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Innovation and technological advancements can be disruptive forces, especially for conventional business in the hospitality and tourism industries. This book is timely with its critical examination of such forces and how the two industries should strategize and respond to changes effectively. It examines a wide scope of topics, from environmental scanning, formulation, implementation and evaluation to the way managers make strategy choices for better organizational performance.

The book illustrates how companies can re-orient their strategies and appraise the effectiveness of the business; its key competitors; and how they should set business goals through various cases, i.e. different types of hospitality and tourism business from traditional hotels to Airbnb, and endeavors to provide strategic conceptual theories with real world application through such case studies.

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5

UNDERSTANDING ORGANIZATIONAL AGILITY

Evidence from the hotel industry in Iran

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5.1 Introduction

The world in which today's businesses operate has become more volatile, uncertain, complex, and ambiguous (Nabatchian, 2014; Schoemaker, Heaton, & Teece, 2018). This situation has led to a significant reform in the perspective of organizational strategy, business priorities, and disrupts the traditional models. Prior research indicates that the regular methods have failed to meet the organizational challenges when faced with changes in the external environment. Therefore, previous strategies have been replaced with new approaches and perspectives (D'Ortenzio, 2012). Under these conditions, developing and improving organizational flexibility, accountability and agility are essential for a firm to gain competitive advantage. Agile project management helps organizations to gain an edge over their competitors that have yet to take advantage of its flexibility and responsiveness. Agile enterprises operate with a common business vocabulary across the whole organization, and make the intersection points of related processes accessible and easy to use, thus producing increased consistency of results. Agility is the capability, potency and effective reaction in response to environmental alterations (Dove, 2001). Agility promotes the organization's potency to supply a high standard of products and services. An agile organization does not easily fail in a competitive market when faced with unexpected events and changes. An agile organization is consistent and powerful and exhibits fast responses to sudden changes, new market opportunities and to customer requirements (Nickpour & Salajegheh, 2011). In terms of revenue and turnover, the tourism industry is recognized as the third largest industry in the world after the oil and automotive industries (Giap, Gopalan, & Ye, 2016). Hence, tourism is experiencing stunning growth across the world, and most countries are concentrating on implementing various programs and using competitive

strategies for attracting tourists and ultimately to earn revenue through this industry. In the meantime, the hospitality industry, as an integral part of the tourism industry that provides welfare for tourists, has an effective role in boosting the entire industry. Since the hospitality industry is directly linked with customers, it must be very agile in order to improve product management, increasing efficiency and productivity (Tajeddini and Mueller, 2019). Intense competition in the hospitality industry and increased environment changes (external and internal), which have led to changes in the levels of customer needs, has caused the hospitality industry to be more agile than other industries. By referring to the organizational agility literature, it can be observed that extensive research has been conducted on this practical implication (e.g., Glenn, 2009; Mehrabi, 2013; Nabatchian, 2014); however, given the importance of agility in the hospitality industry, a particular framework of organizational agility in the hospitality industry has not been provided until now. Therefore, the results of this study will make a valuable contribution to the agility literature by providing a typology of organizational agility in the hospitality industry.

5.2 Theoretical foundations and research background

5.2.1 *Organizational agility*

The implication of organizational agility was initially defined by four researchers (Goldman, 1991) from Lehigh University. They argued that in competitive markets, the need for an agile organization that can respond to environmental changes and customer needs is a must (Charbonnier-Voirin, 2011). Based on Goldman's (1995a) definition, organizational agility is a conscious and weighted answer to unpredictable and continual changes in the environment, which enables companies to continue to grow and develop in a competitive environment. In terms of his viewpoint, an agile organization should have series of general features such as: cooperative systems, employee empowerment, flexible methods and technology, customer orientation, continuous learning, creativity and ultimately, innovation. The core competency of agile organizations is that they should be able to operate successfully in a dynamic and changing environment (Shafer, Dyer, Kilty, Amos, & Ericksen, 2001). Shafer et al. (2001) considered three aspects of agile organizations: awareness of the market and the power of analysis, cooperation and mobilization to respond quickly and appropriately and the third dimension is embedding learning. They emphasized that personnel have an important role in creating an agile organization. Organizations must pay particular attention to promoting training, empowerment of staff, reward systems, work systems, human relations (employees) and performance management (Charbonnier-Voirin, 2011).

