

HR Resilience Strategy on MSMEs using the Mc-Kinsey 7S Approach

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Abstract

The seven elements in the McKinsey 7S Model are interrelated and impact each other, so changes to one element can affect the other elements. By analyzing and understanding the interactions between these seven elements, MSME managers can identify areas where changes or adjustments are needed to achieve their strategic goals. This research approach applies a qualitative descriptive method, focusing on the "Radzaa Handicraft" delivery of MSMEs in Kediri. The research results show that the McKinsey 7S Model is relevant and useful for MSMEs, including formulating HR resilience strategies for MSMEs as follows: developing employee skills, work flexibility, open communication, effective change management, building super teams, appreciation as recognition, and risk management, MSMEs can strengthen the resilience and adaptability of their human resources. In this way, MSMEs can be better prepared to face challenges, take advantage of opportunities, and achieve success in a competitive and changing industry.

Keywords: Strategy, HR Resilience, MSMEs.

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Introduction

Marriage is an inevitability for all mankind, expressed the Human Rights (HAM) perspective regarding the practice of marriage which is considered a serious form of child abuse related to the right to education and employment opportunities. Apart from that (Atabik & Mudhiiah, 2014) also reinforces that the Prophet Muhammad SAW stressed the importance of marriage and forming a family, because through marriage and birth, we can expand our blessings and strengthen our commitment to live according to Islamic teachings. In line with wedding recommendations, in Muslim society in general it has become a kind of cultural obligation that at the wedding moment, the bride and groom will bring their own souvenirs, both the groom and the bride. This phenomenon is a gap of opportunity that is captured by wedding delivery business actors, one of the wedding delivery MSMEs is radzaa-handicraft Kediri which is its superior product.

It is really interesting to review in depth McKinsey's 7S strategy, which is a management model developed by management consultants McKinsey & Company. This model aims to help organizations analyze various important elements that influence their performance. The main goal is to help organizations understand how these elements are related and interact in achieving their strategic goals. (Fauzan & Purwanti, 2023; Razmi et al., 2020) . The background of the McKinsey 7S model in research (Adityo et al., 2015; Putri et al., 2021; Razmi et al., 2020) shows an understanding that organizational success is not only determined by the right strategy, but also by the overall structure and culture of the organization. This model tries to overcome the problem of failure in strategy implementation which often occurs due to lack of attention to non-strategic factors. The following are the elements of 7S, *Strategy* (Strategy) (M. Adi Trisna Wahyudi, 2022; Odusanya, 2023) : It is an action plan to achieve long-term organizational goals. This could be goal setting, market selection, product innovation, and so on. *Structure* (Jain & Kansal, 2023) : This is the framework of the organization, including how tasks, responsibilities and authority are divided among members of the organization. *Systems* (Salihah et al., 2022) : These are procedures and processes used in carrying out daily organizational operations, such as payroll systems, quality control systems, and decision-making systems.

Shared Values (Ainunnisa et al., 2023) : These are the values, beliefs and principles that form the basis of organizational culture. It reflects the core identity of the organization and what its members consider important. *Skills* (Fauzan & Purwanti, 2023) : These are the abilities and expertise possessed by individuals in an organization. This includes technical skills, leadership, teamwork, and so on. *Style* (Leadership Style) (Parmer et al., 2023) : This is the approach used by leaders in managing an organization. This includes communication styles, ways of making decisions, and the relationship between leaders and subordinates. *Staff* : This is the number and type of employees needed by an organization to achieve its strategic goals. This includes the need for employees with certain skills and experience.

The McKinsey 7S model by (Suwanda & Nugroho, 2022) provides a temporary illustration that all seven elements are interrelated and have an influence on each other, so changes to one element can have an impact on the other elements. By analyzing and understanding the interactions between these seven elements, organizations can identify areas where changes or adjustments are needed to

achieve their strategic goals.

Then the focus of this research is the sustainability strategy and resilience of Human Resources (HR) in continuing business in the future. The phenomena found in the field include several things, including: not having permanent employees (still often working alone), the need for continuous training to develop creative businesses in the future, as well as the high number of competitors copying their businesses, even among their own friends. Cases like this are very important for MSMEs providing marriage services to maintain HR resilience (Resilience) for business continuity. Because, statistically, sales of this business have reached around 750 products since it was founded, especially in 2022.

