enabling leadership that creates and protects it, and the structural condition that makes collectivistic leadership possible.

5.2 Conceptual Linkage to Innovation

The reviewed literature does not position innovation as a direct aim of collectivistic leadership or new organizational forms. It emerges as a systemic outcome of their interaction: collectivistic leadership distributes influence, encourages collaboration, and facilitates knowledge integration, while decentralized structures provide the autonomy and flexibility necessary for experimentation — together constituting the organizational foundation for dynamic capabilities (Teece 2007).

Gonzalez and Melo (2018) show that collaborative leadership is a significant predictor of knowledge exploitation, but not of knowledge exploration. Conversely, autonomy, a structural feature of decentralized organizational forms, predicts knowledge exploration, but not exploitation. Collaborative leadership supports the refinement and incremental improvement of existing knowledge, while the structural condition of autonomy supports the discovery and development of new knowledge. Uhl-Bien and Arena (2018) explain this

differentiation by identifying three interdependent leadership forms — "entrepreneurial", "enabling", and "operational" — each performing a distinct function in the innovation process. Entrepreneurial leadership generates new ideas at the edge of the organization, operating through search, variety, and experimentation to drive the exploration mode. Operational leadership executes and scales existing processes through selection, efficiency, and refinement to drive the exploitation mode. Enabling leadership holds the tension between them by creating, engaging, and protecting "adaptive space", the structural and relational conditions under which exploration and exploitation can coexist without one cannibalizing the other. This is, in essence, the ambidexterity problem, and the literature suggests it cannot be resolved by collectivistic leadership alone: it requires a specific structural design, the "semi-structure," that positions the organization at the edge of chaos between order and disorder. This prevents over-structuring that kills exploration and under-structuring that prevents exploitation from scaling. Mihalache and colleagues (2014) confirm this empirically through time-lagged data from Dutch firms: shared leadership enhances organizational ambidexterity through cooperative conflict management and comprehensive decision-making, while structural connectedness amplifies both effects by enabling knowledge to circulate across organizational boundaries.

5.3 Digital Transformation

The relationship between digital transformation and organizational design is inherently reciprocal: technology enables new forms of organizing, while collectivistic leadership configurations shape the direction of technological adoption. Digital transformation drives organizational change through three mechanisms: information exchange linking internal and external elements drives systemic innovation; multi-agent interaction builds trust enabling collaborative strategic innovation; and team cohesion through digital scenario interaction produces structural innovation, altogether leading to management flattening and decentralized structures (Zhang & Fan, 2024). The reverse direction is equally significant. Where collectivistic leadership is in place, it governs how technology is adopted. Girdharry and Wynstra (2025) demonstrate this at Babson College's Generator laboratory: faculty with distributed leadership, grounded in values of care, trust, and inclusion, determines which AI tools are adopted and how they shape pedagogical innovation, actively resisting vendor-imposed technological solutions. As virtual and mobile work continue to expand, shared leadership and employee autonomy are forecast to become operational necessities rather than design choices (Kauffeld *et al.,* 2022).

5.4 Enabling Conditions

As the preceding findings demonstrate, structural change alone does not produce collectivistic leadership. De Brún and McAuliffe (2020), through social network analysis of an Irish hospital group reorganized into a network structure with the explicit intention of enabling collectivistic leadership, found that eighteen months after restructuring the observed network patterns remained more typical of a hierarchical organization than a collectively governed one. High network centralization, combined with low trust, uncertainty about the permanence of the new structure, and disruption to established relationships, had prevented collectivistic leadership from taking root. Their broader synthesis of evaluated interventions identifies what was missing: team training, co-design of goals and processes, protected time for collective reflection, and the development of shared mental models are necessary preconditions for collectivistic leadership to become embedded in practice (de Brún and McAuliffe 2019). At the micro-level, Thompson *et al.,* (2025) demonstrate that plural leadership in practice is actively enacted through three conditions: familiarity by building rapport and insightful knowledge of colleagues' scopes of practice, empathy toward different roles, and structural adaptation that creates space for different individuals to step into leadership as situations demand. Çakıroğlu *et al.,* (2021) add that task complexity itself functions as an enabling condition: when tasks demand diverse expertise beyond a single leader's capacity, individuals recognise the limits of traditional hierarchies and become significantly more willing to adopt collectivistic leadership.

Across the reviewed literature, the same enabling conditions recur with sufficient regularity to be considered necessary prerequisites: interpersonal trust, cultural readiness, a permissive organisational climate, stability and perceived permanence of the new structure, enterprise-level infrastructure, shared vision, and explicit senior support. With the exception of interpersonal trust, which Çakıroğlu *et al.,* (2021) tested as a moderating variable, these conditions appear mostly as post-hoc explanations of success and failure rather than designed elements of research. Examining these enablers together reveals an interesting tension: both crisis and stability appear as enabling conditions. Crisis may force new organisational forms into existence, as Vieta's (2010) worker-recuperated enterprises demonstrate, yet those same structures require stability and perceived permanence to sustain collectivistic leadership practices (de Brún and McAuliffe 2020; Somerville and Howard

2010). The conditions that trigger the creation of new organizational forms differ from those required for their long-term sustainability.