The general features of agility, as seen in Table 5.1, can be defined as environmental changes, accountability based on changes, skill development, empowering employees, access to updated information, organized information, and creativity

TABLE 5.1 Agility features

<i>Author and year</i>	<i>Agility features</i>
Charbonnier-Voirin, 2011	Proactivity, Reactivity and Strategic Communication- Assessment of Performance, Employee Participation and Autonomy, Skill Development and Knowledge Expansion, Creativity and Continuing Recovery and Responsibility Committee – Internal & External Collaboration – Awareness of Customers’ Priorities, Forecasting the Customer Changes, Personal and Special Services.
Lin, Chiu, & Chu, 2006	Responsiveness, Competence, Flexibility, Quickness.
Barrand, 2006	Foresight, Customer Orientation, Complexity of Human, Collaboration, Changing, Innovation, Global Offering.
Kassim et al., 2004	Customer Orientation, Dominance of Changes, Collaboration for Competition, Leveraging Resources.
Sharifi et al., 2001	Responsiveness, Competence, Flexibility, Quickness.
Breu et al., 2001	Environment Changes, Accountability Based on Changes, Skill Development, Empowering Employees, Access to Updated Information, Organized Information, and Creativity.
Gunasekaran et al., 2001	Strategies, Technologies, People, Systems.
Yusuf et al., 1999	Responsiveness to Alterations & Uncertainty, Technologies, Collaboration, Flexibility, Creativity, Profitability, High Standard of Customized Products, Competencies.
Shafer et al., 2001	Awareness of the Market, Power of Analysis, Cooperation and Mobilization, Embedding Learning.
Goldman et al., 1995	Customer Enrichment, Collaboration to Increase Competitiveness, Dominance of Changes, Influence of People and Information.

(Breu et al., 2001). Sharifi et al. (2001), in a study entitled “A methodology for achieving agility in manufacturing organizations: an introduction”, expressed that the capabilities of an agile organization are having responsiveness (accountability), flexibility, competence and speed. In 2011, a group of writers and editors from various universities attempted to provide a model for measuring the psychometric properties of organizational agility. This model included four dimensions with a total of eleven sub-dimensions as follows: mastering change (proactivity, reactivity and strategic communication), valuing human resources (assessment of performance, employee participation and autonomy, skill development and knowledge expansion, creativity and continuing recovery and responsibility committee), cooperative approaches (internal and external collaboration) and customer orientation (awareness of customers’ priorities, forecasting customer changes, personal and special services) (Charbonnier-Voirin, 2011).

Agile companies have unique capabilities and skills, which make them empower to tap opportunities in a more strategic and effective manner than more conventionally structured companies. An Agile organization is able to move from strategy to execution far more efficiently and quickly by:

- Predicting environmental changes and planning to tap external opportunities. With a decentralized and flexible business structure, significant information from across the organization or the external sources becomes more available to use in forecasting future environmental changes and reduce uncertainty.
- Simplifying and integrating business activities so they can be analyzed for cost and value. Agile companies try to lessen unnecessary activities, which lead to less organizational complexity and operating costs. Agile companies more concentrate on reduce cost (cost strategies) and increase investment opportunities.
- Focusing on transformation, creativity and innovation. Agile companies with flexible structure target innovation opportunities. They have a clear understanding of which innovation creates competitive strategies for the organization. They know innovation is significant key to achieve high market share and growth.
- Integrating organizations resources and capabilities continuously, rapidly to promote organizations competencies. Agile companies efficiently incorporate new capabilities, which result from imitation, mergers, acquisitions, cost leadership, and strategic alliances. Agile system can predict the external environment' threats effectively and timely and reduce the risk of losing key competencies.
- An agile structured system helps the organization to maintain momentum on the execution of long-range strategic plans through shorter, iterative implementation cycles, meeting both immediate and long-term needs.

