



Exploring the Lived Experiences of Small Business Owners in Adopting Digital Marketing in Developing Countries

Sumarno

ASM Insulindo, Indonesia

sumarno543423@gmail.com

Article Info

Article history:

Received 28-02-2025

Revised 26-03-2025

Accepted 17-04-2025

Keyword:

Small Business Owners,
Digital Marketing,
Phenomenological Approach,
Experiences, Digital
Transformation, Adaptation.

ABSTRACT

Small business owners are increasingly integrating digital marketing strategies to expand their customer base and enhance visibility. However, there is limited understanding of the subjective experiences and challenges faced by these entrepreneurs during this transition. Previous studies primarily focus on the technical aspects of digital marketing leaving the emotional and personal experiences largely unexplored. This study seeks to answer how small business owners perceive and respond to the challenges of digital marketing adoption. We employ a phenomenological approach to explore the lived experiences of small business owners and uncover the deeper meanings behind their interactions with digital marketing tools. Data were collected through semi-structured interviews with six small business owners, followed by thematic analysis of the transcripts. The findings reveal that while digital marketing offers significant opportunities for growth, it also presents emotional and psychological challenges, such as uncertainty and frustration. Three key themes emerged: (1) the emotional toll of adapting to new technologies, (2) the role of personal resilience in overcoming digital barriers, and (3) the importance of community support during the transition. Business owners' experiences were shaped by both technical barriers and personal adaptation processes. These insights contribute to a richer understanding of digital marketing adoption by small business owners and highlight the need for more holistic support mechanisms. Future research should explore the long-term effects of digital marketing on business sustainability and the role of emotional support in this transition.



©2025 Authors. Published by PT Mukhlisina Revolution Center.. This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License. (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

The rapid growth of digital technology has significantly altered the landscape of small businesses worldwide, creating both opportunities and challenges. Small business owners, particularly those operating in developing countries, are increasingly adopting digital marketing strategies as a means of reaching a broader audience, improving visibility, and enhancing business operations (Auddk., 2023). Digital marketing, encompassing various tools such as social media, search engine optimization, and online advertising, has become essential for businesses aiming to compete in the modern marketplace. Despite its potential, the integration of digital marketing into small business operations often comes with significant barriers, including technological limitations, lack of expertise, and resistance to change.

The relevance of this phenomenon lies in its direct impact on the livelihoods of small business owners, who must navigate the complexities of digital tools while maintaining their traditional business practices. As digital platforms continue to evolve, small business owners' ability to adapt to these changes becomes increasingly crucial (Birkholz, 2023). Their experiences in integrating digital marketing not only reflect broader shifts in the business environment but also reveal how entrepreneurs perceive and engage with these technological transformations. This study specifically aims to contribute to the field by addressing the underexplored emotional and personal dimensions of

digital marketing adoption, offering deeper insights into the lived experiences of small business owners beyond technical and quantitative assessments.

The need for a deeper exploration of the meaning behind these experiences is particularly evident in the context of phenomenology, a research approach that focuses on understanding the lived experiences of individuals. By delving into the subjective realities of small business owners, this study aims to uncover the personal significance they attach to their digital marketing efforts. Through phenomenological inquiry, this research seeks to provide a nuanced understanding of how small business owners make sense of the complexities of digital marketing, offering insights that are grounded in their individual experiences. This approach is vital in capturing the essence of their experiences and offering a richer perspective on the phenomenon than what might be captured through purely quantitative or generalized studies.

Research into the lived experiences of individuals in specific phenomena has become an essential area of inquiry, particularly in understanding complex and subjective aspects of human behavior (Branzei & Fathallah, 2023). This is especially true in the context of small business owners and their engagement with digital marketing, where the transition from traditional to digital methods involves significant personal adaptation. Studies focusing on how entrepreneurs perceive and make sense of the challenges and opportunities in digital marketing have increased, reflecting a broader recognition of the importance of individual experiences in shaping business practices. However, much of the existing research has relied on quantitative methodologies, which, while useful in identifying patterns, often fall short in capturing the deeper, subjective meanings behind these experiences.

One of the key challenges in exploring the meaning behind these experiences is the inherent difficulty of translating subjective perceptions into measurable data. Quantitative approaches often reduce complex human experiences into numbers and general trends, which can overlook the nuances of individual feelings, motivations, and interpretations. In contrast, phenomenology offers a more fitting methodology, allowing for a detailed, in-depth exploration of how small business owners understand and interact with the digital marketing tools they use. Despite this, research on this subject remains limited, with few studies addressing the deeper implications of these experiences or the ways in which they influence decision-making and business strategies over time.

