



The Influence of Management Style on Service Quality at Fresh Hotel Sukabumi

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Abstract. This research aims to analyze the influence of the management style of Fresh Hotel Sukabumi on the quality of its services. This research was conducted at the Fresh Hotel Sukabumi which is located on Jalan Bhayangkara no 127, Karamat Village, Gunung Puyuh District, Sukabumi City. The respondents involved in this research were all 30 Fresh Hotel Sukabumi employees. The data analysis technique that will be used in this research is using quantitative descriptive methods with questionnaire by Likert scale analysis.

Keywords: Management Style, Leadership, Service Quality.

1 Introduction

Tourism is a labor-intensive activity, which means that its implementation requires a lot of work. Most jobs are created in this field (Sassongko & Wijayati, 2018).

Hotel is a commercially managed accommodation business that provides food, drinks, and accommodation for travelers who, without a separate agreement, can pay a reasonable amount in accordance with the services received (Sulastiyono, 2011: 5).

One of the accommodation companies in the Sukabumi area is Fresh Hotel Sukabumi which is located at Jalan Bhayangkara no. 127 Karamat Village, Gunungpuyuh District, Sukabumi City, has been established for 8 years. Fresh Hotel Sukabumi was founded by an entrepreneur from Sukabumi, by looking at the strategic location and opportunities that exist, Fresh Hotel Sukabumi began construction in 2015 and began operating at the end of 2016. Fresh Hotel Sukabumi comes with a mission to provide lodging facilities with the best service and affordable prices. Fresh Hotel Sukabumi has 68 rooms with 4 types of room types, consisting of 22 Superior rooms, 28 Deluxe rooms, 15 Executive rooms, and 3 Family Suites.

"Guest Satisfaction is Our Responsibility". By adhering to this motto, Fresh Hotel Sukabumi always strives to provide the best service to be able to provide an unforgettable experience for every guest who stays. Fresh Hotel Sukabumi has 30 employees consisting of 22 staff and 8 daily workers.

All resources in the tourism business are important, but human resources are the resources that bring all other resources together into a unified organization. Only highly qualified personnel can meet the challenges of a highly competitive business environment (Setiawan, 2015).

Management style is the manager's approach in managing human resources to make the organization run well so that it can achieve the goals of the organization/company.

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This includes how a manager organizes work, uses power, makes decisions, delegates power and manages his people.

The problem that occurred at Fresh Hotel Sukabumi arose when several reviews from guests who had stayed were reviews of disappointment and felt that the staff service was not good. The reviews were found through the guest comment form given to guests when they checked out and from several online travel agents such as Traveloka, tiket.com, and on Google Business.

Reviews on online travel agents are displayed clearly and in detail, and cannot be hidden or deleted. When there are several reviews about the dissatisfaction of guests who have stayed, it can influence other guests in deciding whether to stay at Fresh Hotel Sukabumi or not. This is a concern of the Fresh Hotel Sukabumi Management because unfavorable reviews can reduce the image of Fresh Hotel Sukabumi itself.

Looking at several online travel agents such as Traveloka, Fresh Hotel Sukabumi gets a rating of 8.2 with services that get 4.5/5 stars. On tiket.com, the rating obtained by Fresh Hotel Sukabumi is 4.1 with services that get 4.1/5 stars. While on Google Business, the rating obtained is 4.2. In this research, the main focus is guest reviews who feel that the Fresh Hotel Sukabumi staff service is not good and less pleasant for guests.

Based on the background description that has been stated, the problem formulations in this study are as follows: How does management style affect service quality at Fresh Hotel Sukabumi?

2 Literature Review

2.1 Management Style

Management is the term that most often appears in conversations about running a business. The discussion of management is also quite broad and has various types of discussion. Henry Fayol (1841-1925).

A manager has a management style as his own way to achieve company goals. Management style includes how a manager plans and organizes and exercises his authority as a manager, including how a manager makes decisions. Management style is formed through two factors, namely internal factors and external factors.

Internal Factors, internal company factors shape management style but these are not limited to policies, priorities, corporate culture, staff skill levels, motivation and management structure of the company.

