



The Influence of Organizational Culture and Employee Motivation on the Performance of Public Construction Companies: A Study of Hutama Karya Corporation

Ainun Twifianti¹✉

¹ Postgraduate Faculty of Economics and Business, Hasanuddin University, Makassar, Indonesia
ainuntwifianti@gmail.com

Abstract. This research is conducted to examine the partial and simultaneous effects of Organizational Culture (X1) and Work Motivation (X2) on Company Performance (Y). The research population includes all employees of PT. Hutama Karya (Persero). The research sample size was determined to be 30 employees from various job levels within PT. Hutama Karya (Persero). An incidental sampling technique was employed to select the sample. Data analysis was carried out using the SPSS program. The research findings indicate that Organizational Culture (X1) has a positive and significant impact on Company Performance (Y), while Work Motivation (X2) has a negative but not significant influence on Company Performance (Y). Simultaneously, Organizational Culture (X1) and Work Motivation (X2) were found to have a significant impact on Company Performance (Y). Future research may re-examine the influence of work motivation on company performance in other state-owned construction companies to strengthen the findings of this research, especially regarding work motivation, which is susceptible to decline due to issues related to large debts and bankrupt state-owned construction companies. Furthermore, future research should also consider adding more variables that affect the performance of state-owned construction companies, such as Work Discipline, Organizational Commitment, Employee Training and Development, and other relevant variables.

Keywords: *Organizational Culture, Work Motivation, Company Performance, State-Owned Enterprises (BUMN)*

1. Introduction

Development in all sectors, carried out sustainably, is mandated by the 1945 Constitution of the Republic of Indonesia (UUD 1945) and is to be implemented by the government with the support of all layers of society. The government, as the primary initiator and driving force of development, has the authority to formulate and execute development plans by optimally harnessing all available resources. PT. Hutama Karya (Persero), hereafter referred to as HK, as a State-Owned Enterprise (BUMN), is one of the key actors in the field of construction, with a history of significant achievements since its establishment in 1960.

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HK has successfully completed various large-scale infrastructure projects, including the Suralaya Coal-Fired Power Plant, the Jati Gede Dam, the Pulau Balang Bridge, and the House of Representatives (DPR) building. Additionally, the state-owned company is currently engaged in the construction project for the Trans-Sumatra Toll Road. Below is a summary of the progress of these construction projects:

Table 1. Trans-Sumatra Toll Road Construction Projects by PT. Hutama Karya

Toll Road Project	Segment/Progress		Description	Investment Value
	Construction	Procurement		
Bakauheni- Terbanggi Besar	100%	100%	Operational since 2019	Rp16,796 T
Terbanggi Besar- Pematang Panggang	100%	100%	Operational since 2021	Rp10,085 T
Palembang- Simpang Indralaya	100%	100%	Operational since 2018	Rp3,828 T
Pekanbaru-Dumai	100%	100%	Operational since 2020	Rp16,210 T
Medan-Binjai	84%	98%	Partially operational in 2017 and 2020	Rp2,500 T
Betung-Tempino- Jambi	0%	0%	Target operation in 2025	Rp25,192 T
Jambi-Rengat	0%	0%	Target operation in 2025	Rp24,482 T
Batu Ampar-Hang Nadim	0%	0%	Target operation in 2025	Rp6,250 T
Langsa- Lhokseumawe	0%	0%	Target operation in 2025	Rp16,854 T
Lhokseumawe- Sigli	0%	0%	Target operation in 2025	Rp20,355 T
Rengat-Pekanbaru	0%	0%	Target operation in 2023	Rp21,220 T
Palembang- Tanjung Api-Api	0%	0%	Operation date not specified	Rp14,289 T
Prapat-Taruntung- Sibolga	0%	0%	Target operation in 2028	Rp28,488 T
Rantau Prapat- Kisaran	0%	0%	Target operation in 2025	Rp12,868 T

Source: hutamakarya.com (2023)

In addition to its involvement in the Trans-Sumatra Toll Road construction projects, as presented in the table above, HK (PT. Hutama Karya) also engages in various other construction-related business lines. These include toll road operation and maintenance, construction services and EPC (Engineering, Procurement, and Construction), property development, and manufacturing. These construction projects are executed in alignment with HK's vision of becoming a leading infrastructure developer in Indonesia.

