



Effect of Person-Organization and Person-Job Fit on Career Development: The Role of Proactive Behavior

Muhammad Affan Gaffar^{1*}, Baso Amang², Ratna Dewi³, Gaffar⁴

¹Magister Management Program, Universitas Muslim Indonesia, Makassar, Indonesia

^{2,3}Universitas Muslim Indonesia, Makassar, Indonesia

⁴Universitas Negeri Gorontalo, Gorontalo, Indonesia

affangaffar28@gmail.com

Abstract. This research delved into the perceived significance of the alignment between individuals and their jobs, as well as the alignment between individuals and their organizations, concerning proactive behavior and career development within the context of civil servants in Indonesia. A quantitative investigation was subsequently conducted to explore how individuals perceive the fit between themselves and their jobs (PJ fit), the fit between themselves and their organizations (PO fit), their proactive behavior, and their career development. A total of 76 civil servants from the Gorontalo Province office were chosen as study participants using a census sampling method. Primary data were collected through a questionnaire administered directly to the participants and assessed using a 5-point Likert scale. The results obtained from the analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) confirmed that all the relationships under scrutiny had a positive and significant impact. This paper offers both theoretical and practical contributions by presenting an initial model of PJ and PO fit for state organizations within the Indonesian context. Furthermore, the study discusses the implications and potential future research directions.

Keywords: Person-job fit, Person-organization fit, Proactive behavior, Career development, Civil servants, PLS-SEM

1 Introduction

In the ever-changing contemporary landscape, especially in the post-COVID-19 era, where career trajectories lack conventional boundaries, follow nonlinear paths, and involve intermittent transitions, employee-controlled career management is of paramount importance [1]. Scholars are increasingly delving into how individuals take the reins in shaping their career journeys. Existing research highlights the significance of proactive career behavior in various contexts [2–4]. This term encompasses the idea that individuals, of their own accord, take proactive measures to explore various opportunities, set well-defined objectives, nurture professional networks, and continually develop their skills and capabilities to bolster their career

competitiveness [2]. Such proactive career behavior not only empowers individuals to construct their career paths actively but also contributes significantly to the realization of positive personal career outcomes [5]. These outcomes encompass career achievements, increased employability, and overall career contentment [5].

Employees are expected to demonstrate congruence with both the organization and their specific roles. This congruence is defined as a personal quality that empowers them to carry out their responsibilities effectively within the agency or company [6]. The idea of fit, in this context, becomes evident when we assess how well an individual's internal attributes, including values, personality, goals, and abilities, align with external factors such as the organization's values, its overarching goals, and the demands of their job. When organizations bring new employees on board, they typically have a keen interest in evaluating at least two distinct facets of compatibility. Person-organization (P-O) fit encompasses the extent to which an individual's personality, values, objectives, and various characteristics harmonize with those prevalent within the organization [6]. Conversely, person-job (P-J) fit relates to the degree to which an individual's knowledge, skills, abilities, and other qualities align with the specific demands of the job [7] (HR professionals often employ the acronym KSAO to encompass these four sets of attributes.) To illustrate, an individual characterized by a proactive and creative disposition might find an ideal fit within a technology-driven company that thrives on the contributions of risk-taking individuals. However, this same person might not find a congruent fit within an organization that places a premium on adherence to routine and predictability, as is the case with a nuclear power plant. Likewise, this proactive and creative individual may excel in a field-based role like that of a marketing manager, but may not fare as well in an office-based position that heavily relies on stringent rule adherence, such as that of an accountant.

Proactive career behavior encompasses actions like career planning, cultivating new connections, seeking guidance, and skill acquisition, which individuals employ to effectively manage their careers. According to [8], proactive career behavior falls under the category of "proactive person-environment fit behavior," which relates to the capacity to improve the alignment between an individual's skills and values and the demands of their environment. These behaviors involve individuals taking the lead in shaping their careers rather than merely reacting to opportunities, with a focus on ensuring sustained compatibility and congruence between their career expectations, personal orientations, and organizational requirements. From the perspective of the cultural theoretical framework, adapting responses include flexible behaviors and beliefs individuals use to navigate career development challenges and changing work and career circumstances [9]. Proactive career behaviors entail individuals actively addressing their career development tasks through activities such as career planning, expanding their professional networks, seeking guidance, and acquiring new skills. Therefore, we can posit that proactive career behaviors represent adaptive responses employed by individuals.