5.5 The Paradox: Hierarchy as a Precondition

Collectivistic leadership and new organizational forms are mutually constitutive, each reinforcing the other through the mechanisms identified above. Importantly, this relationship does not imply the absence of hierarchy. Instead, the reviewed literature challenges the assumption that hierarchy and collectivistic leadership are incompatible. Hierarchical authority is consistently portrayed not as a barrier to collective governance, but as its precondition. Kummelstedt (2023) provides the empirically grounded account of this paradox. In a two-year participatory action research study of a Swedish consultancy transitioning to self-management, day-to-day decisions were genuinely distributed across all staff, yet this outcome depended entirely on the CEO unilaterally designing the procedures that replaced his own authority and using his positional power to define the terms of organizational discourse, determining which ways of thinking were legitimate, in order to make collective self-management culturally viable. Leask and Macleod (2023) offer a complementary empirical illustration. Aberdeen City Health and Social Care Partnership implemented a flat distributed leadership model from 2019, yielding measurable improvements in staff satisfaction, collaboration, and creativity. Yet both anchor organizations, the local government and the NHS health board, maintained fully hierarchical structures throughout the period of study. The coexistence of flat and hierarchical forms within the same institutional arrangement suggests that collectivistic leadership does not displace hierarchy but is embedded within it.

The necessity for hierarchy is rooted in the structural challenges of complex systems. Uhl-Bien and Arena (2018) theorize that most organizations are structurally designed for stability and efficiency, creating a default pullback to equilibrium, toward the familiar and established, even when environmental pressure demands adaptation. Adaptive space must therefore be actively created and protected against this pull. Perlak (2025), drawing on Müller's balanced leadership model, describes the same dynamic at the team level: the vertical leader facilitates team members' engagement in horizontal leadership roles, shared leadership is exercised collectively within the team, and authority subsequently returns to the vertical leader through monitoring and control, thereby completing the leadership cycle. Together, these frameworks illustrate a cyclical rather than linear relationship, demonstrating that structural conditions for collectivity must often be anchored by hierarchy. This need becomes most visible when hierarchy is removed entirely. Ingvaldsen and Rolfsen (2012) study a Norwegian manufacturing firm that successively tried rotating spokespersons and distributed leadership as alternatives to hierarchical coordination of autonomous work groups. Both failed: neither system could sustain the integral evaluation and non-routine regulation needed at the organizational level, nor distributed leadership lacked the authority to enforce decisions that compromised individual group autonomy. The authors conclude that self-management at the group level generates a coordination deficit that neither rotating representation nor distributed leadership can resolve without some residual hierarchical authority.

From a critical perspective, Barthold and colleagues (2020), drawing on Rancière's political philosophy, challenge the dominant narrative. They argue that dialogic and consensual models risk reproducing hierarchy under egalitarian language, that what appears as collective self-management may in fact be the enforcement of a particular discourse by those with the power to define the terms of participation, as in Kummelstedt's case. Most collectivistic leadership, on this reading, remains hierarchy in disguise. Their proposed alternative, dissensual leadership, operates outside dialogue and existing organizational boundaries, asserting equality through radical contestation that disrupts the existing order. The presupposition of equality, Rancière's ontological starting point, is precisely what makes hierarchy possible and what can, in moments of radical contestation, overturn it. The Argentinian worker-recuperated enterprises that Vieta (2010) describes are enacting the kind of collectivistic leadership that Barthold and colleagues theorize.

5.6 Conceptual Framework

The synthesis of the reviewed literature produced the conceptual framework presented in Figure 2. At its core is a mutually constitutive relationship between collectivistic leadership and new organizational forms, each enabling and reinforcing the other. Task complexity increases the willingness to adopt collectivistic leadership. Crisis triggers the emergence of new organizational forms, while stability is required to sustain them — a fundamental tension among the enabling conditions. Both central elements exist in relationship with hierarchical authority, which the literature reveals not as the opposite of decentralized organizations and collectivistic leadership, but as their protector and initiator. Enabling conditions, including trust, shared vision, cultural readiness, and structural stability, constitute the foundational prerequisites without which neither

collectivistic leadership nor new organizational forms can take root. Digital transformation operates bidirectionally, functioning simultaneously as external pressure that drives structural flattening and as an internal enabler that facilitates information exchange, collaboration, and social network formation. The alignment of collectivistic leadership and new organizational forms generates the structural conditions for knowledge exploration and exploitation. Collectivistic leadership primarily enables exploitation through coordination and collective problem-solving, while the autonomy embedded in flat organizational forms enables exploration. Their combination produces the conditions for continuous organizational innovation, which in turn feeds back into and reinforces the collectivistic leadership practices that sustain it.