Therefore, it is very important to have HR talents who can be relied on and trusted as workers, so that they can help in managing and achieving higher business targets. What is no less important is that this research will also investigate in depth strategies for strengthening the resilience of Human Resources (HR Resilience) in MSMEs for wedding delivery 'radzaa_handicraft' Kediri using the perspective or approach of the McKinsey 7S concept.

Methodology

This research approach applies a qualitative descriptive method, focusing on the UMKM Delivery "Radzaa Handicraft" in Kediri, focusing on the business owner (*Owner*) who is also the operational implementer as the interview subject. Data was collected through observation, interviews, and documentation and simultaneously technical triangulation was carried out as data validation, then analyzed using a process of reduction, interpretation, and conclusions.

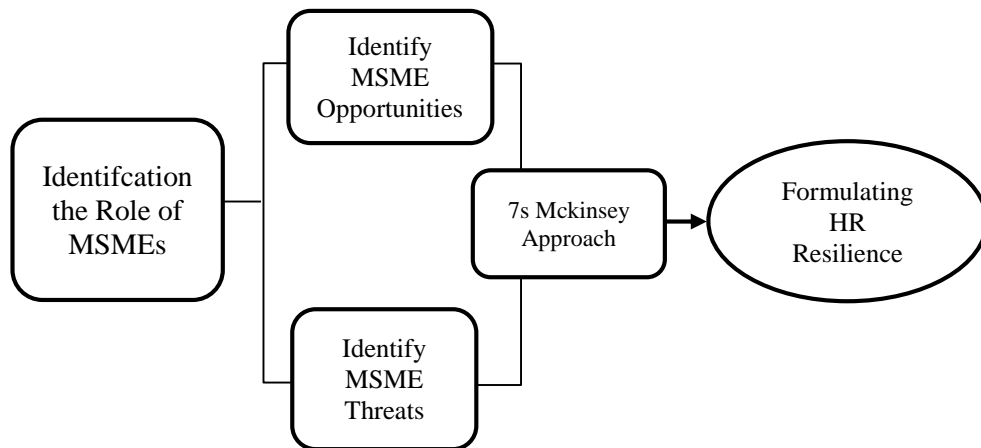


Figure 1. Research flow to determine strategy using Mckinsey's 7S approach

Result and Discussion

Although the McKinsey 7S Strategy was not designed specifically for MSME wedding ceremonies or certain business segments, it can be applied to various types of MSMEs, including those operating in the wedding ceremony industry. To understand the relevance of this model in this context, we can evaluate the following elements:

1. Identify the role on MSMEs using 7s Mc-Kinsey Approach

Results From identifying the role of Mckinsey's 7S approach model in MSMEs in this context, we can evaluate the elements as below :

1) Strategy

MSME radzaa-handicraft Kediri designed a strategy to offer unique and varied wedding gift packages, by adjusting the design and content of the gifts according to customer needs and preferences. The following is the data revealed by the informant.

... at first 1 month 2 months no one bought it, in the 3rd month someone bought it on Shopee... my strategy is to tinker with the price, no one is looking at this price... don't lower it again, don't lower it again... basically I don't make a loss... kui...finally sold...first sale immediately got reviews... (W/1/U/1)

... but a small profit, but I regularly increase the price... increase it a little so it doesn't feel like it... the dowry is 200 thousand and the wooden chest is 50 thousand, a minimum of 250 thousand ... if there are additional accessories, add more according to demand ... later I will be the one who pairs it, gold money, acrylic will be added later again... so I followed the request... (W/1/U/ 2)

My prices are affordable, sir, I don't make a lot of profit... the first step is that the important thing is that my name is known first, then the name is known, then the price is raised but the quality is still good... this is cheap goods but good quality... expensive goods but good quality... the same... my goal is that . Both are good quality... (W/2/U/1)