However, beneath the impressive list of achievements, HK has accumulated a substantial debt burden, reaching approximately Rp30 trillion as of September 2023

(Binekasri, 2023). The CEO of HK, Budi Harto, attributes this significant debt to the high loan interest rates and the amortization of toll roads that have yet to reach commercial viability. According to the Director-General of State Assets (DJKN) at the Ministry of Finance, the large debt of HK can be attributed to the fact that the actual revenues from several completed toll road segments do not align with initial projections. This misalignment has led to an increase in the debt and its associated interest costs, without a corresponding increase in equity, liabilities, and assets (Damayanti, 2022).

Empirically, the magnitude of debt reflects a company's suboptimal performance. This aligns with prior research findings by Ahmed et al. (2018) and Lestari (2020), which indicate that the debt-to-equity ratio has a negative impact on company performance. Debt-derived capital may not result in the desired revenue growth because the company must also bear the burden of high-interest costs in subsequent years. These results also suggest that an increase in debt can reduce the profits generated by the company. The implications of these two prior research findings suggest that companies with high debt tend to have lower performance. Likewise, in the case of HK, which had a debt of Rp30 trillion in 2023, this indicates that its performance needs to be significantly improved to efficiently complete all construction and public infrastructure projects, pay off its debt, and increase the company's acceptable profits.

Based on the explanation above, the objective of this research is to analyze the performance of PT. Hutama Karya (Persero) in relation to the factors of corporate culture and employee motivation. The correlation between corporate culture and employee motivation with company performance has been the subject of several previous studies. Ghumiem et al. (2023) and Sengke (2015) found that corporate culture has a positive and significant impact on company performance. However, different results were obtained by Muliati et al. (2020) and Zhao et al. (2018), which stated that corporate culture has no influence on company performance. Given the inconsistent results from prior research, the relationship between corporate culture and company performance still requires further examination in this study.

The correlation between employee work motivation and company performance has also been examined by several previous researchers. Dubagus et al. (2021) and Giyanto et al. (2022) and Julianry et al. (2017) found that company performance was positively affected by work motivation. Although the results of these prior studies are consistent, it is still worthwhile to re-examine the relationship between work motivation and company performance in the context of HK. One fundamental reason for this is the emergence of cases of declining performance in state-owned enterprises (BUMNs), some of which have even led to bankruptcy, such as the case of PT Istaka Karya, a state-owned company that left substantial debts to its subcontractors amounting to Rp1.1 trillion (Abdul Latif, 2023). HK itself faces complex issues due to its much larger debt burden compared to PT Istaka Karya, which went bankrupt. This situation can potentially impact the motivation of HK employees, which may decline and subsequently affect the company's performance. Based on the comprehensive explanation in the introduction, the research formulates the research problems as follows:

1. Does Corporate Culture significantly influence the Performance of PT. Hutama Karya (Persero)?

2. Does Employee Work Motivation significantly influence the Performance of PT. Hutama Karya (Persero)?
3. Do Corporate Culture and Employee Work Motivation significantly influence the Performance of PT. Hutama Karya (Persero) simultaneously?

In line with the research problem formulation, the objectives to be achieved through this research are as follows:

1. To examine and analyze the influence of Corporate Culture on the Performance of PT. Hutama Karya (Persero).
2. To examine and analyze the influence of Employee Work Motivation on the Performance of PT. Hutama Karya (Persero).
3. To examine and analyze the simultaneous influence of Corporate Culture and Employee Work Motivation on the Performance of PT. Hutama Karya (Persero).

2. Literature Review

2.1 Firm Performance

Etimologically, "performance" refers to the translation of 'work results from work processes and work achievements.' These work results can be observed in numerical figures as well as in non-numerical evaluations. Bastian (2015) reveals that performance is essential in an organization to determine how much work processes can influence work achievements in various forms, such as the quantity of products, sales, revenue, or services. According to Wheelen & Hunger (2004), performance is the end result of activities carried out within an organization. Performance indicates what the organization has strived to achieve through the implementation of various strategies to reach its established goals.