5.2.2 Hospitality industry

The origins of the hospitality industry can be traced to Greece and some European countries, particularly Switzerland (Levy-Bonvin, 2003). The term "Hotel" first appeared around the year 1760 AD and is derived from the word "Hostel". In the United States, these locations were called Inns in the past. Real growth and development of the hotel industry began in 1794 in America with the opening of the "City Hotel" in New York (OGorman, 2010). Gradually, competition among shareholders in the hospitality industry increased, but the remarkable expansion of the hospitality industry dates back to the twentieth century. The hotel industry was selected in order to preserve a certain internal homogeneity (Gunasekaran et al., 2001) although it is understood that the culture of each country and region is likely to affect their approach towards innovation (Hofstede, 2001).

Today, the hospitality industry required to respond to the needs of customers, particularly as their expectations are changing continually and becoming more

complex. This factor (internal and external changing) has resulted in companies with outdated procedures and policies being unable to continue their activities successfully. An important factor that enables the ability to meet customer needs is “organizational agility”, which can be conceived as a firm’s potency and the ability to confront the unstable needs of customers, to understand the new requirements, the ability to analyze situations, and to design new and effective solutions to satisfy the customers (Breu et al., 2001).

5.3 Methodology

Qualitative research method using semi structured interviews was employed to gain a typology of organizational agility in the context of hospitality industry. The hospitality industry was chosen because it has been shown formerly that the strategic adoption process and agility management are very vital in this uncertain and complex industry (Tajeddini & Trueman, 2014). The research population includes owners and senior managers of hotels that are located in Mazandaran province in northern Iran. There are more than 640 hotels in Iran, of which four 5-star hotels and ten 4-star hotels located in north east of Iran. Northern Iran hosts the majority of national and international tourists due to moderate climate, beautiful nature, and proximity to the Caspian Sea. Owing to the large number of tourists, the hospitality industry in northern Iran has special significance impacts on the economy of the area. In order to increase the likelihood of data collection, both judgmental and snowball sampling techniques have been employed.

First, 17 hotel managers were contacted and explained the purpose of the research. After 2 days, 15 of the hotel managers replied, expressing their willingness to cooperate and participate in the research. Two were eliminated from the list because of lack of knowledge and experience regarding the topic. Therefore, a total of 13 participants were finally chosen who were considered to be appropriate based on the research purpose. Table 5.2 presents the profile of the informants.

After choosing the sample, some questions which included definitions and the relevant content of the topic and allowed them to consider and concentrate on the topic, were sent by email to each of the participants. Subsequently, interviews commenced one week later and stopped after gaining desired information from managers. Each interview started with general questions, and then the informant was encouraged to explain specific strategy for different stages of agility management. In order to analyze the data, the researcher focuses on patterns of key words and phrases used repeatedly across all interviews (Miles & Huberman, 1994).

Each interview lasted between 30 and 50 minutes, and all were audio taped and transcribed. Interviews were documented included note taking, with special attention to the main topics (Tajeddini, 2013). In this process, the text was divided into different parts with respect to the perception of the informants regarding organizational agility. Miles and Huberman’s (1994) recommendations were applied to analyze the statements.