External factors, factors that influence management style that are outside the company's control. Consumers, suppliers, competitors, the state of the economy and applicable laws are included in the external factors that affect management style.

There are various management styles, and there are three main categories that separate leadership types. Understanding management styles is an important first step for a manager to become a better manager. The three main categories of management styles are autocratic, democratic and laissez-faire.

Autocratic Management Style. Autocratic Management is the most controlling management style. Communication is top-down, one-way only from superiors and then forwarded to employees. Managers with autocratic styles make all decisions in the company and hold all the power.

Authoritative Management Style. Managers with an authoritative management style dictate to all employees to do the job properly and will punish employees who do not do the job as directed. Managers will monitor and supervise employees at all times because managers believe that without good supervision, employees will not be successful in carrying out their work in accordance with the decisions that have been made by the manager.

Persuasive Management Style. Managers with this style use their persuasive skills to convince employees that the decisions taken and implemented by management are the best decisions for all employees in the company.

Paternalistic Management Style. Managers with this style prioritize the interests of their subordinates. The company will consider employees as family and expect loyalty and confidence as a family. Employees will get an explanation but will not be able to ask questions or collaborate in the decision-making process.

Democratic Management Style. In a democratic management style, managers provide space for employees to give their input and opinions when decision-making. Although managers are ultimately responsible for the final decision, communication within the team goes both ways, top-down and bottom-up. This helps to strengthen team cohesion and allows for diverse opinions, skills and ideas that can inform decisions.

Consultative Management Style. The consultative management style also involves employees in the decision-making process. Managers will ask for opinions and thoughts from their team, and after considering all the information provided, the manager will make the final decision. This style is often used when the staff are experts in their field and their input is valuable in making the right decision.

Participative Management Style. The participative management style involves managers and staff as active members in the decision-making process. They work together to achieve common goals and consider input from all team members.

Collaborative Management Style. In the collaborative management style, management creates an open forum to discuss ideas widely before making decisions based on majority rule. Staff are empowered to take ownership of outcomes and encouraged to innovate solutions. Management seeks staff thoughts, ideas, and opinions, works with staff to make decisions, and the company follows through.

Transformational Management Style. The transformational management style is an agile and growth-focused style. Managers motivate and encourage their staff to reach

higher achievements, go beyond the comfort zone regularly, and raise the bar of accomplishment. Managers work alongside their employees, inspiring them to try harder by demonstrating a good work ethic.

Coaching Management Style. The coaching management style involves managers seeing themselves as coaches and their employees as valuable team members. The manager's main goal is to develop and guide their team, prioritizing the team's professional development. They encourage learning, upskilling, and growth in the workplace.

Laissez-Faire Management Style. In this style, management takes a hands-off approach to leadership. Staff are trusted to do their jobs without supervision, and they are left in control of decision-making and problem-solving. Management is present at the delegation and handover stages of work, but otherwise takes a step back and gives staff the freedom to control their workflow and outcomes. Management only gets involved during the process if staff ask for their help.

Delegative Management Style. In this style, managers are only present to assign tasks, although they remain responsible for them being completed successfully. Once the task is assigned, then employees are authorized to do their work as they see fit. Once the task is completed, the manager comes back in to review the work and make suggestions on how to improve future projects.

Visionary Management Style. In this style, managers lead by inspiring their staff. Leaders explain their goals and the reasoning behind them, convincing their team to work towards realizing their vision. Team members are motivated by their manager, then given the freedom to accomplish their tasks with minimal interference. Managers will check in from time to time, but they believe that their shared vision will keep employees on track and produce good results.

2.2 Service Quality

Service quality is the most important basis for knowing how customer satisfaction is. In this case, a company can be said to be good if it can provide goods or services in accordance with customer ideals. Good product and service quality has a big impact on customer satisfaction.

Service quality can be defined as the level of customer satisfaction. This is determined by comparing one type of service with another homogeneous service. In this way, consumers can feel a comparison of the level of service quality of companies A and B.