2.2 Corporate Culture

Corporate culture is a set of values and principles believed in and shared among the members of an organization. Corporate culture is a series of values, norms, and artifacts that encompass the way members (employees) of an organization tackle problem they encounter. Corporate culture is a philosophical statement that can be used as binding demands for employees because it can be formally formulated in various company regulations and provisions. By codifying corporate culture as a reference for the rules and regulations in place, leaders and employees are indirectly bound to it, thus shaping attitudes and behaviors in line with the company's vision, mission, and strategy (Guiso et al., 2015).

2.3 Work Motivation

Work motivation is an impetus that arises within employees, and it can be attributed to both internal and external factors. Based on this motivation, an employee is compelled to perform their job in order to achieve the goals set by the company (Julianry et al., 2017). There are two type of work motivation, that is motivation that originated from internal and external side of individual. Intrinsic motivation is based

on internal factors, such as the need to become more skilled or competent in one's work and to receive recognition. Extrinsic motivation, on the other hand, is motivated by external factors that influence employees, such as rewards they will receive if they successfully achieve work targets or the threat of punishment if they fail to meet the company's set targets (Dubagus et al., 2021).

2.4 Research Model and Hypothesis

In accordance with the research background and literature review, the research model can be illustrated as follows:

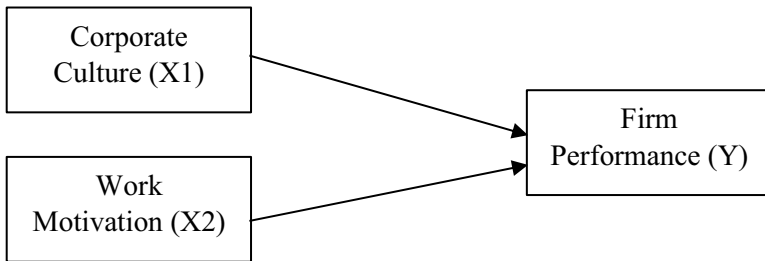


Fig 1. Research Analysis Model

The hypotheses developed in this research are as follows:

H1 : Corporate Culture (X1) significantly influences the Performance of PT. Hutama Karya (Persero).

H2 : Employee Work Motivation (X2) significantly influences the Performance of PT. Hutama Karya (Persero).

H3 : Corporate Culture (X1) and Employee Work Motivation (X2) simultaneously significantly influence the Performance of PT. Hutama Karya (Persero).

3. Methodology

3.1 Population, Sample, and Sampling Technique

The research population consists of all employees of PT. Hutama Karya (Persero). According to Kerlinger & Lee (2000), the minimum sample size for quantitative research is 30 samples. Based on this requirement, the sample size for this research is determined to be 30 employees from various job levels within PT. Hutama Karya (Persero).

The sampling technique employed is an incidental sampling technique, which is based on chance or random encounters. In other words, any PT. Hutama Karya (Persero) employee who coincidentally meets the researcher is selected as a research sample. The sampling process is concluded when 30 employees, as per the minimum sample size requirement for quantitative research, have been gathered. Each

of these employees is requested to complete a questionnaire containing statements designed to measure their perceptions regarding Corporate Culture, Employee Work Motivation, and Company Performance.

3.2 Measurement of Variables

Company Performance measurement in this research refers to Kaplan & Norton (1992) model of Balanced Scorecard, which has four perspectives of performance, including the learning and growth perspective, internal business perspective, customer perspective, and financial perspective. These four perspectives are further developed into 16 questionnaire items, which was adapted from Muslim et al. (2019).

The measurement of Corporate Culture is based on indicators developed by Fey & Denison (2003), which consist of mission, consistency, involvement, and adaptability. The measurement of Employee Work Motivation is based on the research by Giyanto et al. (2022) and includes five needs, namely, social needs, needs for job comfort and safety, physical needs, self-actualization, and self-appreciation.