To increase sales in my shop, you can do this by providing service to consumers. The problem is that it is not an item that can be purchased many times...for one person, one consumer... (W/3/U/1)

This presentation reveals that MSME Radzaa_handicraft Kediri focuses their marketing strategy on social media and collaboration with local wedding vendors to increase their visibility. Wedding delivery MSMEs design this strategy to attract potential customers and differentiate themselves from competitors, such as setting competitive prices or offering attractive delivery packages. At first the price set by radzaa_handicraft Kediri was less than desirable, then the owner managed to lower the price several times on the online platform with the target of making a small profit, then from there buyers started to appear and orders continued to increase. More precisely, they use a *low cost leadership strategy* , namely an affordable or low price leadership strategy as a form of strategy that is different from similar businesses, this is

reinforced (M. Adi Trisna Wahyudi, 2023; Odeh, 2021) who states that it is very important for a business venture to have a different strategy, such as low quality prices, humane management and understanding customer desires. ultimately able to improve HR performance and increase product sales.

2) Structure

The organizational structure of radzaa_handicraft Kediri marriage delivery MSMEs has variations, ranging from a single owner who manages all operations to a team with family members or business assistant employees. This means that the structure changes to adapt to these conditions according to the following informant's explanation:

... for example... installing the background, just anyone can install the background, glue it and then stick it to the paper... Well, this can be done by someone else, so I'll do the details.. . so if there are employees, don't tell them to do this... let's help, maybe with scissors... It's still my turn to put up and put up... because it's art, sir... if you. don't have an artistic soul, the results will be bad, sir... (W/1/U)

...I just asked someone, the cost for each wooden crate was 5000 rupiah...then when I had reached 70 wooden crates, stop first...then when there were less, then I would call another person...that's the system... (W/2/U)

This presentation reveals that UMKM Radzaa_handicraft Kediri uses a flexible structure, meaning that sometimes the owner can become an employee, and sometimes the owner calls in workers as helpers for his business, but the parts that are easy to detail are done by the owner. Because it is prone to not being good, the results are similar to this (Hejri et al., 2023; Widiatoro et al., 2021) stating that the structure of MSMEs is indeed very changeable and is even very prone to outflow of HR input because there are still many aspects that don't keep them in one job. , for example to ensure career path, fixed compensation and welfare which are HR priorities that can last a long time.

3) Systems

The order, inventory and payment management system is an important part of Radzaa_handicraft Kediri's wedding delivery MSMEs to ensure the process runs smoothly using market places and social media such as Shopee, Instagram, WhatsApp business, TikTok and YouTube. This MSME uses an application-based order management system to facilitate online orders and track raw material inventory. They also have an online payment system to make it easier for customers to make transactions.

...you look at the Shopee application...come on if you want to show your social media... IG-ne, tiktok-e, then market place...National marketing areas, starting from Sumatra, Kalimantan, Bali , NTT, NTB... some reach Irian... you can read it yourself.... (W/1/U)

People can't check out at my shop for various reasons, it could be a problem from themselves... from the user himself... the user violates shopee pay, purchases using credit. If he has a problem with that, he can't check out... basically, if he still has dependents, he can't do that problem... Yo educate, yo teach because people check out at Shopee, not all cities people, there are also people in rural areas who just know about the application. ... I don't understand how to check out... so I taught you how to do this... this... this way... I sold around 700 more products. (W/2/U)

From this presentation, it was revealed that Radzaa_handicraft Kediri UMKM used an online sales system initially, but some customers who wanted to be offline were still served, if at *the market place* payment was also online (*e-wallet*), but if it was offline , it was in cash at the location. This is in accordance with research (Karunakaran & Ambika, 2023; Putra et al., 2023; Salihah et al., 2022) which provides information that at the start-up business level it would be better to connect with digitalization to speed up the business being recognized by consumers and being able to increase sales of products or businesses in similar fields. So it is very important for MSMEs to increase understanding of this system by HR as business actors.