Service quality is considered good if the service provided meets consumer expectations, while it can be said to be very satisfying if it exceeds consumer needs. However, sometimes there are services that do not meet consumer expectations. This service is considered bad if it turns out that the company is unable to meet consumer needs both with the company's products and services.

According to Kotler and Keller (2016: 143) "Quality is the completeness of the characteristics of a product or service that is able to satisfy a need". According to Fandy Tjiptono (2005), service quality is a state of progress that is closely related to products, services and human resources. and processes and environments that can meet or even exceed the required service quality.

Meanwhile, according to Aria and Atik (2018: 16) service quality is an important element that must be considered in excellent service quality. Service quality is a major issue for companies because it affects customer satisfaction and customer satisfaction comes from providing quality service in the right way.

To maintain professionalism, all employees must have a sense of community. Although not all customers can buy with a good attitude, as a business owner, you must maintain service quality. Therefore, service quality can be a plus. Companies cannot control how consumers behave, but it is important for companies to maintain and organize how to provide the best service to consumers.

It is important to know that service quality is a reflection and image of the company that must be maintained properly. When companies can treat consumers well and get good feedback too, consumers will also have a sense of trust in the company and become repeat customers or repeat buyers. And having repeat customers will certainly have a good impact on the sustainability of the company.

2.3 Research Hypothesis

H1 : There is an influence of Management Style (X) on Service Quality (Y).

3 Research Methods

3.1 Research Location

This research was conducted at the Fresh Hotel Sukabumi which is located on Jalan Bhayangkara no 127, Karamat Village, Gunung Puyuh District, Sukabumi City

3.2 Research Variables

Research variables are things that are the basis of research activities and have both quantitative and qualitative variations. In this research there are two types of variables, namely, independent variables and dependent variables.

- An independent variable is a variable that influences or is the cause of the change or emergence of the dependent variable. In this research, the independent variable or independent variable is management style (X).
- An independent variable is a variable that influences or is the cause of the change or emergence of the dependent variable. In this research, the independent variable or independent variable is management style (X).

3.3 Operational Definition of Variables

Management Style. Management style includes a manager's principles, which include the methods and skills a manager uses to deal with situations. How a manager plans, leads and then makes decisions, delegating them to every employee in the company and guiding all employees in their work. This management style will certainly affect the quality of employee performance itself

Quality of Service. Service quality can be interpreted as the level of customer satisfaction. This is determined by comparing one type of service with other homogeneous services. In this way, consumers can feel the comparison of the service quality levels of companies A and B. Service quality is the company's performance in the form of things that are intangible, but real for consumers. Service quality can be measured by the service received against consumer needs and expectations.

3.4 Research Respondents

The respondents involved in this research were 30 Fresh Hotel Sukabumi employees.

3.5 Data Collection Techniques

Interview. Interviews are used as a data collection technique if you want to conduct preliminary research to find out the problems that need to be researched, and also if the researcher wants to know more about something from the respondents and the number of respondents is small. (Sugiyono, 2017:137). Interviews were conducted with parties related to the research and the results of the interviews were also used as data in preparing the questionnaire.

Questionnaire. A questionnaire is a data collection technique that involves submitting a series of questions or statements related to research in writing and given to respondents (Sugiyono, 2017: 142).

3.6 Data Analysis Technique

The data analysis technique that will be used in this research is to use quantitative analysis methods.

Likert Scale. The Likert scale is a type of quantitative data measurement scale that is widely used when conducting surveys via questionnaires on something being researched. The questions asked in the questionnaire are usually specific because they are used as research variables. This Likert scale was created by a psychologist from the

United States named Rensis Likert. This Likert scale is usually used to measure attitudes and opinions. The way to measure using a Likert scale is to answer questions using 1-4 choices, with the following details; 1 – Strongly Disagree (STS), 2 – Disagree (TS), 3 – Agree (S), and 4 – Strongly Agree (SS).

