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Practices of Entrepreneurial Orientation Among Food and Beverages Department in Malaysia: Gender Perspectives

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Abstract: Entrepreneurial orientation (EO) can be defined as the processes, practices, and decision-making activities which contributed towards a new entry in the business. The aims of this study is twofold, which it to investigate the highly applied EO dimensions among F&B employee and to investigate the differences in practices between the F&B employee. This study used a quantitative approach, which is survey method involving 43 sample. The data collection was done through online application. To analyse the data, Statistical Package for the Social Sciences software version 23.0 was used. To determine the most influence factors, descriptive statistics like frequency, percentage, mean and standard deviation were used. Conversely, to measure the differences between the sample groups from the aspect of gender, the independent sample t-test was used. The findings indicate that the highest applied EO dimension is Autonomy (M=5.657; SD= 0.7831) and the least applied is Risk Taking with mean score 5.182 (SD=0.952). There are significant different between all dimension accept for Autonomy, t (41) = 0.332, p = 0.742. The findings in this study hopefully contributes to the F&B industry especially the managers in planning training for their staff, by focusing on dimensions that requires most attention. As per mention, the importance of EO in industry should not be taken lightly as it is proven able to improve the quality of the entrepreneurs. Thus, the outcome this study will eventually contributes towards the sustainability of the economy in general.

Keywords: Entrepreneurial Orientation, F&B Industry, Quantitative method

1. Introduction

Entrepreneurs came from a French word where 'entre' means between, and 'Prendre' means to take. Initially, it is used to describe people who are willing to take a risk such as starting a new venture (Nasution et al., 2011). Meanwhile, Naudé (2013) described entrepreneurship as individuals who create opportunities and attempt to exploit the opportunities for economic growth and development. The main criteria of entrepreneur based on the definition is taking risk. Entrepreneur involves in decision-making process that will determined the success of the business they invest in. Entrepreneurship as explained by Eroğlu & Piçak (2011) is mostly about risks, innovation, creative thinking and entrepreneur is the one who creates and innovates something recognized around perceived opportunities by accepting risks and failure. For the business to flourish, the company must have right orientation that lead to their growth. This orientation, or better known as Entrepreneurial Orientation (EO) refers to the processes, practices, and decision-making activities that lead to the new entry and is regards as a critical organizational process that contributes to firm survival and performance (Lumpkin & Dess, 1996; Tajeddini, 2010). The key dimensions that characterize an EO as describe by Lumpkin and Dess (1996) include a propensity to act autonomously, a willingness to innovate and take risks and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities. The importance of EO in any business personnel is crucial as it contributes to the development of the business itself.

The effectiveness of EO in industrial management has been studied vastly across the industry. In Malaysia per se, research on EO has been done according to the races, gender as well as type of industry itself. Most research can be found focusing on the Small and Medium-sized enterprise (SME). One research by Chew (2018) involving 203 Malaysian internationalised SME, indicated the perceived level of EO among the respondent to be above average level. The study also shows that, the EO dimension of innovativeness to be relatively higher than pro-activeness and risk-taking

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behaviours. Meanwhile, on the demographic study, study on women entrepreneurs in West Coast of Sabah, Malaysia shows risk taking, structural social capital, relational social capital and cognitive social capital are positively related to business performance among women entrepreneurs (Nasip et al., 2017). Despite no generalization can be made from this study, it provides an interesting finding where this finding may be referred for any plan to encourage women participation in entrepreneurship. While study on EO and race was done by Alam et al. (2015) where it shows that Malay entrepreneurs having high self-efficacy and entrepreneurial orientation. Since Malaysia is a multiracial country, study on other races can be done as comparison. Furthermore, there are several researches on EO focusing on the graduates as well. For instance, research by Alias et al. (2021) study the effect of computer and internet self-efficacy on individual EO with the findings indicates that factors of computer self-efficacy and internet self-efficacy positively and significantly influenced IEO among Bumiputra university students. Research by Al-suraihi et al. (2020) on the other hand look for the effect of EO on Entrepreneurial Intention with finding indicates graduate students in Malaysia demonstrated intention towards entrepreneurship and were quite positive towards becoming entrepreneurs. All these researches related to graduates may help academicians at university level to plan their entrepreneurial programs for the students. These are the examples from various more EO research done in Malaysia.

