



The Influence of Talent Management and Organizational Culture on Employee Discipline at PT. X

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Abstract. The success of a company to keep thriving in a business cannot be separated from the discipline of its employee that provide the best for the company. Without a good discipline, it's difficult for a company nor agency to reach an optimal result. In managing a company/organization, every management in its company must have a plan to improve the quality of their employees, one of the planning processes is with talent management. Talent management is process, program, and cultural norms in a company that interrelated organizational design which are then implemented to determine, find, develop, manage, and retain talented employees in an effort to achieve strategic goals and business needs in the future. A side from talent management, organization culture can able to affect the discipline of its employees. Organizational culture able to build one's awareness in improving discipline so that it can achieve the goals desired by an organization or company. This study aims to determine the influence of talent management and organizational culture on the discipline of employees of PT. PHC. The result of the study shows that the result of implementing talent management are in high category with a percentage of 94%. Category of organizational culture on employees of PT. PHC is at a high level with a percentage of 77%. Discipline category of employees of PT. PHC is at high level with a percentage of 89%. The result of the hypothesis test shows that $F_{\text{count}} (57, 678) > F_{\text{table}} (3,033)$ and a significance value $(0,000) < (0,05)$. Therefore, it can mean simultaneously (together) talent management and organizational culture gave significant effect on employee discipline.

Keywords: Employees Discipline · Talent Management · Organizational Culture

1 Introduction

In this globalization era, competition in the business world is increasingly competitive, so that every company is demanded to be able to compete by preparing competent human resource (HR). Talking about competitive competition in the world of industry and organizations, human resources are a very important element in determining the advance or not of a company [1].

The company's success in being able to continue to thriving cannot be separated from the discipline of its employees to provide the best for a company. Discipline is the most

important operational function in human resource management, because the better the level of employee discipline, the better the work performance that will be achieved [2]. The success of an organization is closely related to the quality of its members, therefore every organization is required to develop and improve the work discipline of its members [3]. Therefore, every company always tries to make its employees have good discipline, because a high discipline attitude will enormously affect the progress of the productivity of the company's human resources [4].

In managing an organization/company, every management in the company must have a plan to improve the quality of its employees, one of the planning processes is talent management. Talent management processes, programs, and cultural norms in organizations that are interrelated in organizational designs which are then implemented to determine, find, develop, and manage and retain talented employees in an effort to achieve strategic targets and future business needs [5]. Talent management is concerned with finding the right people with the right skills for the right positions [6]. Talent management implemented by the organization is not limited to look for potential in acquiring talented employees, but rather the goal where the organization must make it comfortable for them to remain in the company. Employees must be cared for and cared for seriously by managers by implementing talent management, otherwise employee morale, loyalty, attitude and discipline will decrease [7].

Apart from talent management, one of the factors that influence the discipline of the employees is organizational culture. Organizational culture is a tradition, values, principles and ways of working that are believed by members of the organization and can influence how to act [8]. Organizational culture can shape the awareness of employees in increasing discipline, so that they can achieve the goals expected by an agency or organization [9]. Problems related to the company's organizational culture include the lack of role models from the leadership in terms of arriving and leaving work on time so that this becomes a culture or becomes a tradition among employees, therefore many employees come and go home not on time [10]. So the company must be able to create a positive organizational/company culture so that it can affect employee discipline.

One company that considers it important to have a culture in the organization and the application of talent management in improving employee discipline so as to improve employee performance is PT. Pelindo Husada Citra (PHC), which is a company availability in the health service industry. At this time PT. PHC joined PT Pertamina Bina Medika IHC (PBM-IHC), which resulted in the transfer of control (majority stakeholders) of the Company to BUMN (State-Owned Corporation).

The phenomenon that occurs in the field is not as expected. The results of discipline in the field obtained by each organization vary, some are high some are low. This phenomenon can be seen from the absentee recapitulation data for PT. PHC and RS. PHC Surabaya in Table 1.