4) Shared Values

Shared values in order to realize the aims or *goals* implemented by the Hantaran Nikah MSMEs radzaa_handicraft Kediri, such as the values of quality, trust and customer satisfaction, may be the main priorities for the Nikah Hantaran MSMEs in running a business. By prioritizing values such as honesty, quality and customer satisfaction in every aspect of their business, Radzaa-Handicraft Kediri believes that every gift they make is a representation of the happiness and success of the couple's marriage. As explained by the following informant.

Usually it's like this on Shopee, bro, if you want to harm other people, don't sell it on Shopee, Sis. Sir, I often say... why isn't this shop trustworthy, what do you mean by that?...Then what about this item, sis? Soon, if not, it will arrive tomorrow, sis. Is it true, bro, it's really great, bro? It's true, bro, we've sent it... I've sent the video photos to the buyer... what's the reason for not sending the goods... (W/1/U)

The explanation above shows that Radzaa-Hanicraft Kediri prioritizes values such as honesty, quality and customer satisfaction in every aspect of their business. They believe that every gift they make is a representation of the

happiness and success of the couple's marriage. In line with this explanation, research results (Adityo et al., 2015; Sunarno & Sulistyowati, 2021) state that shared values really strengthen a team in an organization or community when facing difficult and threatened conditions. This is of course very beneficial for MSME business actors who at all times have to be resilient in facing change after change in their business.

5) Skills

Skills in arranging decorations, arranging flowers, and cooking delivery food are important for employees or owners of wedding delivery MSMEs to provide quality services. As explained by the following informant.

Just held a training event, a curation house... then good products can be included in exhibitions, exhibitions there... from those who took part in the exhibition... there were the best, so, I got 5 of the best and became the best stand, I got two ... best exhibition stands and products, 2020 stopped being dean, 2021 I started registering for legalities looking for NIB... join MSMEs, take part in exhibitions... (W/1/U)

Radzaa-handicraft Kediri employees have skills in arranging decorations, arranging gift decorations, and designing aesthetic gift products as a result of insightful souvenirs from the amount of training they have received to support good performance in terms of product quality and quantity, even to become the best product. Apart from that, they are also trained to provide friendly and responsive customer service. This is because all members have specific roles and are involved in all stages of production. On the other hand, some employees understand their work as an activity to fill their free time, so there is no clear or organized organizational structure, perhaps along with the size of the business and the number of orders, the workforce involved in this business will also increase. Even though the number of employees is not large, Radzaa-Handicraft Kediri employs staff who have skills that suit production and customer service needs. They also form partnerships with suppliers of raw materials such as wood for chests, frame materials, acrylic and other wedding support materials. (Adityo et al., 2015; M. Adi Trisna Wahyudi, 2023; Mustikawati et al., 2017) states that the skills of members in a business really support the performance of the business continuity process. In this case, it is the sustainability of the UMKM Hantaran Nikah radzaa-handicraft Kediri business.

6) Style Leadership

A collaborative and customer-oriented leadership approach is an effective strategy for radzaa-handicraft Kediri wedding delivery MSMEs in maintaining good relationships with customers.

...example...installing the background...anyone can do the background, just put glue on it and stick the paper...Well, this can be done by someone else, for the details, it can be done by me...so if there is an employee, don't tell me to do something like this...please help, maybe a pair of scissors...it's your turn to install it -Stay with me...because this is related to art, the collaboration between me and the employees here, if they don't understand art, the results will be bad, sir... (W/U/I)

The explanation above shows that Radzaa-Handicraft Kediri prioritizes a collaborative leadership style to create a better business. This of course requires organizational culture or an understanding of the vision and goals of the business because it plays an important role in achieving long-term success. MSME owners need to have a leadership style that supports their business values and goals in line with the results of research by (Adityo et al., 2015; Farihin, 2023) which states that the role of leadership greatly determines the business steps and strategic decisions of an organization at both small levels or mega business.