One of the industrial sector falls under the tourism industry is Food and Beverage (F&B) sector. F&B sector is one of the most important sector in the Malaysia with revenues of around €22.12 billion in 2018, growing annually at a rate of 7.6% to be one of the main contributors to the national account (Flanders Investment & Trade Malaysia Office, 2020). Researches related to EO and F&B were done previously to investigate on different objectives. Research by Prastiwi & Rohimat (2020) study on the effect of EO towards marketing capabilities, brand orientation, and business performance with finding indicates significant effect on all of the factors. Another research from Nigeria look at the influence of EO on SME which also indicates significant effect (Chouayb et al., 2020). Meanwhile, as for local research, a research by Elias et al. (2019) was done to seek the impact of EO and Halal Orientation towards organizational performance of micro-sized enterprise whereby findings indicated only EO has a significant positive effect on organizational performance between micro- sized of F&B enterprises. This finding prove the need for further research to investigate the impact of EO for F&B sector as it can contributes towards the organizational performance. Thus, it would be interesting to investigate which dimensions of entrepreneurial orientation highly applied among Food and Beverage (F&B) employees in Malaysia (Yaacob et al., 2021). Identifying these will contribute to understanding ways in which managers can improve entrepreneurship spirits among the F&B employees. Other than that, due to the gender equability, this study also aims to investigate the differences of EO practices among the entrepreneurs. This will hopefully contributes in improving the industry towards sustainable development.

1.1 Entrepreneurial Orientation

Miller (1983) first discussed the definition of EO as a multidimensional concept that "engages in product market innovation, undertakes somewhat risky ventures, and is first to come up with 'proactive' innovations and beating competitors to punch". Covin & Slevin (1989) further defined EO as the procedures, organizations, and behaviours of a firm which characterised by innovativeness, pro-activeness and risk-taking. Later, Krishnakumar et al. (2013) referred EO as the concept and approach that influences behaviour changes, decision-making process, and practices throughout the business administration and employees that lead to higher firm performance. It is the key concept which executives refers to when designing their business strategies in doing something new or venturing in new business area. Overall, EO that is strategically oriented may enhances firm performance based on its dimension and significantly influence customer orientation and company effectiveness (Smith & Jambulingam, 2018).

When it comes to the EO dimension, Miller (1983) had came up with three dimensions of EO which is innovativeness, proactiveness, and risk-taking. EO influenced the personality, power, and provides information to the leaders to override the structure and environment of any firm. Miller (1983) defined innovativeness as the tendency to participate in creativeness and investigation over the production of new products or services as well as lead the new processes and technological development via research. Risk-taking encompasses taking bold actions by venturing into the unknown, borrowing heavily, and committing significant resources to venture in an uncertain situation. Proactiveness is an opportunity-seeking, progressive in introducing new products and services over the competitor and always anticipate upcoming demand (Rauch et al., 2009). Additionally, Lumpkin & Dess (1996) highlighted that EO divided into three aspects includes proactiveness, innovativeness, and risk-taking as previously introduced by Miller (1983). Then, Lumpkin & Dess (1996) have extended aspects with competitive aggressiveness and autonomy, and defined EO as the processes, practices, and decision-making activities which contributed towards a new entry. Nevertheless, research by Smith & Jambulingam (2018) had indicates three construct proposed by Miller (1983) – innovation, risk-taking, and proactiveness – to have stronger importance and performance exhibit compared to autonomy and competitive aggressiveness. As the study was done with sample from healthcare (pharmacy) industry, it is interesting to other industries as comparison for the executive to plan their training development.

1.2 Gender in Entrepreneurship

Gender equality is no longer a new term for this era of development. The needs for this equality has been discussed broadly by several international bodies as one the development agenda. The Sustainable Development Goal (SDG) proposed by the United Nations has included the gender equality as one of goal to achieve sustainable development. This 5th goal that emphasize on achieving gender equality and empower all women and girls (United Nations, 2015) through Support gender equality and the empowerment of all women and girls through research, capacity building, policy advice, collaborative frameworks, and advocacy (UNESCO, 2017). This goal is one of the new added goal from the previous Millennium Sustainable development goal. This indicates the importance of gender equality for future sustainability.