The data contained in Table 1 shows that there are still PT. PHC employee who arrived late, left early and did not coming-work without any reason. Furthermore, there was an increase in employees who arrived late from October to December and there was a very drastic increase in employees who did not come in without any reason from October to December, as many as 14 employees (Table 2).

Table 1. Employees Absentee recapitulation PT. PHC 2021

No	Month	Number of Absences in 2021						
		Late employee	Left early	Off work	Off work for important reason	Half day off work	Not coming work	Sick
1.	January	111	10	77	2	10	14	21
2.	February	109	12	64	0	7	11	33
3.	March	106	6	73	1	13	13	20
4.	April	112	6	75	1	10	10	15
5.	Mey	104	5	76	0	15	18	5
6.	June	95	9	76	2	13	22	21
7.	July	100	6	60	3	8	15	46
8.	August	102	1	60	1	7	18	19
9.	September	110	8	79	2	13	13	11
10.	October	100	5	83	1	9	18	8
11.	November	108	7	80	1	14	32	11
12.	December	117	10	85	1	13	30	10

Source: PT. PHC Total employees: 165

Then, in Table 2 data states that there are still many employees of PHC hospital Surabaya who arrived late. This can be seen from the data Table 2, from November to December there was an increase of 21 employees. Furthermore, for employees who were absent without any reason, there was also an increase in November to December by 22 employees.

The data contained in Tables 1 and 2 is an description image of the company that will be examined. Basically this company has a vision, namely to become a leading national company in the health industry and one of its missions is to always produce productivity and profitability performance that supports business development. But in reality the phenomenon that occurs from the data above is that there are still many employees who arrive late and there are still many employees who do not enter without any reason, this results in a condition of employee discipline that is not optimal. In accordance with the relationship between talent management and organizational culture which has a significant relationship to employee discipline. So it is necessary to conduct a deeper study of the influence of talent management and organizational culture on employee discipline, especially PT. PHC. Therefore the author intends to conduct a scientific research with the title “The Influence of Talent Management and Organizational Culture on Employee Discipline of PT. Pelindo Husada Citra (PHC)”.

Table 2. Employees Absentee recapitulation PT. PHC 2021

No	Month	Number of Absences in 2021						
		Late employee	Left early	Off work	Off work for important reason	Half day off work	Not coming work	Sick
1.	January	237	40	249	3	2	30	54
2.	February	239	26	218	6	2	28	13
3.	March	252	35	262	2	3	21	28
4.	April	249	25	252	3	2	28	19
5.	Mey	239	30	216	1	4	29	25
6.	June	248	32	231	6	5	29	80
7.	July	221	22	154	9	1	27	126
8.	August	218	20	232	6	0	38	53
9.	September	220	24	265	5	6	41	18
10.	October	213	25	290	4	7	39	14
11.	November	234	28	316	0	7	67	28
12.	December	255	33	307	1	5	89	31

Source: PT. PHC Surabaya Total employees: 548

2 Method

The type of research used is descriptive quantitative research. The variables taken in this study are talent management (X1), organizational culture (X2) and employee discipline (Y). The population taken is the employee of PT. Pelindo Husada Citra (PHC). Respondents were selected using an aim sampling technique with the criteria of being permanent employees of PT. PHC and employees who have participated in the talent management assessment. Researchers refer to the formula from Isaac and Michael, so that in this study get a minimum sample of 233 employees of PT. PHC.