Validity Test. According to Sugiyono (2017:125) the validity test shows the level of accuracy between the actual data that occurred to the subject and the data collected by the researcher. This validity test is carried out to measure whether the data obtained after research is valid data or not using the measurement instrument used (questionnaire). A questionnaire is said to be valid if the questions in the questionnaire can reveal something that is measured by the questionnaire. Validity testing can be done through SPSS (Statistical Product and Service Solution). According to Gunawan (2019, p. 12) a statement in a questionnaire is declared valid or not if it is as follows:

1. If the significance value is < 0.05 then the item is declared valid. However, if the significance value is > 0.05 then the item is declared invalid.
2. If the calculated r value $\geq r$ table then the item is declared valid. Likewise, if r count $\leq r$ table then the item is declared invalid.

Reliability Test. According to Sugiyono (2017: 130) states that reliability testing is the extent to which measurement results using the same object will produce the same data. Reliability is not the same as validity. This means that a reliable measurement will consistently measure what it should measure, but may not. In research, reliability refers to the extent to which the measurements of a test remain consistent after being performed repeatedly on subjects and under the same conditions. Using the SPSS 25.0 for Windows program, variables are declared reliable with the following criteria:

1. If r -alpha is positive and greater than r -table then the statement is reliable.
2. If r -alpha is negative and smaller than r -table then the statement is not reliable.
 - a. If the Cronbach's Alpha value is > 0.6 then it is reliable
 - b. If the Cronbach's Alpha value is < 0.6 then it is not reliable

A variable is said to be good if it has a Cronbach's Alpha value > 0.6 (Priyatno, 2013: 30).

Simple Linear Regression. According to Suyono (2018, p. 5), simple linear regression is a model that states the relationship between two variables where one variable is considered to influence the other variable. The linear regression test is said to have a positive relationship (+) if $b_1 > 0$ or the graph points upwards, while it is said to have a negative relationship (-) if $b_1 < 0$ or the graph points downwards. The regression test in this research wants to see the influence of management style on service quality at Fresh Hotel Sukabumi.

According to Jaya (2019, p. 189) The linear regression test can be explained with the following equation:

$$Y = \alpha + bX$$

Description:

Y : read \hat{Y} , namely the subject in the predicted dependent variable.

A : price of Y when $X = 0$ (constant price or constant)

B : regression coefficient or direction of relationship, whether positive or negative, which shows the rate of increase or decrease in the dependent variable based on the independent variable. If $b (+)$ then there is an increase, and if $b (-)$, then there is a decrease. $X =$ subject to the independent variable which has a certain value.

Decision making in a simple linear regression test can refer to two things, namely:

- a. If the significance value is < 0.05 , then variable X has an effect on variable Y.
- b. If the significance value is > 0.05 , then variable X has no effect on variable Y.

4 Results and Discussion

4.1 Validity Test

In testing the validity of the questions using the product moment formula as follows:

$$r_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{\{N\sum X^2 - (\sum X)^2\}\{N\sum Y^2 - (\sum Y)^2\}}}$$

(Arikunto, 2012)

Description:

r_{xy} : Correlation coefficient

N: Number of data pairs

X: Independent variable

Y: The dependent variable

Furthermore, comparing r_{xy} or r_{count} the calculation results with r_{table} product moment for $\alpha = 0.05$ and degrees of freedom ($dk = n - 2$). In this study, the r_{table} is 0.3610 with the number N (respondents) totaling 30 respondents. The test criteria are as follows: If $r_{count} < r_{table}$ then invalid and if $r_{count} \geq r_{table}$ then valid.

The results are as follows:

Table 1. validity of management style (X)

No	R Count	R Table	Description
1	0.48	0.361	Valid
2	0.844	0.361	Valid
3	0.767	0.361	Valid
4	0.781	0.361	Valid
5	0.395	0.361	Valid
6	0.862	0.361	Valid
7	0.797	0.361	Valid
8	0.853	0.361	Valid

9	0.742	0.361	Valid
10	0.781	0.361	Valid

Based on the results of the validity test calculation in table 4.1, it shows that all statement items regarding variable X, namely Management Style, have a value of $r_{count} > r_{table}$, and are in accordance with the specified provisions, so all statement items are valid and can be used in research.