Meanwhile, from local context, gender equality has been one of the nation's priority. Gender discrimination has been prohibited through the amended of the Under the Federal Constitution, the supreme law of Malaysia, Article 8(2) in 2001. Not only that, the National Policy on Women 1989 and the Plan of Action for the Advancement of Women 2010-2015 also had contributed to the comprehensible and focused programmes in integrating women as part of the development which eventually alleviate their social status (Economic Plan Unit, 2017). Moreover, the 11th National Plan had specifically focus on this issue under the Strategic Thrust 1: enhancing inclusiveness towards an equitable society and 3: accelerating human capital development for an advanced nation (Economic Plan Unit, 2015). In general, these two strategic thrust focusing on tackling gender-based violence, removing discriminatory practices and gender mainstreaming. Overall, the progress of Malaysia towards gender equitability can be said to be significant. Among the key success factors include creating opportunities for women to work, re-enter the labour force, secure top positions and partnering with NGOs that advocate for gender equality and women's empowerment (Economic Plan Unit, 2017). Economic wise, the current Budget 2021 by the Ministry of Finance had allocated 95 million Ringgit for special micro credit financing through TEKUN, MARA and AgroBank to empower women entrepreneurs. Training programmes will be provided as well under the program Micro Entrepreneurs Business Development Programmes, BizMe, which will help the women entrepreneurs from the aspect of marketing, labelling and packaging in addition to business technical guidance (Ministry of Finance Malaysia, 2020). All this shows the importance of gender equality especially for women in development of the nation as well as international.

Gender equality in entrepreneurship can be found studied worldwide from various aspects. Interestingly, most of the studied reported how women are having disadvantages in this sector. Lim & Suh (2018) reported female entrepreneurs tend to display lower initial performance compared to their male counterpart and they are more likely starting the enterprise alone or with family members. This happen when they are lack of social or cultural capital. It is also reported that women are more reluctant to become entrepreneurship (Figueroa-domecq et al., 2020). Despite of this, female entrepreneurs are still reported to have high entrepreneurial traits and innovation that contributes towards their performance. This includes risk taking tendency, need for achievement and proactiveness (Kumar & Leihaothabam, 2019; Zeb & Ihsan, 2020).

2. Methodology

The purpose of this study was to investigate the factors of entrepreneurial orientation among Food and Beverage department in Four and Five-star rating hotel in Malaysia. A quantitative method was employed in this study with the application of structured questionnaires. The structured questionnaire consisted of 33 close-ended questions and eight questions regarding demographic profiles were used in this study. The items of the questionnaires were gauged at seven-point Likert scale. A score closes to "7" means a strongly agree with the statement, while a score close to "1" means a very strongly disagree with the statement.

2.1 Population and Sample

The hotels were asked to let only the manager, assistance manager and supervisory level to complete the questionnaire. Only four and five star-rating hotels in Selangor, Wilayah Persekutuan Kuala Lumpur and Wilayah Persekutuan Putrajaya were chosen because of its geographical area in the main central business district of Kuala Lumpur, the capital city of Malaysia. 43 respondents, which were the employees from the Food and Beverage Department.

2.2 Research Instrument

The survey questionnaires were adapted from the previous study in such a way that it encounters the objectives of the study. Then, based on the preliminary data gathering, the questionnaires were designed to deal directly with the manager's thoughts, opinions and ideas; unbiased and easy for respondents to respond to the questions. It is important for the questions used inside the questionnaire to be parallel with the respondent's level of understanding (Sekaran & Bougie, 2016). The details of the questionnaire used for each variable were adapted from various established studies (Koopmans et al., 2011; Lumpkin & Dess, 1996; Nasution et al., 2011; Vega-Vázquez et al., 2016). The reliability of the constructs was ranged from 0.775 to 0.951 which are all within the acceptable range. As suggested by Pallant (2011), the acceptance level of Cronbach's Alpha coefficient is 0.60 to 0.70. For each area, the respondents could rate their entrepreneurial orientation on a seven-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Lumpkin & Dess (1996) was used as a guide in developing the questionnaires of entrepreneurial orientation dimensions.