The limitations of previous research methods highlight the need for a more comprehensive approach to understanding the essence of these experiences. Existing studies have often failed to capture the full spectrum of emotions, challenges, and insights that emerge from the personal, lived experiences of small business owners. The phenomenological approach, with its emphasis on subjective understanding, provides a much-needed lens to fill this gap, offering richer, more nuanced insights into the lived experiences of entrepreneurs navigating the digital marketing landscape.

In the current literature, common solutions to understanding the experiences of small business owners in digital marketing typically involve practical, quantitative approaches that assess the effectiveness of digital tools and strategies (Chanthes dkk., 2024). These methods, such as surveys or performance metrics analysis, provide valuable data on the outcomes of digital marketing efforts but fall short of capturing the deeper, subjective experiences that shape how business owners perceive and navigate these challenges. While these approaches offer insights into broad trends and correlations, they do not adequately address the personal meanings, emotions, and interpretations that individual entrepreneurs attach to their engagement with digital marketing tools.

The limitation of these practical methods lies in their inability to explore the lived experiences of small business owners in a holistic manner. They tend to overlook the complexities of individual perspectives, reducing rich, multifaceted experiences into oversimplified numbers or generalized trends. As a result, the current understanding of how small business owners adapt to and experience digital marketing remains insufficient and lacks depth. There is a significant gap in the literature regarding the subjective meaning behind these experiences—how business owners make sense of the challenges, benefits, and frustrations that arise as they integrate digital tools into their business practices.

An alternative solution lies in adopting a phenomenological approach, which is specifically designed to explore the essence of human experiences and perceptions (Chen dkk., 2024). By using phenomenology, this study aims to delve deeper into the personal, lived experiences of small business owners, providing a richer, more nuanced understanding of how they perceive and engage with digital marketing. This approach will allow for the exploration of the subjective meanings that business owners attach to their experiences, offering insights that are often overlooked by more conventional research methods. The goal is to provide a more comprehensive and holistic view of the phenomenon, addressing the gaps in current knowledge and offering a deeper understanding of how entrepreneurs navigate the challenges of digital marketing.

Relevant research on small business owners' experiences with digital marketing has been limited, with much of the literature focusing on the outcomes of digital strategies rather than the personal, lived experiences of the entrepreneurs themselves. Previous studies have explored the adoption of digital tools in business but have largely used quantitative methods, leaving the subjective experiences of small business owners underexplored. Theoretical frameworks from entrepreneurship research and technology adoption have been applied, yet these do not adequately capture the deeper meanings and challenges that entrepreneurs face when navigating digital marketing. Studies such as those by Craveiro dkk. (2020) have provided insight into the challenges of digital marketing adoption but have not focused on how these challenges are experienced on a personal level. This study aims to fill this gap by providing a phenomenological perspective on the experiences of small business owners in the digital marketing context.

The phenomenological approach has been chosen for this research because it allows for a deeper exploration of the subjective experiences of small business owners. By adopting this methodology, the study seeks to uncover the meaning these entrepreneurs attribute to their encounters with digital marketing, thus addressing the gaps identified in the existing literature. Unlike quantitative methods that focus on measurable outcomes, phenomenology emphasizes understanding the essence of human experiences, making it the ideal approach to explore the personal and emotional dimensions of adopting digital marketing tools. The methodology allows for rich, detailed descriptions of how business owners interpret and respond to the challenges of digital marketing, providing a more holistic understanding of the phenomenon.

The article is structured as follows: it begins with an introduction to the context of the research, including the phenomenon under investigation and the theoretical background. This is followed by a detailed explanation of the phenomenological methodology used, outlining the process of data collection and analysis (Zafar dkk., 2022). The analysis section will highlight key themes that emerged from the data, focusing on how small business owners make sense of their experiences. The discussion will interpret these findings, offering insights into the broader implications for entrepreneurship and digital marketing. Finally, the article concludes by summarizing the main findings and their contribution to the field, offering suggestions for future research.