The effective management of career development is a persistent concern for organizations, both in the public and private sectors [10]. This concern is particularly pronounced within government institutions, especially at the State Civil Servants

(Aparatur Sipil Negara) level. The process of career development for Aparatur Sipil Negara (ASN) is not merely advantageous for the individuals within the system; it also yields substantial benefits for government organizations. By fostering the professional growth of ASNs, governmental bodies can secure a dependable reservoir of competent and dependable personnel who can fill key roles in the future. In Indonesia, particularly for its government employees, the process of human resource development comprises eight fundamental actions. These encompass planning, recruitment, skills enhancement, workforce management, advancement, salary structure, well-being provisions, and termination procedures, as stipulated in Law No. 43/199 Section 1, Article 8. The planning and enhancement of capabilities and competencies must adhere to legal guidelines to ensure that public servants can excel and have their skills duly recognized. Moreover, these endeavors encompass a range of actions that involve the planning, recruitment, skill improvement, staff allocation, progression, remuneration, benefits, and termination of individuals in public service roles. The administration of civil servants is oriented towards ensuring the effective and efficient execution of government responsibilities and advancement. Consequently, Indonesian public servants must display professionalism, accountability, and integrity, qualities that can be cultivated through structured career development and performance assessment systems. Indonesia has witnessed a longstanding trend where aspiring to become a civil servant is among the top career aspirations. Consequently, the entrance examination is anxiously anticipated by millions of young Indonesians. In 2021, the State Civil Service Agency (Badan Kepegawaian Negara) released that registration for the selection of 2021 civil servant candidates (Calon Pegawai Negeri Sipil) reached 3.736.883 (submitted) application files to the system.

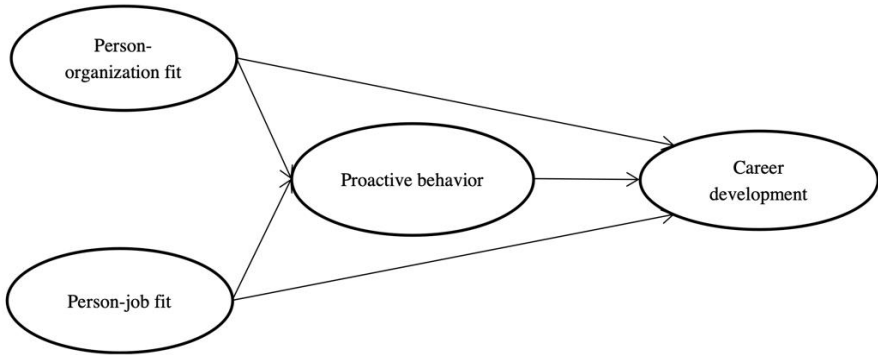
The existing body of research indicates that proactive conduct, involving individuals actively seeking out opportunities, establishing objectives, forming connections, and enhancing their skills and competencies to secure a promising future in their careers, serves as a pivotal factor in empowering individuals to take charge of their professional paths and contributes to favorable personal career results, including accomplishments in their careers, job prospects, and career contentment [11–14]. In multiple research studies, it has been established that a person's suitability in terms of their personality is closely linked to their behavior at work and their overall success in their career. Experts believe that one of the key factors driving innovative work behavior is the alignment between employees and the organization they work for [2,8]. When employees perceive a strong Person-Organization Fit, they are more inclined to be motivated to exhibit proactive work behavior. Simultaneously, [13,15] have discovered that both person-organization fit (P-O fit) and person-job fit (P-J fit) serve as moderating factors in the connection between proactive personality and intrinsic career success, encompassing job and career satisfaction. In simpler terms, having a proactive personality is associated with intrinsic career success only when the individual is well-matched with both their organization and job. Based on the explanation above, this research aims to examine the influence of person-organization fit and person-job fit on proactive behavior and career development of civil servants in Indonesia.

2 Methods

The research methodology employed in this study is explanatory research, with the primary objective of elucidating causal connections between variables using hypothesis testing [16]. Within this framework, the investigation focuses on analyzing the impact of variables related to person-organization fit and person-job fit on proactive behavior and career development within the civil service sector in Indonesia.