Table 2. Validity of service quality (Y)

No	R Count	R Table	Description
1	0.847	0.361	Valid
2	0.83	0.361	Valid
3	0.757	0.361	Valid
4	0.783	0.361	Valid
5	0.393	0.361	Valid
6	0.825	0.361	Valid
7	0.733	0.361	Valid
8	0.833	0.361	Valid
9	0.702	0.361	Valid
10	0.682	0.361	Valid

Based on the results of the validity test calculation in table 4.2, it shows that all statement items regarding variable Y, namely Service Quality, have a value of $r_{count} > r_{table}$, and are in accordance with the specified provisions, so all statement items are valid and can be used in research.

4.2 Reliability Test

Measurement of the reliability of this research instrument in the form of linear program questions in the form of descriptions to measure mathematics critical thinking skills using the Cronbach Alpha formula, which is as follows:

$$r_{11} = \frac{k}{k-1} \left(1 - \frac{\sum s_b^2}{s_t^2} \right)$$

(Arikunto, 2012)

Description:

r_{11} : Reliability of the test

k : Number of valid items

S_b^2 : The amount of variation in the score of each item

S_t^2 : Total score variation

To find the variance, the formula is used:

$$s_b^2 = \frac{\sum X^2 - \frac{(\sum X_i)^2}{n}}{n}$$

(Arikunto, 2012)

After obtaining the reliability coefficient price, the price must meet the criteria, as follows:

Table 3. Criteria for question item reliability

Reability Coefficient r_{11}	Interpretation
$r_{11} \leq 0,20$	Very low degree of reliability
$0,20 < r_{11} \leq 0.40$	Low degree of reliability
$0,40 < r_{11} \leq 0.60$	Medium degree of reliability
$0.60 < r_{11} \leq 0,80$	High degree of reliability
$0.80 < r_{11} \leq 1,00$	Very high degree of reliability

Table 4. Management style reability analysis process

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.906	10

The calculation results obtained a reliability coefficient of 0.906 which means greater than 0.60. So it is concluded that the management style variable is declared reliable with a very high reliability degree category.

Table 5. Service quality reliability analysis process

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.895	10

The calculation results obtained a reliability coefficient of 0.895 which means greater than 0.60. So, it is concluded that the service quality variable is declared reliable with a very high reliability degree category.

4.3 Simple Linear Regression

Based on the results of simple linear regression, it is known that the value of F count = 7.942 with a significance level of $0.000 < 0.05$, so this regression model can be used to predict the Management Style variable, in other words, there is an influence of the Management Style variable on the Service Quality variable.

The results of simple linear regression analysis in the table explain the magnitude of the correlation or relationship value (R) which is 0.470. From these results, the coefficient of determination (R Square) is 0.221, which means that the effect of Management Style as an independent variable on Service Quality as the dependent variable is 22.1%.

Table 6. Simple linear regression equation test results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470a	.221	.193	4.129

a. Predictors: (Constant), Gaya Manajemen

Table 7. Anova Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	135.392	1	135.392	7.942	.009b
1 Residual	477.308	28	17.047		
1 Total	612.700	29			

a. Dependent Variable: Kualitas Pelayanan

b. Predictors: (Constant), Gaya Manajemen

Table 8. T-test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standard-	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.015	4.634		4.104	.000
	Gaya Manajemen	.417	.148	.470	2.818	.009

a. Dependent Variable: Kualitas Pelayanan

5 Conclusion

Based on the results of research and testing that has been carried out and has been discussed in the previous chapter. Then the following conclusions can be drawn:

1. All statements submitted to Fresh Hotel Sukabumi employees as respondents are valid and can be used in research because the value of $r_{count} < r_{table}$. In this study r_{table} is 0.3610 with the number N (respondents) of 30 respondents.
2. Through the reliability test in this study, the Cornbach's Alpha value was 0.906 and 0.895. Where the reliability value is > 0.600 , which means that all statements from the two variables are reliable and can be used in research.
3. The results of the simple linear regression test in this study indicate that there is a correlation or relationship between the two variables. Where the Management Style

variable affects the Service Quality variable by 22.1%. Which means that the hypothesis can be accepted and proven because of the correlation between variables.

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