7) Staff

Currently, razdaa_handicraft Kediri only has talents with various skills, such as decoration makers, wedding gift organizers, it is still limited to one talent, namely the owner of the business. As stated by the following informant:

...complete legality, then now I'm like this sir... what I reproduce is like that... competency test by BNSP, the Government... Cooperative Service. if you pay around 3 million, you get the brand rights... if you pay for the brand yourself, it's up to 3 million but I'm free... that's why I joined UMKM, this brand is from Desperdakin... which organizes... the Trade and Industry Service, the Radzaa_handicraft brand. ..Kediri city, NIB lek is from the cooperative department... Curation is also around 300 thousand rupiah. But it's free, the house is curated in cooperation with cooperative services. I was selected as a participant, in the news there was sir... I advanced to the top 5 as the best product of the curated house... (W/U/I)

The explanation above shows that Radzaa-handicraft Kediri prioritizes staff or workforce to have abilities that can support the achievement of business goals. Such as participating in training, exhibitions and business legalities. In line with (Ainunnisa et al., 2023; Anam & Churiyah, 2023; Hejri et al., 2023) which states that staff is a very important element in supporting the performance of a business organization, among the principles of effectiveness will be easy achieved if employees or staff are easy to develop. both through training and increasing their competence.

The interrelationship of the 7 elements described above can be illustrated in Figure 1, below.



Figure 1. Illustration of the Mckinsey 7S Relationship

Source: Internet

By applying McKinsey's 7S model, marriage delivery MSMEs can conduct a thorough analysis of these elements and how they interact to achieve business goals. This analysis can help MSMEs identify areas where changes or adjustments are needed to improve business performance and growth.

The Relevance of the McKinsey 7S Model to Marriage Delivery MSMEs

The discussion begins by explaining why the McKinsey 7S model was chosen as a framework for understanding and analyzing marriage delivery for MSMEs. In this context, previous research showing the usefulness of this model in analyzing organizations and business strategies can be mentioned. The first model is strategy, in this case the radzaa-handicraft MSME strategy emphasizes the importance of a well-defined strategy to achieve organizational goals. MSMEs need to have a clear strategy to attract customers, compete and achieve sustainable growth. Then, an effective structure helps in coordinating and implementing strategies. MSMEs need to have a structure that suits their size and business needs in order to operate efficiently. Third is a good system that supports strategy implementation and daily operations. MSMEs need to ensure that the system they use suits their business needs and can increase efficiency. Fourth, staff skills are very important in achieving organizational goals. MSMEs need to ensure that their staff have the necessary skills to run operations well.

The fifth model is Staff composition and abilities greatly influence organizational performance. MSMEs need to ensure that they have staff that suits their business needs and can support the achievement of strategic goals. Sixth, leadership style and organizational culture play an important role in achieving long-term success. MSME owners need to have a leadership style that supports their business values and goals. Seventh, shared values are the core of organizational culture and provide direction for actions and decisions. MSMEs need to ensure that the values they adhere to are aligned with their business goals.

Application of the McKinsey 7S Model on MSMEs

The discussion also includes how the McKinsey 7S model is applied to MSMEs for wedding delivery. This includes analysis of each 7S element (Strategy, Structure, Systems, Shared Values, Skills, Style, Staff) and how the interaction between these elements affects the performance and growth of MSMEs.

Radzaa_handicraft Kediri MSME strategy implementation focuses their marketing strategy on social media and collaboration with local wedding vendors to increase their visibility. Wedding delivery MSMEs design this strategy to attract potential customers and differentiate themselves from competitors, such as setting competitive prices or offering attractive delivery packages. At first the price set by radzaa_handicraft Kediri was less than desirable, then the owner managed to lower the price several times on the online platform with the target of making a small profit, then from there buyers started to appear and orders continued to increase.

The implementation of the organizational structure at UMKM Radzaa_handicraft Kediri uses a flexible structure, meaning that sometimes the owner can become an employee, and sometimes the owner calls on workers to help his business, but the parts that are easy to detail are done by the owner. The implementation of the system at UMKM Radzaa_handicraft Kediri used an online sales system at first but some customers wanted to be served offline and were still served, if at the market place Payment is also online (e-wallet) but if offline it is in cash at the location. The four radzaa-handicrafts of Kediri prioritize values such as honesty, quality and customer satisfaction in every aspect of their business.