2.3 Data Collection

Since survey method involved human interaction, several precaution steps has been took into action to prevent any ethical issues. Therefore, researcher had contact the respondent to obtained necessary permission for data collection. One of the ethical issue to anticipate during data collection listed by (Creswell & Cresswell, 2018) is Respect the site, and disrupt as little as possible. For this, researcher had only approach personnel that is permitted by the company. Data collection was done through online survey form and took two weeks for completion. A gentle reminder was given after a week from the first email to the respondent who had not responded yet.

2.4 Data Analysis

The data collected was analyse using Statistical Package for the Social Sciences software version 23.0. To determine the most influence factors, descriptive statistics like frequency, percentage, mean and standard deviation were used. Conversely, to measure the differences between the sample group from the aspect of gender, the Independent sample t-test was used.

3. Result

After two weeks of data collection, all responded forms were collected and the survey form was closed to any new respond. 50 questionnaires were distributed to the respondent and 43 of them has been receives making the response rate to be 86%. After data cleaning, all 43 questionnaires can be used for the analysis.

3.1 Demography

The respondent profiles consist of 69.8% male and 30.2% female. The gender percentage breakdown shows that more men are holding a managerial position. Most of the respondents have adequate working experienced in food and beverage department, in which 34.9% of them had 4-6 years of experienced. Most of them affiliated with local independent hotel (44.2%) and work with 11 to 20 peers in their respective department. Table 1 shows the profile of respondents' demography.

Table 1: Demographic Profiles of the Research Respondents

Demographic Characteristic	N=43	Percent
Gender		
Male	30	69.8
Female	13	30.2
Age of respondent		
29-32 years	10	23.3
33-36 years	8	18.6
37-40 years	16	37.2
41-44 years	4	9.3
45-50 years	5	11.5

3.2 Factor Influencing EO

The variable entrepreneurial orientation comprises of five dimensions: innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy. The reactions were rated on a seven-point Likert scale ranging from 1= strongly disagree to 7= strongly agree. This section presents the mean score (M) and standard deviation (SD) answered by the respondents. Accordingly, a higher score implies that the item is strongly supported by the respondents.

3.2.1 Factors Contributing to Innovativeness

Table 2 depicts the results by means scores that are organised from highest to lowest score. The two highest mean scores are 'undertakes market research' (M=5.85, SD=0.84). Followed by 'consistently introduces new products/services' (M=5.82, SD=0.79). The probable moderate results could indicate that carrying out market research before introducing new products or services in the food and beverage department is crucial to keep up with current market trends and maintain their competitive edge. This is due to the fact that today's F&B trends are constantly shifting and changing. Furthermore, based on the respondent age group, majority comes from young entrepreneur whom are native to the social media and other technology, which contributes to the wider market research opportunity. As mention by Zhao, Huang, & Wang (2021) social networks and social media are both research hotspots within the discipline of marketing research. In line with that, the respondents also felt that consistently introducing new products or services to the customers indicate the inclination of entrepreneurial orientation level.

Table 2: Factors Contributing to Innovativeness

No	Factors	Mean[b]	Standard deviation
1	Undertakes market research	5.326	1.149
2	Marketed large variety new products/services	5.279	1.351
3	Introduced novel product/services	5.209	1.206
4	Consistently introduces new products/services	5.395	1.137
5	Consider new ideas/approaches very important	5.721	0.797
6	Favour strong emphasis on R&D	5.163	1.174
7	Favour strong emphasis on innovations	5.628	0.817

3.2.2 Factors Contributing to Proactiveness

Based on Table 3, the two highest mean scores of proactiveness are ‘proactive in the marketplace’ (M=5.80, SD=0.73) and followed by the mean score of ‘willing to try new ways’ (M=5.76, SD=0.61). The results indicate moderate scores. Normally when a hotel organisation is active in the marketplace, then it will try new and different ways of promoting products and services, and employees felt a strong inclination to be ahead of other competitors. Hence, the hotel will be known better among customers and become the first choice.