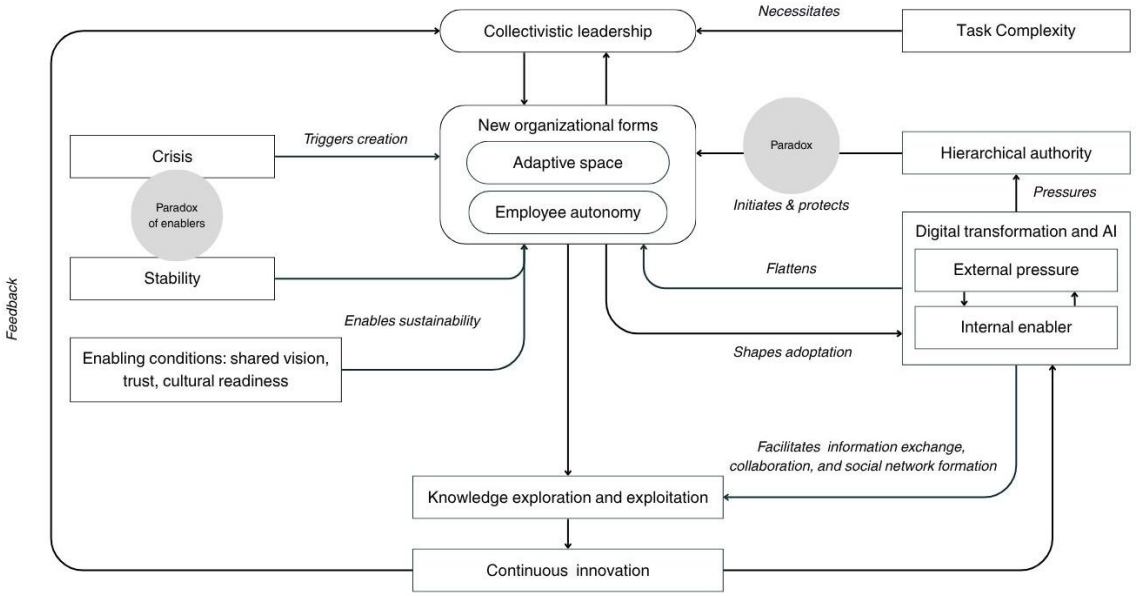


Figure 2: Conceptual framework of the links between collectivistic leadership, new organizational forms, hierarchical authority, digital transformation, and innovation

6. Discussion

The central finding of this review is that the literature treats collectivistic leadership and new organizational forms in two different ways: some authors treat them as a single phenomenon (e.g. Kummelstedt 2023; de Gennaro et al. 2023; Avon 2008), while others treat them as two distinct ones (e.g. Çakıroğlu et al. 2021; Leask and Macleod 2023; de Brún and McAuliffe 2020).This reflects different theoretical frameworks applied to the same underlying mechanism. Organization design theory examines the structural arrangements of roles, authority, and information flows that enable collective action, whereas leadership theory focuses on how influence is distributed, enacted, and sustained among organizational members.

The mechanisms linking leadership practices and organizational form remain insufficiently understood, despite their growing importance as the organizational landscape shifts. Digital transformation increasingly flattens organizational structures, making decentralization an emergent organizational consequence rather than a deliberate design choice (Zhang and Fan 2024). Organizations that combine collectivistic leadership with flat structures are better positioned to govern this transformation (Girdharry and Wynstra 2025), whereas separating organizational and technological innovation limits their innovative potential. As Generation Z enters organizations with flat structures and collective governance as baseline expectations rather than aspirations (de Gennaro *et al.,* 2023), and virtual and mobile work continue to make shared leadership and employee autonomy operational necessities (Kauffeld *et al.,* 2022), understanding how collectivistic leadership and organizational form interact has moved from a theoretical question to a governance priority.

This review carries limitations. The final set of twenty-one articles reflects the scarcity of studies theorizing collectivistic leadership and new organizational forms as a joint phenomenon, constraining the generalisability of the synthesis. The dominance of qualitative case studies means causal claims rest on observational rather than experimental evidence. Finally, innovation is operationalised inconsistently across studies, with most using process proxies rather than measuring outputs directly.

Future research should integrate organization design and leadership theory to examine collectivistic leadership and organizational form as a unified governance mechanism. Combining these perspectives offers greater insight into how knowledge transfer and adaptive capacity emerge, providing a stronger foundation for explaining innovation in contemporary organizations.

Ethics Declaration: This paper is based on a literature review of publicly available, peer-reviewed academic articles. No primary data collection involving human participants was conducted. Ethical clearance was therefore not required for this research.

AI Declaration: AI tools were used in the preparation of this paper. Specifically, Claude Sonnet 4.6 (Anthropic) was used to assist with refining language and partly improving the clarity of the text. All intellectual content, analytical judgments, theoretical interpretations, and conclusions are the authors' own. The authors take full responsibility for the integrity and accuracy of the work presented.

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