The data collection techniques in this study used questionnaires distributed via Google Form with the Likert scale model. The employee discipline scale instrument uses a scale adopted from Elsa Adha's research [11] and is structured based on aspects of disciplinary theory according to Singodimedjo [12], which consists of obeying the rules of time, obeying the rules of behavior at work, obeying the rules of doing work and obeying against work rules. Furthermore, the talent management scale instrument adopted the research scale from Harahap [13] which was compiled by researchers referring to Capelli's theory [6], there are 3 measurements in this scale, namely recruitment, retention, development. Then the organizational culture scale adopted from Aldas research [14], which refers to indicators of organizational culture according to Victor Tan in Wibowo [15], the indicators include individual initiative, risk tolerance, supervision, management support and communication patterns. Data analysis was carried

Table 3. Normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		239
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.17350761
Most Extreme Differences	Absolute	.034
	Positive	.023
	Negative	-.034
Test Statistic		.034
Asymp. Sig. (2-tailed)		.200 ^{c,d}

^aTest distribution is Normal.

^bCalculated from data.

^cLilliefors Significance Correction.

^dThis is a lower bound of the true significance.

out by testing the validity, reliability test, assumption test (normality test and linearity test) and hypothesis testing using multiple linear regression analysis and analysis of the coefficient of determination.

3 Result

The results showed that testing the normality test data using the one sample Kolmogorov-Smirnov Test technique, obtained a significant value of 0.200. So it can be said that the three variables have a normal data distribution with a significance value above 0.05. The normality test was carried out to find out whether or not the data distribution is normal for the dependent variable and the independent variable. More details can be seen in Table 3.

Then the linearity test, a linearity test is carried out to find out whether the independent variable and the dependent variable have a linear identification or not significantly. In the linearity test this study using the technique of the test of linearity. In this case, it obtained a Deviation form Linearity Sig value of 0.169 in the talent management variable for employee discipline, and a significant value of organizational culture for employee discipline of 0.35. So these results are more than a significant level of 0.05. So the conclusion from these results is that there is a significant linear relationship between the independent variable and the dependent variable.

In this study, the results show that the level of categorization of the three variables, the majority are at a high level. Based on the results of questionnaires that have been distributed, get the result that the application of talent management to employees of PT. PHC of 239 respondents who fall into the medium category are 15 employees with a percentage of 6%. In the high category, there are 224 employees with a percentage of

Table 4. The influence of Talent Management towards employees discipline

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.627	2.347		4.101	.000
	Talent Management (X1)	.122	.029	.269	4.160	.000
	Budaya Organisasi (X2)	.305	.052	.376	5.811	.000

^aDependent Variable: Kedisiplinan Pegawai (Y)

94%. It can be said that the application of talent management to employees of PT. PHC is felicitous.

Other results show that the organizational culture of PT. PHC who are in the medium category are 54 employees with a percentage of 23% and for the high category there are 185 employees with a percentage of 77%. So it can be concluded that the organizational culture that exists in employees of PT. PHC is felicitous.

Further results show that the level of employee discipline at PT. PHC who are in the medium category are as many as 25 employees with a percentage of 11% and for the high category as many as 214 employees with a percentage of 89%. It can be interpreted that the discipline of employees at PT. PHCs are felicitous.

In this study, multiple linear regression analysis was carried out using statistical calculations, the aim was to find out whether there is an influence of talent management (X1) and organizational culture (X2) on employee discipline (Y). The following is a table of multiple linear regression analysis tests in this study (Table 4).

From the calculation results above on the talent management variable on employee discipline, it gets a $t_{\text{count}} (4.160) > t_{\text{table}} (1.970)$ and a significance level $(0.00) < (0.05)$. So partially (alone) talent management has contributed to employee discipline. For then, the organizational culture variable on employee discipline obtained a $t_{\text{count}} (5.811) > t_{\text{table}} (1.970)$ and a significance level $(0.000) < (0.05)$. So that partially organizational culture has contributed to employee discipline. Based on the partial T test, organizational culture has a standardized beta coefficient of 0.376. Meaning that organizational culture variables have a greater influence than talent management variables on employee discipline.

Additionally, the researcher conducted a simultaneous F test whose aim was to find out whether there was a simultaneous influence given by variable X (talent management and organizational culture) on variable Y (employee discipline). The following are the results of the simultaneous test (F test) in tabular form (Table 5).