TABLE 5.2 Interviewees profile

<i>Interviewees</i>	<i>Age</i>	<i>Education</i>	<i>Tenure</i>	<i>Position</i>
Interviewee 1	56	BA	23	Senior Manager
Interviewee 2	48	MBA	15	Senior Manager
Interviewee 3	50	PhD	28	Senior Manager
Interviewee 4	32	MA	10	Senior Manager
Interviewee 5	42	MA	8	Senior Manager
Interviewee 6	50	PhD	24	Senior Manager
Interviewee 7	49	MA	13	Senior Manager
Interviewee 8	39	MBA	14	Senior Manager
Interviewee 9	44	MBA	18	Senior Manager
Interviewee 10	63	BA	38	Senior Manager
Interviewee 11	54	MA	23	Senior Manager
Interviewee 12	38	PhD	9	Senior Manager
Interviewee 13	49	MBA	12	Senior Manager

5.4 Result

According to the preliminary findings that were extracted from previous relevant studies, and based on Maslow’s hierarchy of needs model (Twining-Ward, 2009), an initial model of organizational agility is provided below (Figure 5.1).

There are three basic elements that are common to all organizational infrastructures: organizational structure, workplace and workforce (Nichols, 2012). Organizational structure depends on the company and/or the project. The structure helps to define the roles and responsibilities of the members of the department, work group, or organization. It is generally a system of tasks and reporting policies that are implemented to provide members of the group a direction when completing projects. An effective organizational structure will enable people and groups to work effectively together while developing hard work ethics and attitudes.

The second stage consists of enablers, referring to management fields such as change management, technology management, performance management and customer relation management (Charbonnier-Voirin, 2011). The third category is leverages. This category refers to the fact that leverages (accountability, flexibility and quickness) have an important role in organizational agility (Lin et al., 2006). Enhancers are the next category. This category refers to several key factors (quality and cost) that organizations should focus on in order to achieve agility (Sull, 2009).



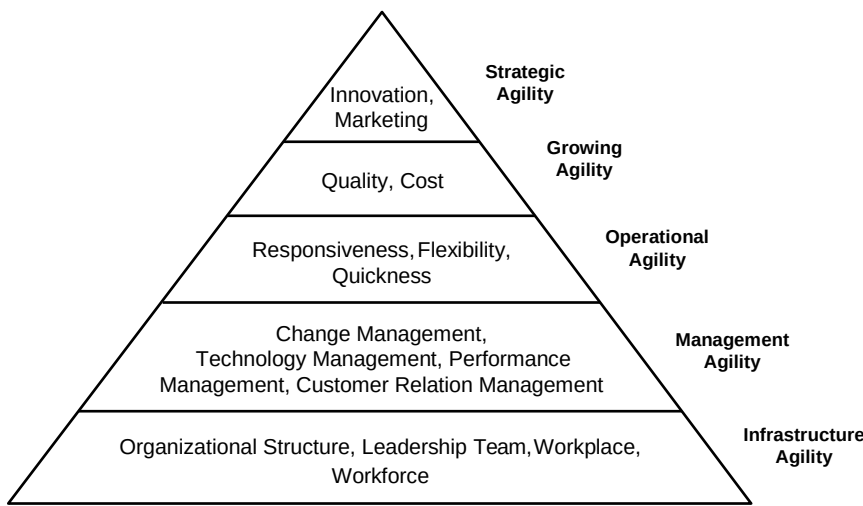
FIGURE 5.1 Organizational agility hierarchy model

The final stage of the pillars is called the delighter stage and is at the top of the pyramid. This stage is the ideal level for industries, and consists of various factors such as creativity, innovation and marketing (Barrand, 2006). This level is the flourishing stage for an agile system.

These five types of pillars are important areas that every company should concentrate on them in order to achieve organizational agility. If a company desires to exploit its existing capacity to create an agile system and ultimately a dynamic industry, it should take note of these areas and implement strategies to achieve them.

The 13 hotel managers were interviewed in order to recognize and provide a typology of organizational agility in the hospitality industry. According to their responses, a typology was identified that consists of five strategies for achieving organizational agility. These strategies imposed separate methods for each stage of organizational agility. As shown in Figure 5.2, there is a specific strategy related to each level. These strategies are: infrastructure agility, management agility, operational agility, growing agility and strategic agility.