Table 3: Factors Contributing to Proactiveness

No	Factors	Mean	Standard deviation
1	Proactive in marketplace	5.8140	0.79450
2	Always the first initiate action	5.2558	1.21681
3	Willing to try new ways	5.6279	.97647
4	Always the first to introduce new products	5.0698	1.26105
5	Strong tendency to be ahead	5.1395	1.10370
6	Quickly respond and adopts	6.8140	9.30503

3.2.3 Factors Contributing to Risk Taking

The results in Table 4 display six items of risk-taking. Basically, all scores are moderate. Three of the highest scores are employees should ‘act necessary to achieve hotel objectives' (M=5.66, SD=0.74). Followed by 'invest heavily in marketing' (M=5.61, SD=0.67) and 'adopts a bold, aggressive posture to maximise the probability of exploiting potential opportunities' (M=5.60, SD=0.79). The outcomes indicate that respondents somewhat agree with risk-taking, which is crucial in an organisation for critical decision-making. With regards to investment in marketing, these head of departments strongly believed that their hotel organisations invest in marketing, perhaps to better understand their existing customers and to identify potential new customers to accept their brand. By heavily investing in marketing, an organisation may be superior to its competitors. Thus, making the hotel organisations stronger, ready under any circumstances, respected and benchmarked by other hotel organisations.

Table 4: Factors Contributing to Risk Taking

No	Factors	Mean	Standard deviation
1	Take highly risk project	5.1860	1.48414
2	Act necessary to achieve hotel objectives	5.4419	1.07576
3	Adopt bold, aggressive posture	5.5349	0.93475
4	Invest heavily in marketing	5.1860	1.23935
5	Invest high cost projects	4.7907	1.37249

3.2.4 Factors Contributing to Competitive Aggressiveness

The results in Table 5 describe items with mean scores for competitive aggressiveness. All results are moderate. The highest mean score is 'act aggressively to achieve objectives' (M=5.80, SD=0.72), followed by 'adopts a very competitive undo-the-competitor posture' (M=5.70, SD=1.00). The results indicate that respondents act aggressively in accomplishing

the company's objectives and any changes made in the competitive environment. The other two items with moderate results are 'act promptly to reduce losses' (M=5.57, SD=0.76) and 'very aggressive from other competitors' (M=5.55, SD=0.76).

Table 5: Factors Contributing to Competitive Aggressiveness

No	Factors	Mean	Standard deviation
1	adopts a very competitive undo the competitor	5.6047	1.15757
2	very aggressive from other competitors	5.4186	1.21953
3	acts boldly to achieve objectives	5.5581	1.03054
4	very competitive posture	5.6279	1.02407
5	acts promptly to reduce losses	5.5116	1.16235
6	acts aggressively in order to achieve objectives	5.7907	.94006

3.2.5 Factors Contributing to Autonomy

The results in Table 6 show the mean scores and standard deviation of seven autonomy items. The three highest scores are 'encouraged to take responsibility for their work' (M=5.88, SD=0.70), followed by 'independent action of an individual in bringing forth an idea or a vision' (M=5.87, SD=0.79) and 'subordinates are supposed to get the job done with minimum supervision' (M=5.80, SD=0.90). The moderate results indicate turning over decision-making responsibilities and authority to front-line employees is important. The other four items explain when autonomy is given to the subordinates, they should be able to prioritise their work and able to pursue opportunities, make any decision in a team that brings idea and vision that is based on standard operating procedures established by the organisation.

Table 6: Factors Contributing to Autonomy

No	Factors	Mean	Standard deviation
1	Encouraged to Take Responsibility	5.977	0.988
2	Get the Job Done Minimum Supervision	5.721	1.453
3	Encouraged to Prioritise Their Work	5.837	1.194
4	Independent Action of Individual	5.698	1.186
5	Independent Action of Team	5.698	1.036
6	Have Ability and Self-Directed	5.628	0.874
7	Decision Making Based On SOP	5.744	0.790
8	Make Decision on Their Own	4.954	1.308

Overall, among the five dimensions, the most agreed dimension of EO for F&B employee is Autonomy (M=5.657; SD= 0.7831). Meanwhile, the least is Risk taking with mean score 5.182 (SD=0.952). Table 7 shows the descriptive statistics of EO dimensions.

Table 7: Descriptive Statistics of EO Dimensions

Dimension	Mean	Standard Deviation
Innovative	5.389	0.879
Proactive	5.620	1.700
Risk Taking	5.182	0.952
Competitive	5.585	0.798
Autonomy	**5.657**	0.783

3.3 Correlation of EO and Gender

The results show that there is a significant difference between genders in the Innovative dimension, t (41) = 2.096, p = 0.042. Based on the mean, male entrepreneurs have a higher perception in carrying out innovations than female entrepreneurs. For proactivity, there is a significant difference between genders, t(41) = 2.075, p = 0.044. Male entrepreneurs also show higher proactive perception with a mean of 5.961 (SD =1.810). In the next dimension EO, Risk Taking, there is also a significant difference between genders, t(41) = 3.096, p = 0.004, with male entrepreneurs showing a higher mean score (M=5.450, 4.564). The fourth dimension EO, Competitive, shows significant differences between genders. The mean score of male entrepreneurs (M=5.794; SD =5.103) is higher than that of their female counterparts.