In this study, considering the size of the population and the significance of involving employees at all organizational levels within the Regional Civil Service Agency of Gorontalo Province, a probability sampling method was employed. Probability sampling ensures an equal chance for every element or member of the population to be chosen as a sample. However, for this research, a non-probability sampling technique, specifically saturated sampling, was utilized. According to [16], saturated sampling involves using the entire population as the sample, a method commonly employed when the population is relatively small. Consequently, for this study, the entire population of 76 civil servants at the Gorontalo Province Regional was included in the sample. The questionnaire was utilized as a data collection technique during a specific period, involving the administration of a set of structured written questions to research participants to gather their responses regarding the variables studied in this research, over two months, from August 2023 until September 2023. Primary data collection in this study encompasses the compilation of data through the distribution of questionnaires directly to respondents.

Inferential statistical analysis is used for testing predefined hypotheses. In this research, the statistical method employed for data analysis is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach [17]. SEM-PLS is a causal modeling technique aimed at maximizing the explained variance of latent criterion variables by latent predictor variables. Generally, the SEM-PLS analysis framework employs a two-step process to assess the analysis outcomes. This involves the assessment of the measurement model (referred to as the outer model) and the evaluation of the structural model (referred to as the inner model) [17]. The evaluation of the measurement model (outer model) entails examining its internal consistency reliability, convergent validity, and discriminant validity. On the other hand, the evaluation of the structural model (inner model) involves scrutinizing factors such as the coefficient of determination (R-squared), predictive relevance, and effect size (f-squared).

Fig. 1. Research model

3 Results and Discussions

3.1 Evaluation of measurement model

This study adheres to the recommendations outlined by [18] in terms of presenting an evaluation of the outer model. The first phase in assessing the outer model entails the evaluation of convergent validity, which can be assessed by examining the loading factor. It is considered to exhibit a satisfactory level of validity when the loading factor surpasses 0.7. As indicated in Table 1, it was confirmed that all items had loading factor values greater than 0.7. The second phase involved assessing discriminant validity through cross-loading analysis. [18] outlined that if an item's weight within a given variable surpasses its weight in another variable, it is considered suitable for gauging the intended variable. Examination of Table 2 reveals that all items measuring both endogenous and exogenous factors exhibited higher item weights compared to items measuring other variables. As a result, discriminant validity was confirmed. Thirdly, the Fornell-Larcker criteria represent the subsequent step in assessing validity. This criterion serves as another way to determine the discriminant validity of a measure. The fundamental idea behind the Fornell-Larcker method is that constructs exhibit higher shared variance with associated indicators compared to unrelated constructs. The Fornell-Larcker evaluation criterion checks whether the Average Variance Extracted (AVE) surpasses the squared correlation with other components [19]. Table 3 provides evidence that all constructs exhibit higher AVE values than the correlations with other constructs, thereby satisfying the discriminant validity testing requirement. The final step examines discriminant reliability through three essential criteria: AVE, Cronbach's alpha, and composite

reliability. To validate the construct, the AVE score must surpass 0.5, Cronbach's alpha must exceed 0.6, and composite reliability is greater than 0.7 [18]. As detailed in Table 1, the AVE, Cronbach's alpha, and composite reliability values for all four variables comfortably surpass these prescribed thresholds. Consequently, it is affirmed that all constructs meet the stringent criteria for discriminant reliability.

Table 1. Assessment of the outer model

Constructs and statements (item measurements)		Loadings	CA	ρ_A	CR	AVE
Person-organization fit (POF)			0.871	0.879	0.905	0.673
POF1	Civil servants experience a sense of ease and contentment in the organization they are employed.	0.824				
POF2	Civil servants experience a sense of joy while employed at the organization.	0.840				
POF3	Civil servants seldom or rarely express conflicting views.	0.866				
POF4	Civil servants collaborate effectively with their supervisors.	0.808				
POF5	Civil servants efficiently perform the tasks assigned to them.	0.793				
POF6	Instructions provided by higher-ups are straightforward to comprehend.	0.820				
Person-job fit (PJF)			0.890	0.896	0.835	0.607
PJF1	Civil servants are familiar with explicit methods and specific instructions for performing their tasks.	0.814				
PJF2	Maintain a strong grasp of the tasks at hand.	0.737				