3.3 Analysis Technique

The data collected is subsequently analyzed using quantitative analysis techniques with the assistance of the SPSS software. The influence of Corporate Culture and Employee Work Motivation on Company Performance is examined using multiple linear regression analysis with the following equation:

$$Y = a + B1.X1 + B2.X2 + e$$

Where:

Y = Company Performance

a = Constant

X1 = Corporate Culture

X2 = Employee Work Motivation

B1 = Coefficient of Corporate Culture variable

B2 = Coefficient of Employee Work Motivation variable

e = Residual Value

Hypothesis testing in this research is conducted using the t-test and F-test with the following criteria:

1. If the probability of the test result is > 0.05 (5%), the hypothesis is rejected.
2. If the probability of the test result is < 0.05 (5%), the hypothesis is accepted.

4. Results and Discussion

The results of the validity test for research variables shows that all indicators of corporate culture are valid based on a p-value of less than 0.05. Similarly, the results of the validity test for the work motivation and firm performance variables also indicate that all indicators from these two variables have a p-value less than 0.05, thus confirming their validity.

The criteria for interpreting the results of the validity test involve considering the p-value, which should be less than 0.05 (5%) for an indicator to be declared valid and subject to further analysis. Based on the validity test results above, it can be observed that all 12 indicators of the first independent variable in this research, Corporate Culture (X1), have a p-value less than 0.05, indicating that all these indicators are valid. Similarly, all 13 indicators of the second independent variable, Employee Work Motivation (X2), and all 16 indicators of the dependent variable, Company Performance (Y), have p-values less than 0.05, establishing their validity.

Below are the results of the reliability test for the variables in this research:

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Description
Corporate Culture (X1)	0,791	Reliable
Work Motivation (X2)	0,743	Reliable
Firm Performance (Y)	0,813	Reliable

Source: SPSS Data Processing Results

The data of the reliability test in the table above shows that all three variables in this research has Cronbach's Alpha values that are greater than 0.7. Sequentially, they are 0.791 for Corporate Culture (X1), 0.743 for Employee Work Motivation (X2), and 0.813 for Company Performance (Y). Therefore, the measurement instruments for the research variables are categorized as reliable, allowing for further analysis.

Below are the results of the coefficient of determination test in this research:

Table 3. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.655	2.190
a. Predictors: (Constant), X2, X1				

Source: SPSS Data Processing Results

The data presented in the table 3 states that the R-squared value is 0.679 or 67.9%. It means that the Corporate Culture (X1) and Employee Work Motivation (X2) are capable of explaining 67.9% of the variance in Company Performance (Y). The remaining 32.1% is explained by variables that are not currently examined in this research.

Below are the results of the multiple regression test to address the research hypotheses:

1. Partial influence test results

The results of the multiple regression test for partial influence, namely the influence of Corporate Culture (X1) on Company Performance (Y) and the influence of Employee Work Motivation (X2) on Company Performance (Y), are as follows:

Table 4. Multiple Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.366	10.276		1.301	.204
	X1	1.121	.149	.828	7.532	.000
	X2	-.055	.152	-.040	-.360	.721
a. Dependent Variable: Y						

Source: SPSS Data Processing Results

The test results in the table above show that the significance value for the influence of the Corporate Culture variable (X1) on Company Performance (Y) is 0.000, with a positive (+) B value. This means that an increase in Corporate Culture (X1) will lead to an increase in Company Performance (Y). This result aligns with previous research findings by Ghumiem et al. (2023) and Sengke (2015), who found that corporate culture has a positive and significant impact on company performance. However, this research result does not align with the findings of previous studies by Zhao et al. (2018) and Muliati et al. (2020), which stated that corporate culture does not have an influence on company performance.

Corporate culture can be defined as a set of values, principles, or even philosophical statements that can be embodied in formal forms such as company regulations or policies, or they can be unwritten norms that bind employees and all stakeholders in the company to behave in accordance with these values (Guiso et al., 2015). Improvement in corporate culture can be seen as an increase in the intensity of applying various values and an increase in the expectations for all members of the company to adhere to, share, and implement these values. According to the results of this research, the more intense the application of corporate culture, the higher the performance of HK, as reflected in improvements in performance in all four perspective of performance (learning and growth perspective, learning and growth

perspective, internal business process perspective, customer perspective, and financial perspective).