However, the last EO dimension, Autonomy, shows no significant difference between genders, t (41) = 0.332, p = 0.742. Table 8 shows the comparison between the EO dimensions between genders of entrepreneurs.

Table 8: Comparison Between EO Dimension Between the Entrepreneur Gender

Dimension	Group	Mean	Standard Deviation	T	Sig. (2-tailed)
Innovative	Male	5.567	0.800	2.096	0.042
	Female	4.978	0.946		
Proactive	Male	5.961	1.810	2.075	0.044
	Female	4.833	1.108		
Risk Taking	Male	5.450	0.765	3.069	0.004
	Female	4.564	1.081		
Competitive	Male	5.794	0.644	2.819	0.007
	Female	5.103	0.930		
Autonomy	Male	5.683	0.860	0.332	0.742
	Female	5.596	0.595		

4. Discussion

Based on the results, the most accepted EO dimension that is important for F&B employees is Autonomy. In the hospitality industry, allowing service and kitchen staff to make decisions can improve morale and enhance customer service. In order for a hotel to respond to the unpredictable, ever-changing, and intense guests, it is advisable to allow subordinates autonomy. This can be supported by the research of Zhou & Li (2019) as they found that autonomy in the workplace can predict employees' self-development by giving them more freedom and discretion in their work, but also provides employees with intrinsic motivation that satisfies their basic psychological needs. Therefore, it is important for F&B employees to be given maximum autonomy for their sustainable development. As for the least accepted dimension, risk taking, it opens up further research opportunities to improve this dimension. Not only that, Astrini et al. (2020) reported the same result, where risk taking was the lowest score in their study, suggesting that entrepreneurs are not bold enough to adopt new technologies and become innovative.

When comparing the genders in implementing EO, there is a significant difference between the genders in most of the dimensions of EO, with male entrepreneurs having more practices in the dimensions. This indicates that male entrepreneurs implement EO more than female entrepreneurs. Figueroa-domecq et al. (2020) reported that female entrepreneurs have a slightly more negative attitude towards entrepreneurship than their male counterparts. However, this situation is expected to improve as the Malaysian government has made various efforts to improve the situation of female entrepreneurs and has even been reported to improve over time (Economic Plan Unit, 2017). Meanwhile, autonomy has not shown any significant difference between the genders of entrepreneurs despite the highest practices in the EO dimension. This interesting result may indicate that the importance of autonomy is perceived by all entrepreneurs regardless of their gender. This may lead to more equality in entrepreneurship which ultimately contributes to the sustainability of the economy.

With the above findings, further planning to improve the implementation of EO in the F&B industry should be designed accordingly. As the importance of EO is extensively discussed in business and entrepreneurship, it is important that this dimension is fully utilized and practiced. Every weakness should be used as a new opportunity to grow and strengthen the industry.

5. Conclusion

The aim of this study is to identify the most commonly agreed EO dimensions used by F&B employees. It also aims to compare the practises of these dimensions between the genders of employees. The results show that the most frequently applied dimension EO is autonomy and the least applied is risk taking. On the other hand, only one dimension shows no significant difference between the genders, autonomy, while the rest shows a significant difference between the genders of F&B employees. Based on these results, F&B managers should plan their employee training with high preference and conduct it with a systematic and structured approach, with some flexibility, freedom and adaptability to intensify the relationship between employees and guests. In addition to focusing on knowledge, skills, attitudes, and/or social behaviours, training is critical to improving expertise in the hospitality industry as this would enhance interpersonal skills to improve employee-customer relationships. Similar research could be replicated with a larger sample from different regions within the same industry or across industries. Using a more comprehensive sample would help to broaden our understanding across a wider spectrum of the hospitality industry. This would improve the generalizability of the findings.

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Conflict of Interest

The authors declare no conflicts of interest.

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