FIGURE 5.2 Typology of organizational agility



5.4.1 Infrastructure agility

In terms of Maslow’s hierarchy of needs, the lowest level of needs is preconditions that, in terms of organizational agility, consist of organizational structure, leadership team, workplace and workforce. According to the results of the interviews, the majority of the hotel managers noted that organizational agility and structure are two inseparable concepts. Most informants noted that in order to achieve organizational goals, an agile system is required and, in order to have an agile system, infrastructural agility is necessary. Some informants expressed that companies can be successful under the situation balancing between adequate structure and environment changes in their organizations, particularly hospitality companies. The company structure should be based on an internal marketing plan (establishing a relationship between the company and employees) and interactive marketing (establishing appropriate communication between staff and customers). An appropriate physical environment and improvement services process have highly important roles in agility. Furthermore, some informants stated that the hardware aspects of the workplace are also important. Architecture, the building view, and hotel facilities have a significant impact on both employees and also the customers’ choice. Respondent 4 argued that human resources are one of the prerequisites of an agile organization. By selecting, training and motivation the personnel, the organization can build a solid foundation for achieving agility. Staff morale at the time of service will have an impact on the quality of service. Additionally, some respondents noted that the workforce should have traits such as being committed, consistent, competent, loyal, etc., and should also be familiar with the culture and customs of various countries as well as other languages and local dialects.

5.4.2 *Management agility*

In order to achieve organizational agility, organizations should be able to react successfully to the emergence of new competitors, the development of new industry-changing technologies, or sudden shifts in overall market conditions. In agile systems, the role of the manager is to enable those doing the work to contribute their full talents and capabilities to generate value for customers and to eliminate any impediments that may be obstructing progress. The manager trusts in the judgment and wisdom of those who have contact with customers in terms of the work that must be completed. The manager also trusts in the talents and capacities of those doing the work to determine how the work can be done in the most effective manner. Agile is neither top-down nor bottom-up; it is outside-in. The focus is on delivering value to customers and the customer is the boss, not the manager (Denning, 2015). Interviewees 3 and 8 noted that managers should be able to identify the organization's strengths and weaknesses, and should also be aware of the opportunities and external threats, which enables them to make appropriate decisions in response to fluctuations. Interviewees 3 and 4 stressed on change management. They said that the public relations (PRs) in any organization, particularly in the hospitality industry, play a very important role in change management. In fact, PRs is an interface between the organization and the customer; thereby organizations can demonstrate their strengths to customers through PRs and it also reflects customer reaction to the organization on subsequent decisions.

The key for enabling hierarchies for agile development is sociocracy—particularly the two principles of shared decision making and double linking. Shared decision making (SDM) is a collaborative process that allows customers and service providers to make decisions together. It considers the best actionable evidence available, as well as the customer's values and preferences. Double linking is an organizing principle, as part of the so-called sociocratic circular method. In the sociocratic approach, decision-making is structured in circles. Each circle is connected to the next higher circle by way of a functional leader (appointed in the next higher circle) and a representative chosen in the circle. Both the functional leader and the representative participate in policy decisions taken in the lower as well as the higher circle (Romme, 1996).

Some interviews expressed that Interactive Voice Responding (IVR), databases, web sites and electronic journals can be public relations tools for communicating with customers. Other instruments can be mentioned, including various training programs, hospitality courses, housekeeping service, marketing principles, advertising and media techniques in relationship with customer, computer training, language training and culinary instruction. Performance management is another important factor that should be considered when aiming to have an agile organization. Efficient managers should be able to use the latest knowledge management and business knowledge in industrial countries and should also take into account local conditions, perform their duties in terms of planning, organization, coordination and control, leadership and human resource management, innovation and finally responding to

environment changes more effectively than before (the majority of informants). All of the informants emphasized customer relationship management (CRM), and expressed that one of the ways to succeed in a competitive market is to retain existing customers. Organizations must manage their relationships with customers and seek to create and build strong, deep and prolonged relations with these customers. Retaining existing customers is one of the most important competitive strategies, and can only be achieved through CRM. The goal of CRM is to empower the company to provide better service to customers in order to achieve success.