RESEARCH METHODS

Study Design

This study adopts a phenomenological approach to explore the lived experiences of small business owners in the context of digital marketing challenges. The phenomenological design was chosen because it focuses on understanding and interpreting the subjective experiences and meanings that individuals attach to a specific phenomenon. This approach is particularly suited for this study as it allows for an in-depth exploration of how small business owners perceive and navigate the complexities of digital marketing, offering valuable insights into their personal experiences. The specific phenomenological approach employed in this study is interpretative phenomenological analysis (IPA), which aims to examine how participants make sense of their experiences and the meaning they attribute to their engagement with digital marketing tools (Erogul dkk., 2019). IPA is characterized by its focus on the personal, lived experiences of individuals and its interpretive nature, allowing for a deeper understanding of their perceptions and behaviors. It should be noted that the

small sample size of six participants is a limitation of the study. While IPA is valuable for gaining deep insights into individual experiences, the findings may not be easily generalized to all small business owners. The use of a small sample size is common in phenomenological research, as the focus is on depth rather than breadth. However, future studies with larger and more diverse samples are needed to confirm the findings and enhance the generalizability of the results.

Participants

Participants in this study were selected using purposive sampling to ensure that individuals with relevant experiences and insights into the phenomenon of interest were included. The criteria for inclusion required participants to be small business owners who had implemented digital marketing strategies within the past year. Participants were also required to have direct experience in managing their business's digital marketing efforts. Exclusion criteria included individuals who did not actively engage in the use of digital marketing or had limited experience with online platforms. A total of six participants were involved, with a gender distribution of three males and three females. The average age of participants was 38 years, and all participants owned businesses in various sectors, including retail, food services, and consulting.

Data Collection

Data were collected through semi-structured in-depth interviews, allowing for flexibility in exploring the participants' experiences while maintaining a focus on key research questions. The interviews were conducted face-to-face at a mutually convenient location for each participant, ensuring a comfortable and private environment (Ezzedeen & Zikic, 2012). The duration of each interview ranged from 45 to 60 minutes. An interview guide was developed to explore topics related to the participants' experiences with digital marketing, including challenges, benefits, and adaptation processes. The guide was designed to allow for spontaneous follow-up questions, providing an opportunity to probe deeper into participants' responses. All interviews were audio-recorded with the participants' consent, and the recordings were transcribed verbatim for analysis.

Data Analysis

The collected data were analyzed using interpretative phenomenological analysis (IPA), a method that focuses on identifying and interpreting key themes within participants' narratives. The analysis process involved several stages, beginning with reading and re-reading the transcribed interviews to become familiar with the data. Key themes were then identified through a systematic coding process, where meaningful units of data were highlighted and categorized based on their relevance to the research questions (Hidegh dkk., 2022). These themes were further refined and clustered into overarching categories that reflected the participants' collective experiences. The final step involved interpreting the themes to uncover the deeper meanings behind participants' perceptions of digital marketing challenges. NVivo software was used to assist in organizing and managing the data, but the focus remained on the qualitative interpretation of the participants' lived experiences.

Ethics

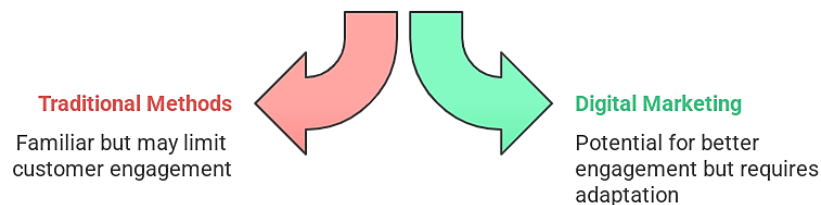
Ethical approval for this study was obtained from the relevant research ethics committee. Informed consent was obtained from all participants prior to their involvement in the study, ensuring they were fully aware of the study's purpose, procedures, and their rights as participants. Participants were assured of their anonymity, and all personal information was kept confidential. Data were stored securely and were only accessible to the research team. Participants were also informed that they could withdraw from the study at any time without consequence. The study adhered to ethical guidelines in line with international research standards, ensuring that all aspects of the research were conducted with respect for the participants' rights and privacy.