From the calculation results above it is known that the value of $F_{\text{count}} (57,678) > F_{\text{table}} (2,642)$ and the significance value $(0,000) < (0,05)$. It can be said simultaneously talent management and organizational culture have a significant effect on employee discipline.

Table 5. Simultaneous Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1171.610	2	585.805	57.678	.000 ^b
Residual	2396.934	236	10.156		
Total	3568.544	238			

^aDependent Variable: Kedisiplinan Pegawai (Y)

^bPredictors: (Constant), Budaya Organisasi (X2), Talent Management (X1)

4 Discussion

4.1 The Application of Talent Management to Employees at PT. Pelindo Husada Citra (PHC)

Investment in the form of talent management can produce workers quality and produce work with high performance quality [16]. Improving employee performance is also the desire of employees to survive in the company for a long time. Therefore, employees must be cared for and cared for seriously by managers by implementing talent management, otherwise employee morale, loyalty, attitude and discipline levels will decrease [7]. The results that can be obtained by companies by implementing a talent management strategy are being able to fill top management positions with quality people, so companies no longer need to doubt the discipline of employees who will be appointed to be part of the company's top positions [17]. There are three measurements of talent management, namely recruitment, retain, development.

Referring to research data, all respondents stated that there were 224 employees with a percentage of 94% who were in the high category. Furthermore, as many as 15 employees with a percentage of 6% fall into the medium category. The results of the categorization provide a statement that on average the application of talent management to employees of PT. PHC has been running very well.

The application of talent management is needed by employees in improving performance. With good talent management, it can develop its competencies so that it can improve its performance, with good performance of course the level of employee discipline is also good.

4.2 Organization Culture Towards PT. Pelindo Hisada Citra (PHC)

Organizational culture is a collective belief system that someone in an organization has about their ability to compete, and how they act within that belief system to provide added value [15]. In addition, organizational culture is also able to create interaction between members and improve professional attitudes at work. There are five aspects in organizational culture, individual initiative, risk tolerance, supervision, management support and communication patterns.

From the analysis that the researchers have done, it can be found that the organizational culture that exists in PT. PHC is dominant in the high category level. If seen

from the research data from all respondents, as many as 185 employees fall into the high category with a percentage of 77%. Moreover, as many as 54 employees fall into the medium category, with a percentage of 23%. The results of the categorization state that the organizational culture that exists in employees of PT. PHC is felicitous.

The culture that exists within the company is very important, because organizational culture can be a guide and reference for members of the organization in behaving. Through organizational culture members come to understand what behavior is and is not acceptable in the organization. The existence of a strong culture can be a guideline and guide for employees in an organization, so that with a stronger culture in the organization it will be able to improve employee work discipline [18].

4.3 The Level of Employee Discipline at PT. Pelindo Husada Citra (PHC)

The results of the analysis presented show that employees of PT. PHC has a dominant high level of discipline. This means that the level of discipline of employees of PT. PHC is very good. Referring to research data, out of all respondents there were 214 employees who had a moderate level of discipline and the percentage was 89%. Furthermore, employees who fall into the high category are 25 employees with a percentage of 11%.

Discipline is the attitude of a person's willingness and willingness to obey and comply with the norms of the regulations that apply around him [12]. Without good discipline, it is difficult for organizations and company to achieve optimal results. If employees obey and adhere to all existing rules and have a sense of responsibility for their duties and have a high level of awareness, then the level of employee discipline can be said to be good [4].

4.4 The Influence of Talent Management Towards Employee Discipline at PT. PHC

Based on the results of calculations that have been carried out by researchers on 239 employee respondents PT. PHC shows the results of $t_{hitung} (4.160) > t_{table} (1.970)$ and the significance level is $(0.00) < (0.05)$, the conclusion can be said that partially talent management has a significant influence on employee discipline.