5.4.3 Operational agility

Operational agility is the ability to adapt and respond rapidly and precisely, with safety and poise, to maximize mission effectiveness. The capability to respond quickly and flexibility are two of basic and complementary items required for organizational agility. Operational agility is characterized by rapid and effective decision making, which allows organizations to allocate resources to new projects and is associated with cost reduction.

Respondents 2 and 3 stated that an organization must have a high capacity for responsiveness to clients and also noted recovery performance and extra role customer services. They stated that in the hospitality industry and service sector, employees should have these two features when providing services to customers. Respondents 5 and 7 said that quick response and reflection are achieved as a result of possible changes in processes and flexible relationships in the structure, which create opportunities for reorganization. According to informant 4, effective operational management requires efficiency (minimizing the cost) and effectiveness (achieving the desired result of the sale). In the hospitality industry, responsiveness to customer needs is particularly important. An agile organization should have a high action and reaction ability. Some interviews stated that the ability of high action can be linked to IT, services, strategies and new concepts in order to respond to market conditions and also for high reaction capability is linked to the used of the latest processes in the organization, the ability to listen to customers and to improve capabilities.

5.4.4 Growing agility

Hospitality service quality is highly changeable and is influenced by many factors, such as the mood and conditions of the service provider, time, place and manner of service. Interview 2 expressed that while intangible factors have a role in quality and service management, tangible factors are also involved. The quality of materials used, architecture, physical equipment, lighting, coloring, pleasant odors, the amount of various pollutants (including audio, visual, waste, health . . .), decorations, etc., are relevant factors that form quality of service for customers. The quality of the hospitality industry is a very broad concept. In order to create quality, some informants state that the focus should be on

functional areas such as customer satisfaction, employee morale, productivity, error reduction, costs, services, market share, growth in market share and competitive position. Interviewee 6 referred to the SERVQUAL model (1991), which proposes five factors for quality management: reliability (the potency and capability to render the promised service accurately and precisely), tangibles (appearance of physical facilities, equipment, crew and communications), response (supply according to customer demands on time), warranty and commitment (employees' knowledge, understanding and courtesy to transfer trust and intimacy) and empathy (special attention to every customer). The other concept in developing agility is cost management. Most of the informants referred to three purposes of cost management in a hotel: Fiscal discipline (cost control), which is the allocation of resources with the specified priorities and appropriate operational management. Some informants stated that the cost control is under the direction supervision of the cost control manager, who monitors all parts of the hotel to prevent the loss or damage to property, particularly in relation food. Finally, the fourth informant said that if we fail to control costs, we cannot manage effectively.

5.4.5 Strategic agility

According to Maslow's hierarchy of needs, the top level of the pyramid is known as the flourishing level. The condition for achieving this requires having and passing all four of the lower levels. If a company has been able to strengthen its business base with different strategies, at this stage, it must be able to show itself in a competitive market. Strategic agility is known as the highest level of agility in an organization. Strategic agility refers to the ability to use significant opportunities for providing service quality, innovation, initiative and also to enter into new markets.

The informants presented several ideas that related to strategic agility. Informant 1 considered innovation as a competitive advantage for an agile organization. A number of informants discussed market management and expressed that to succeed in marketing and to enter into new markets; the focus should be on four key points, which are data collection, analysis and classification of information, planning and control and finally, execution. Interviewee 9 stated that one of the important sectors in the hospitality industry is food and beverage. He believes that an organization must devote sufficient time for the customers in order to listen their opinions about food and the quality of service. The main objective is to have loyal customers, so an enjoyable experience should be created for every customer. Respondent 11 cited the invincibility factor of McDonalds and its success factors in competitive markets as follows: simplification of menu and harmonization of prices in all branches, benchmarking standards for all operational aspects and continual supervisory service, cleanliness and hygiene, intimacy of staff despite the large amount of work, use of equipment to transport food, wide promotions, particularly for families and children.