The multiple regression test results also show that the significance value for the influence of Employee Motivation (X2) on Company Performance (Y) is 0.721, with a negative (-) B value. This means that Employee Motivation (X2) has an influence that is not in the same direction as Company Performance (Y). However, this influence is very small or not significant, so increases or decreases in Employee Motivation (X2) are not capable of causing increases or decreases in Company Performance (Y).

These findings do not align with previous research by Dubagus et al. (2021), Julianry et al. (2017), and Giyanto et al. (2022), which found that work motivation has a positive and significant influence on company performance. Therefore, the results of this study regarding the negative and insignificant influence of Employee Motivation (X2) on Company Performance (Y) can contribute to the literature in the field of strategic management and can serve as a reference for the need for further research to examine this influence.

The presence of a negative yet insignificant influence of Employee Motivation (X1) on Company Performance (Y) can be explained by the fact that HK employees who are aware of the bankruptcy of another state-owned enterprise, Istaka Karya, due to its enormous debt burden, might have similar concerns about the future of HK. Furthermore, it is known that HK has a much larger debt than Istaka Karya. This situation can lead to a decrease in work motivation among employees. However, considering HK's status as a state-owned enterprise, a decrease or increase in Employee Motivation will not have a significant impact on Company Performance because of the high demand from the public to become employees of the company. The company can easily replace employees who are considered underperforming because many other individuals are willing to take the place of those replaced employees. Therefore, even if employees experience a decline in work motivation, they still strive to provide maximum performance to secure their positions.

2. Simultaneous Influence Test

The results of the simultaneous influence test of Company Culture (X1) and Employee Motivation (X2) on Company Performance (Y) can be observed in the table below:

Table 5. ANOVA Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	274.000	2	137.000	28.571	.000 ^b
	Residual	129.467	27	4.795		
	Total	403.467	29			
a. Dependent Variable: Y						

b. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results

Interpretation of the ANOVA results also relies on the significance value. If the value is less than 0.05 (5%), it means there is a significant influence from all independent variables simultaneously on the dependent variable. Conversely, if the significance is more than 0.05 (5%), it implies that the influence of all independent variables simultaneously on the dependent variable is not significant.

The ANOVA test results in the table above indicate that the significance value for the simultaneous influence of Company Culture (X1) and Employee Motivation (X2) on Company Performance (Y) is 0.000. This means that an increase in both independent variables in this study can enhance company performance. This can be understood as company culture having a significant impact on managing employee motivation. The shared values and principles among employees can help maintain their motivation to perform their tasks effectively, thus encouraging higher company performance.

Conclusion

Based on the results of research that has been carried out to determine the determinants of the development of Sharia banks, it can be concluded that the variables number of offices and level of profit sharing, influence the development of Sharia banks. Meanwhile, the variables inflation and BI rate, have no effect on Sharia banks' development. Based on the results of this research, further research can add mediator or intervening variables to get a broader picture of the relationship that strengthens the proportion of Sharia bank assets or the indirect factors that influence the development of Sharia banks.

5. Conclusion

Based on the analysis and discussion, the following conclusions can be drawn:

1. Company Culture (X1) has a positive and significant impact on Company Performance (Y). This means that an increase in the intensity of implementing company culture can drive an improvement in company performance.
2. Employee Motivation (X2) has a negative but not significant impact on Company Performance (Y). This suggests that changes in work motivation, whether positive or negative, do not lead to corresponding changes in company performance.
3. Company Culture (X1) and Employee Motivation (X2) simultaneously have a significant impact on Company Performance (Y). This indicates that company culture plays a significant role in managing employee motivation to enhance company performance.

In accordance with the above conclusions, the following recommendations can be made:

1. Future research should revisit the influence of work motivation on the performance of other State-Owned Enterprises (BUMN Karya). Findings from further research can strengthen the results of this study regarding employee work motivation, which may be susceptible to decline due to issues related to State-Owned Enterprises carrying large debts or experiencing bankruptcy.
2. Future research can expand the number of variables studied for their impact on the performance of State-Owned Enterprises. Additional variables, such as Work Discipline, Organizational Commitment, Employee Training and Development, and other factors, can provide a more comprehensive understanding of the factors affecting State-Owned Enterprises' performance.

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