RESULTS

Perception of Digital Marketing Challenges

The experience of small business owners regarding the shift to digital marketing was dominated by a sense of adaptation and concern about technological limitations. Several participants expressed a strong sense of uncertainty in the early stages of adopting digital tools for marketing. As one participant shared, "At first, it felt overwhelming. The internet was a vast space, and I wasn't sure where to start or how to reach my customers" (Participant 2). This sentiment highlights a prevalent feeling among small business owners that digital platforms, while offering potential, also come with challenges that are difficult to navigate without prior knowledge or experience. This uncertainty was also echoed by Participant 3, who stated, "It felt like I was diving into a pool without knowing how deep it was." This theme of uncertainty was common among the interviewees, with many reporting a reluctance to abandon traditional marketing methods. However, over time, a majority noted that the digital shift led to better customer engagement, though not without effort. As another participant remarked, "Once we figured out how to use social media ads, we saw some good responses, but it was a trial-and-error process" (Participant 5). The process of trial and error was mentioned by most participants, emphasizing how essential experimentation became in adjusting their strategies to meet business needs.

How to approach digital marketing?



Adaptation to Technological Tools

The adaptation process was not linear, and participants described varying levels of comfort and competence with different digital tools. Some business owners had a more positive outlook on technological integration, describing it as a "necessary evolution" for the business to survive in a competitive market. One interviewee explained, "The online store has made a huge difference. I can now sell without worrying about physical store hours. It's given me more freedom" (Participant 4). Others, however, spoke of frustration with the lack of technical support and the difficulty of learning how to use digital tools effectively. For instance, a participant mentioned, "I had to hire someone just to set up the website. It was more complex than I expected, and it took longer than I thought" (Participant 3). These experiences highlight a significant divide between those who embraced the change and those who struggled to integrate digital tools effectively into their business practices.

Perceived Benefits and Challenges of Digital Marketing

When discussing the perceived benefits of digital marketing, most participants acknowledged an increase in customer reach and business visibility. One participant shared, "Digital marketing allowed me to connect with clients in different regions, even internationally. I never imagined that would be possible with just a small shop" (Participant 1). However, the challenges were also evident, particularly in relation to competition and maintaining consistent online engagement. Participants noted that while digital marketing opened new doors, it also brought heightened competition, especially from larger businesses with greater resources. One participant observed, "It's hard to keep up with the bigger brands who are already established online. We have to work harder to stand out" (Participant 6). These contrasting perspectives reveal the dual nature of digital marketing as both a source of opportunity and a potential hurdle for small businesses in an increasingly digital marketplace.

The results of this study reveal that small business owners experience a complex relationship with digital marketing, characterized by both challenges and opportunities. The transition to digital marketing is seen as both necessary and daunting, with adaptation processes that vary significantly among entrepreneurs. While many business owners recognize the advantages of increased reach and visibility, they also encounter difficulties, including technical barriers and the pressure of increased

competition. These experiences offer valuable insights into the subjective realities of small business owners navigating the digital landscape in a developing country context.

DISCUSSION

The findings of this study reveal that small business owners experience a complex relationship with digital marketing, characterized by both opportunities and challenges. While the integration of digital marketing offers new ways to reach customers and expand business visibility, it also presents significant challenges that require considerable effort and adaptation (Kamleitner dkk., 2012). These experiences align with the central research question regarding how small business owners perceive and respond to the transition to digital marketing in a rapidly changing business environment.

The study contributes to our understanding of this phenomenon by offering in-depth insights into the subjective experiences of small business owners. It provides evidence that the adaptation to digital marketing is not simply a technical or operational shift, but a deeply personal journey that involves navigating uncertainty, frustration, and gradual adaptation. This process is influenced by a range of factors, including prior knowledge, resource availability, and emotional responses to the perceived pressure of digital transformation. These findings highlight the importance of considering the human aspect of technological adoption, emphasizing that the challenges faced by small business owners go beyond the mere technicalities of using digital tools. This research contributes uniquely by shedding light on the lived experiences that shape how entrepreneurs engage with digital marketing, offering a richer understanding than what is captured in more traditional, outcome-based studies.

When comparing these findings with previous literature, this study supports the notion that the digital marketing landscape presents both opportunities and obstacles for small business owners. Research by Pechtelidis & G. Stamou, (2017) highlighted the potential of digital marketing in increasing customer reach and business growth but did not address the deeper emotional and experiential factors that shape entrepreneurs' engagement with these tools. In contrast, this study's phenomenological approach uncovers the internal, subjective dimensions of this process, providing a fuller picture of how entrepreneurs experience digital marketing beyond its functional benefits. Moreover, the challenges reported in this study resonate with the barriers to digital adoption discussed in earlier work, such as lack of technical expertise and resistance to change (Pergelova, 2024), but this study also adds nuance by emphasizing the personal and emotional costs associated with adapting to new marketing strategies. This relationship between personal experience and technological adaptation is a significant addition to the existing body of literature.