5.5 Discussion

The aim of this study is to provide a model of organizational agility to identify how organizations can survive themselves in the complex and dynamic environment of the hospitality industry. According to this model, the agility pillars are divided into five stages: preconditions, enablers, leverages, enhancers, and delighters. These five pillars are vital areas for those companies that are looking to achieve organizational agility. If companies desire to exploit their existing capacity to create an agile system, it should take note of these areas and implement strategies to achieve them. Agility is the ability and willingness of an organization to learn from experience, renew itself, rapidly adapt to environmental changes in strategic ways. Today, managers are searching for different strategies to develop infrastructure agility in their organization, since they know that infrastructure agility is necessary for organizational innovation. Agile organizations are able to adapt themselves rapidly and successfully according to the environmental changes. Organizations with strategic agility are able to use significant opportunities to provide service quality, innovation, initiative and also to enter into new markets. In order to survive and grow among environmental changes, organizations need to adjust the right balance of standardization, flexibility, operational agility to create competitive strategies. Through strategic fit they can align themselves with emerging opportunities. By developing an agility plan—deepening understanding of organizational attributes like flexibility, speed, awareness, preparedness, and adaptability to take risk and tap opportunities—organizational leaders can confidently approach changes, whether they can predict it or not. They can make strategic decisions about customers and competitors based on their resources, capabilities and competencies. Agile organizations are able to create sustainable competitive advantages by using their ability to adapt quickly. In an agile organization, all members know how to use and capitalize on the opportunities emerging from complex and dynamic environments to strengthen themselves.

5.5.1 Theoretical contributions

Despite the significance of organizational agility, a minimal amount of research has been conducted on the structure of this important leverage within organizations. Particularly in the hospitality industry, there is no comprehensive conceptual framework of organizational agility. In this study, the researchers have attempted to provide a model of organizational agility for the hospitality industry. The qualitative method was used in order to achieve a deeper understanding and classification to provide a typology of organizational agility. The results are pictured in Figures 5.1 and 5.2, and can be a theoretical guide for future research in the same field.

5.5.2 Practical contributions

Hospitality industry is known as a dynamic industry which is continually faced with changes and, in order to succeed and grow, it has to show appropriate responses to this

complex environment, as well as for compatibility with changes in the external and internal environment. If an organization seeks to progress and achieve superiority in the currently competitive situation, undeniably, it cannot successfully achieve this without considering organizational agility. In this research, the basic and detailed needs of an agile system have been determined as well as the subsequent benefits for hospitality companies of all sizes and in all areas. This model can be a scale for those organizations that suffer from a lack of coordination or the inability to respond to environmental changes by enabling them to create an agile system. Furthermore, the results represent a program or guideline for organizations, and can also be useful for raising the quality of different parts of the organization, including the promotion of human resources, the strengthening of internal communication and personal empowerment.

5.6 Limitations

The results have revealed the significant role of employees in creating organizational agility. Employee partnership can come in different forms (Cotton, 1988), and also at different levels such as in the job, section, organization and market (Bakan, 2004). It would be beneficial for future research to provide a model of the employee's role (employee partnership in the processes of service improvement and creativity, or in the process of learning, particularly via knowledge subscription and skill developing) in organizational agility.

The size of the sample is another issue which was only 13 hoteliers. Therefore, it is recommended that for future studies in the same field, larger samples should be used and interviews with managers and supervisors in the hotel should be conducted.

Moreover, the 13 interviews were conducted with Iranian hoteliers in Iran, and therefore more comprehensive results could be achieved by using samples from different countries.

At the end, the methodology used in this study was a qualitative method, and most of the information was obtained through interviews, which means that the researcher's opinions could have affected the results. Therefore, it is recommended that future studies use different research methods.

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