The results of this research are a research contribution, where the results of the influence of talent management on employee discipline are still rarely carried out. The results of research conducted by Karina [19] show that talent management has a positive and significant effect on employee performance at The Jayakarta Bali Hotel. Other results also show that there is a significant influence between talent management on the performance of employees of PT. Nusantara Plantation II Tanjung Morawa [20]. Performance can be measured by the discipline attitude of each employee, with high work discipline it will automatically produce good performance as well. Discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance (performance) that can be achieved [2]. Discipline is not only applied by each individual but also involves all employees in the company to help the company achieve success. Therefore, employee discipline is an ongoing process in which all individuals are closely related to the company for this purpose.

4.5 The Influence of Organization Culture Towards Employee Discipline at PT. Pelindo Husada Citra (PHC)

Based on the analysis in this study, the results obtained for the value of t_{count} (5,811) $>$ t_{table} (1,970) and a significance value (0,000) $<$ (0.05), while for the standardized coefficients beta it is 0.376. With that it can be concluded that there is a significant influence of organizational culture on employee discipline, and has a greater influence on employee discipline.

Through organizational culture members become aware of what behavior is and is not acceptable in the organization. In addition, organizational culture is also able to create interaction between members and improve professional attitudes at work [18], with a strong culture it can become a guideline and guide for employees in an organization, so that a stronger culture in the organization will be able to improve work discipline employee.

Lisworo Nur Fitriana [21] in his research showed that there was an influence of organizational culture on work discipline in police officers in the North Purwokerto sector of the Banyumas Police. Widya Dwi Oktaviani and Romat Saraghi [22] also stated the same thing, namely by implementing a stronger organizational culture, it will show high work discipline.

4.6 The Influence of Talent Management and Organization Culture Towards Employee Discipline at PT. Pelindo Husada Citra (PHC)

Based on the results of the tests carried out to get the result that the value of F_{count} (57.678) $>$ F_{table} (2.642) and a significance value of (0.000) $<$ (0.05), these results can be concluded that there is a significant influence of talent management and organizational culture on employee discipline simultaneously proven. The results of this study are a contribution to research where the results of combining the variables of talent management and organizational culture on employee discipline are still rarely carried out. The results of research that has been done by previous researchers, are dominant in the influence of talent management on performance and organizational culture on performance.

This study shows that the variables of talent management and organizational culture actually have a synergistic relationship in influencing employee discipline, so the results are significant. This proves that with a combination of talent management and organizational culture will be able to produce increased employee discipline than partially at PT. Pelindo Husada Citra (PHC).

5 Conclusion

According to the results obtained in the study “The Influence of Talent Management and Organizational Culture on the Employee Discipline of PT. Pelindo Husada Citra (PHC)” can be concluded as follows:

Based on the results of data analysis, it can be seen that the implementation of talent management at PT. PHC in the high category are 224 employees with a percentage of

94% and for the medium category there are 15 employees with a percentage of 6%. So it can be concluded that the application of talent management in PT. PHCs are felicitous.

According to data analysis, it was found that the category of organizational culture in PT. PHC with 185 employees and a percentage of 77% is in the high category. Meanwhile, for the medium category, there are 54 employees with a percentage of 23%. This shows that the organizational culture in PT. PHC is felicitous.

According to the data analysis that has been carried out by researchers, states that the level of discipline of employees at PT. PHC in the high category are 214 employees with a percentage of 89% and for the medium category there are 25 employees with a percentage of 11%. This shows that the level of employee discipline at PT. PHC is very good.

According to the results of the analysis in this study, it states that there is a significant influence on the talent management variable on employee discipline.

According to the analysis of the researcher, it is stated that partially on organizational culture variables on employee discipline has a greater and significant influence.

Based on the results of the study simultaneously there is a significant influence between talent management and organizational culture on employee discipline at PT. PHC.

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