Implications of Findings

The findings of this study have significant implications both for theory and practice. From a theoretical perspective, the study contributes to the growing body of literature on digital marketing adoption by small businesses, particularly by offering insights into the subjective, emotional, and personal aspects of this transition. The findings highlight that the integration of digital marketing is not simply a technical challenge, but one that involves emotional adaptation, self-doubt, and the process of overcoming uncertainty. Practically, this study suggests that small business owners may benefit from additional support, such as targeted training programs that not only address the technical skills required for digital marketing but also provide guidance on navigating the emotional and psychological aspects of this transition. Moreover, policymakers and business support organizations could use these insights to design more holistic support systems that consider both the emotional and technical needs of entrepreneurs. In a broader context, the implications of these findings can be applied to various regions, especially in developing countries, where small businesses often face unique challenges when adapting to digital tools and technologies.

Limitations of the Study

While this study offers valuable insights into the experiences of small business owners, several limitations must be acknowledged. The study is based on a relatively small sample size, which

may limit the generalizability of the findings to all small business owners. Additionally, the study focused on small businesses in a specific geographic region, and the experiences of entrepreneurs in different contexts or industries may differ (Politis dkk., 2014). The phenomenological methodology, while providing rich and in-depth insights, does not lend itself to broad statistical generalization. Furthermore, the study relied on self-reported data from interviews, which may be subject to biases such as social desirability or selective memory. These limitations point to the need for future research that includes a larger and more diverse sample, as well as longitudinal studies that explore how these experiences evolve over time.

Future Research Directions

The findings of this study open up several avenues for future research. One potential direction is to expand the study to include a larger and more diverse sample of small business owners across different sectors and geographic locations. This would help to further explore the nuances of digital marketing adoption in various cultural and economic contexts (Robinson & Sexton, 1994). Additionally, future studies could examine the long-term effects of digital marketing integration on business growth and sustainability. Researchers could also investigate how different types of support, such as mentoring or community networks, might help entrepreneurs better navigate the emotional challenges associated with digital marketing. Finally, exploring the role of other factors, such as the socio-economic background of entrepreneurs or their previous experience with technology, could provide a more comprehensive understanding of the digital marketing adoption process.

CONCLUSION

This study explored the experiences of small business owners in adapting to digital marketing, addressing the question of how they perceive and respond to the challenges of digital marketing integration. The findings reveal that small business owners face both significant opportunities and barriers in adopting digital marketing tools, and these experiences are shaped by emotional, psychological, and technical factors. The study contributes to existing literature by offering a deeper understanding of the subjective, personal aspects of digital marketing adoption, which were largely overlooked in previous research. Unlike traditional studies focused on outcomes, this research highlights the lived experiences of entrepreneurs navigating the digital landscape. However, the study is limited by its small sample size and the geographic scope, which may affect the generalizability of the findings. Additionally, as the research relied on self-reported data, biases such as social desirability or selective memory may have influenced the results. Future research could expand the scope by including a more diverse sample or exploring the long-term effects of digital marketing on business growth. Further studies could also investigate the impact of tailored support mechanisms for small business owners to facilitate smoother transitions into the digital marketing space.

In terms of policy, the study calls for greater attention to the emotional and psychological aspects of digital marketing adoption in small businesses. Policymakers and business support organizations should consider providing holistic support programs that address both the technical and emotional needs of small business owners. This could include mentorship programs, targeted training, and access to technical support, which are especially critical in developing countries where digital literacy may be limited. A more comprehensive support system could help alleviate some of the challenges faced by small businesses, enabling them to better navigate the digital marketing landscape and thrive in the modern business environment.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and no financial or personal relationships could influence the work.