PJF3	Access to information on effectively performing tasks for employees.	0.799				
PJF4	Alignment of job attributes with the skills and preferences of the workforce.	0.840				
Proactive Behavior (PRO)			0.848	0.849	0.879	0.637
PRO1	Engaging in a task willingly and productively.	0.871				
PRO2	Behavior focuses on making progress or enhancing one's performance.	0.833				
PRO3	Provide creative ideas for implementing change.	0.865				
PRO4	Participating in the development and execution of concepts.	0.826				
PRO5	Examine issues and potential origins of problems in advance of their occurrence.	0.794				
PRO6	Proactively take autonomous steps to avert the reappearance of work-related issues.	0.843				
Career Development (CD)			0.822	0.821	0.849	0.657
CD1	Civil servants get the same career opportunities.	0.819				
CD2	Promotion assessments are conducted fairly and logically.	0.862				
CD3	Higher-ups actively involve themselves in the employee's career progression.	0.804				
CD4	Strive to accomplish	0.767				

	greater goals in your career than your current achievements.	
CD5	Embrace and find contentment in your present situation, which is stable.	0.821

Note: POF: Person-organization fit; PJF: Person-job fit; PRO: Proactive behavior; CD: Career development

Table 2. Cross Loading

Constructs / Items	1	2	3	4
POF1	0.824	0.621	0.254	0.452
POF2	0.840	0.375	0.312	0.469
POF3	0.866	0.421	0.587	0.365
POF4	0.808	0.380	0.598	0.603
POF5	0.793	0.245	0.462	0.209
POF6	0.820	0.428	0.358	0.573
PJF1	0.439	0.814	0.463	0.487
PJF2	0.527	0.737	0.542	0.432
PJF3	0.381	0.799	0.349	0.620
PJF4	0.460	0.840	0.524	0.624
PRO1	0.346	0.465	0.871	0.376
PRO2	0.517	0.671	0.833	0.280
PRO3	0.398	0.523	0.865	0.438
PRO4	0.567	0.479	0.826	0.650
PRO5	0.531	0.521	0.794	0.389
PRO6	0.329	0.467	0.843	0.465
CD1	0.534	0.329	0.321	0.819
CD2	0.364	0.420	0.478	0.862
CD3	0.209	0.382	0.593	0.804
CD4	0.378	0.279	0.278	0.767
CD5	0.216	0.527	0.371	0.821

Note: POF: Person-organization fit; PJF: Person-job fit; PRO: Proactive behavior; CD: Career development

Table 3. Validity for discrimination using the Fornell-Larcker criteria

	Mean	Standard Deviation	POF	PJF	PRO	CD
POF	3.77	0.63	0.862			
PJF	3.85	0.70	0.579	0.826		
PRO	3.94	0.71	0.421	0.574	0.843	
CD	3.87	0.87	0.409	0.498	0.615	0.808

Square roots of Average Variances Extracted (AVEs) are shown diagonally (in bold).

Note: POF: Person-organization fit; PJF: Person-job fit; PRO: Proactive behavior; CD: Career development

3.2 Evaluation of the Inner Model

Before delving into the importance of the inner model, it's crucial to assess the Variance Inflation Factor (VIF) to mitigate potential issues of collinearity and common method bias (CMB) within the model. It is recommended that the VIF value be less than or approximately equal to 3.3, as values exceeding 5 can indicate a significant problem of collinearity among the indicators of the constructs [20]. The outcomes of the assessment confirm that the VIF scores for each specific construct remained below the designated threshold of 3.3. Consequently, this research did not encounter any concerns related to collinearity or general method bias. Moreover, the study assessed the R2 coefficients for the internal latent variable to evaluate its predictive capacity within the dataset. Consequently, the results reveal R2 values of 0.591 (59.1%) for PRO and 0.482 (48.2%) for CD, demonstrating that the model exhibits suitable predictive significance [18].

Table 4. Bootstrapping analysis results

Direct effects	Std. @	Std. Error	T- value	P- value	Decisio n	Confidence Interval (95%)	
						LL	UL
H1 POF -> PRO	0,308	0,095	3,242	0,002	No	0.098	1.114
H2 POF -> CD	0,266	0,097	2,742	0,007	Yes	0.031	1.857
H3 PJF -> PRO	0,335	0,088	3,807	0,000	Yes	0.008	0.966
H4 PJF -> CD	0,369	0,092	4,011	0,000	Yes	0.094	1.283
Direct effects	Std. @	Std. Error	T- value	P- value	Decision	Confidence Interval	
						LL	UL
H6a POF -> PRO - > CD	0,251	0,092	2,728	0,007	Yes	0.008	1.221
H6b PJF -> PRO -	0,247	0,096	2,576	0,011	Yes	0.006	1.254

> CD

Note: POF: Person-organization fit; PJF: Person-job fit; PRO: Proactive behavior; CD: Career development

Significance at: $P\text{-value} < 0.05$ and $T\text{-statistics} > 1.98$.

Table 4 displays the outcomes of hypothesis testing and the correlation between independent and dependent variables. The significance values (t-statistics and p-values) and standard coefficient paths were obtained through a non-parametric method, specifically by employing subsample multiplication with 5000 iterations (Henseler et al., 2016). It was found that POF had a positive and significant influence on PRO ($\beta = 0.308$, $t = 3.242$, $p < 0.002$) and CD ($\beta = 0.266$, $t = 2.742$, $p < 0.007$). Likewise, PJF was confirmed as a positive and significant predictor towards PRO ($\beta = 0.335$, $t = 3.807$, $p < 0.000$) and CD ($\beta = 0.369$, $t = 4.011$, $p < 0.000$) from civil servants's perspective in Indonesia. Finally, the current study also found that the PRO construct acted as a full mediator in the tested direct relationship; POF \rightarrow PRO \rightarrow CD ($\beta = 0.251$, $t = 2.728$, $p < 0.007$) and PJF \rightarrow PRO \rightarrow CD ($\beta = 0.247$, $t = 2.576$, $p < 0.011$). Therefore, all six hypotheses (H1, H2, H3, H4, H6) were accepted. Discussions and implications are discussed further.

3.3 Discussions

It was found that POF had a positive and significant influence on PRO and CD. This is consistent with previous research that examined how the fit between a person and their workplace, known as "PO Fit," relates to their proactive behavior. In the context of public service management, when civil servants are intrinsically motivated and believe in the value of their actions, they are more likely to take proactive steps for society. This is especially true when their values align with the organization's values, making them motivated to contribute actively. Furthermore, feeling a sense of belonging and value within the organization also encourages civil servants to take initiative in solving problems and driving positive changes. A strong PO fit not only leads to job satisfaction but also motivates individuals to excel in their roles. This alignment can significantly impact a person's career development, influencing various aspects such as career choices. When civil servants' values match those of the organization, they are more likely to pursue a career path that aligns with the organization's mission and vision, fostering long-term career growth within the organization.

Furthermore, PJF was confirmed as a positive and significant predictor of PRO and CD among civil servants in Indonesia. These findings corroborate previous studies as well. The connection between PJ Fit and proactive behavior lies in the significance of alignment with job requirements. When civil servants match their skills and abilities to their jobs, they gain confidence in performing their tasks both independently and within the organization. This alignment enables employees to adapt to evolving work demands effectively. When individuals are comfortable with

their tasks, they tend to focus more on proactive actions rather than excessive adaptations, which, in turn, increases their likelihood of taking the initiative to excel in their work. Additionally, the impact of PJ Fit on a civil servant's career development is substantial. This alignment influences several factors, enhancing the success of individuals in fulfilling their responsibilities. When a person's values align with those of their job or organization, they experience greater meaning and satisfaction in their career. This, in turn, leads to better job performance, increased chances of promotion, and the opportunity to take on greater responsibilities within the organization. Moreover, job satisfaction encourages employees to remain with the organization for a longer duration and offers them the chance to further develop their careers by building on their skills and competencies. Ultimately, this alignment can open up broader career opportunities for civil servants to be explored further.

4 Conclusion

This research found that fit role (person-organization and person-job) plays pivotal functions in encouraging proactive behavior, and ultimately, advancing their careers and achieving success for civil servants in Indonesia. This research carries practical significance, particularly for policymakers seeking to nurture civil servants' career adaptability and proactive career behavior. This study also highlights the effectiveness of emphasizing career advancement as a means to boost employee career adaptability, ultimately promoting proactive career behavior. This suggests that organizations should pay attention to employees who prioritize promotion-focused thinking.

This study also underscores various avenues for future research based on its limitations. To begin with, the study solely employed fit role theory to forecast proactive behavior and career development. Subsequent researchers may explore a more comprehensive model, one that encompasses adaptive outcomes, to gain a more thorough comprehension of the factors leading to and resulting from proactive career behavior and career trajectories. Finally, it is worth noting that our study focused on Indonesian civil servants, so there might be limitations due to our sample size. To address this, future research should aim to replicate the current findings in various cultural contexts and with more diverse samples from different industries or institutions. Furthermore, the importance of utilizing multiple data sources or period from different approach (qualitative) were stressed in the future.

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