REFERENCES

- Au, W. C., Drencheva, A., & Yew, J. L. (2023). Narrating Career in Social Entrepreneurship: Experiences of Social Entrepreneurs. *Journal of Social Entrepreneurship*, 14(3), 343–369. Scopus. <https://doi.org/10.1080/19420676.2021.1890188>
- Birkholz, J. (2023). Do not judge a business idea by its cover: The relation between topics in business ideas and incorporation probability. *Journal of Technology Transfer*, 48(4), 1327–1358. Scopus. <https://doi.org/10.1007/s10961-022-09966-6>
- Branzei, O., & Fathallah, R. (2023). The End of Resilience? Managing Vulnerability Through Temporal Resourcing and Resisting. *Entrepreneurship: Theory and Practice*, 47(3), 831–863. Scopus. <https://doi.org/10.1177/10422587211053809>
- Chantes, S., Sawangloke, W., Luangsakdapich, R., Pattiya, A., & Srithep, Y. (2024). BUSINESS MODEL DEVELOPMENT FOR INSTALLATION OF RUBBER FLOOR MATS TO SUPPORT PRODUCTIVITY IN DAIRY FARMING. *Agricultural and Resource Economics*, 10(2), 215–241. Scopus. <https://doi.org/10.51599/are.2024.10.02.09>
- Chen, G., Wang, C., & Zhang, J. (2024). Differences in entrepreneurial affect over time and space in Chinese cities, and its impact on regional entrepreneurship. *Dili Yanjiu*, 43(1), 31–50. Scopus. <https://doi.org/10.11821/dlyj020230388>
- Craveiro, I., Carvalho, A., & Ferrinho, P. (2020). “get us partnerships!”- A qualitative study of Angolan and Mozambican health academics’ experiences with North/South partnerships. *Globalization and Health*, 16(1). Scopus. <https://doi.org/10.1186/s12992-020-00562-7>
- Erogul, M. S., Rod, M., & Barragan, S. (2019). Contextualizing Arab female entrepreneurship in the United Arab Emirates. *Culture and Organization*, 25(5), 317–331. Scopus. <https://doi.org/10.1080/14759551.2016.1244824>
- Ezzedeen, S. R., & Zikic, J. (2012). Entrepreneurial experiences of women in Canadian high technology. *International Journal of Gender and Entrepreneurship*, 4(1), 44–64. Scopus. <https://doi.org/10.1108/17566261211202972>
- Hidegh, A. L., Svastics, C., Györi, Z., & Csillag, S. (2022). The lived experience of freedom among entrepreneurs with disabilities. *International Journal of Entrepreneurial Behaviour and Research*, 28(9), 357–375. Scopus. <https://doi.org/10.1108/IJEER-03-2022-0222>
- Kamleitner, B., Korunka, C., & Kirchler, E. (2012). Tax compliance of small business owners: A review. *International Journal of Entrepreneurial Behaviour and Research*, 18(3), 330–351. Scopus. <https://doi.org/10.1108/13552551211227710>
- Pechteldis, Y., & G. Stamou, A. (2017). The “competent child” in times of crisis: A synthesis of Foucauldian with critical discourse analysis in Greek pre-school curricula. *Palgrave Communications*, 3(1). Scopus. <https://doi.org/10.1057/palcomms.2017.65>
- Pergelova, A. (2024). Dynamics of Entrepreneurial Wellbeing Throughout the Venture’s Stages: A Focus on Women Entrepreneurs. Dalam *Entrepreneurial Wellbeing: Perspectives in SMEs based on Gender and Immigrant Entrepreneurs* (hlm. 29–46). Taylor and Francis; Scopus. <https://doi.org/10.4324/9781003412403-3>
- Politis, D., Gabrielsson, J., & Dahlstrand, Å. L. (2014). Academic entrepreneurship: Multi-level factors associated with female-led incubator projects. Dalam *Women’s Entrepreneurship in the 21st Century: An International Multi-Level Research Analysis* (hlm. 32–49). Edward Elgar Publishing Ltd.; Scopus. <https://doi.org/10.4337/9781782544616.00009>
- Robinson, P. B., & Sexton, E. A. (1994). The effect of education and experience on self-employment success. *Journal of Business Venturing*, 9(2), 141–156. Scopus. [https://doi.org/10.1016/0883-9026\(94\)90006-X](https://doi.org/10.1016/0883-9026(94)90006-X)

Zafar, Z., Wen Yuan, L., Bait Ali Sulaiman, M. A., Siddiqui, K. A., & Qalati, S. A. (2022). Social Entrepreneurship Orientation and Enterprise Fortune: An Intermediary Role of Social Performance. *Frontiers in Psychology*, 12. Scopus. <https://doi.org/10.3389/fpsyg.2021.755080>