They believe that every gift they make is a representation of the happiness and success of the couple's marriage. Fifth, Radzaa-Handicraft Kediri employees have skills in arranging decorations, arranging delivery decorations, and designing aesthetic delivery products as a result of insightful souvenirs from the amount of training they have received to support performance both in terms of product quality and quantity, even becoming the best product. Apart from that, they are also trained to provide friendly and responsive customer service. This is because all members have specific roles and are involved in all stages of production.

Sixth, Radzaa-Handicraft Kediri prioritizes a collaborative leadership style to create a better business. This of course requires organizational culture or an understanding of the vision and goals of the business because it plays an important role in achieving long-term success. Seventh, Radzaa-Handicraft Kediri prioritizes staff or workers to have abilities that can support the achievement of business goals. Such as participating in training, exhibitions and business legalities.

2. Identify the role on MSMEs using the 7s Mc-Kinsey Approach

The discussion will identify the main challenges faced by marriage ceremony MSMEs, such as a shortage of permanent employees, tight business competition, and the need for continuous training. On the other hand, opportunities that may exist will also be discussed, such as growing markets and increasing consumer demand. Based on the research results, the following are the challenges and opportunities of UMKM radzaa_handicraft Kediri.

1) Threats on MSMEs

- a) Has high competition with many similar service providers in the market. This can make it difficult for MSMEs to win and maintain market share.
- b) Changes in consumer trends and tastes. This means that consumer tastes in terms of design, theme and style of wedding gifts can change quickly. MSMEs must stay up-to-date with the latest trends and be able to adapt their products and services flexibly.
- c) Limited resources, as small-scale businesses, MSMEs may face limitations in terms of capital, human resources and infrastructure. This may limit their ability to grow their business and compete in the marketplace.
- d) Management of raw materials or stock, inefficient stock management and logistical challenges such as on-time delivery and handling of goods can become obstacles for MSME Hantaran Nikah, especially when facing large orders or the wedding season.

2) Opportunities

- a) Increased demand, along with increasing awareness of the importance of wedding ceremonies, can create growth opportunities for MSMEs.
- b) Opportunities to develop innovative products and services, such as themed wedding favors, customized packages, or wedding planning consulting services, can help MSMEs differentiate themselves from competitors and attract new customers.
- c) Market Expansion through online platforms and digital marketing strategies, MSMEs can expand their market reach outside the local area. Expansion into regional or even international markets can be an opportunity for significant growth.
- d) Developing partnerships with other vendors in the wedding industry, such as bridal fashion designers or photography service providers, can open up opportunities for mutually beneficial collaboration and increase MSME product and service offerings.
- e) Adopting technology in business operations, such as the use of stock management applications or e-commerce platforms, can help MSMEs increase budget efficiency, increase online visibility and improve customer experience.

By being aware of the existing challenges and opportunities, Hantaran Nikah MSMEs can take the right strategic steps to overcome obstacles and exploit the growth potential in this industry.

3. Formulating The HR Resilience Strategy

The focus of the next discussion is on strategies that can be adopted by MSMEs for wedding delivery to strengthen the resilience of their Human Resources (HR). So, to increase the resilience of HR (Human Resources) in Hantaran Nikah MSMEs, an effective strategy must include various aspects that help employees adapt to challenges, grow and remain productive in a changing environment and be able to take advantage of existing opportunities. The following strategy can be formulated based on the challenges and opportunities described above.

- 1) **Skill improvement with continuous training**
MSME radzaa_handicraft provides training to improve employee technical and managerial skills and facilitates employee access to online and offline learning resources for personal and professional development.
- 2) **Work Flexibility**
Adopt flexible work policies, such as work from home or adjustable work schedules and encourage employees to maintain a work-life balance by providing necessary support and resources.
- 3) **Open Communication**
Building an organizational culture that supports open communication, where employees feel comfortable sharing their challenges or concerns as well as providing resources and support for employees experiencing stress or personal difficulties on the job
- 4) **Change management**
Involve employees in the decision-making and strategic planning process to increase their involvement and support for the change as well as provide a clear understanding of the reasons behind the change and provide the necessary support and training for employees to adapt to the change.
- 5) **Superteam building**
Encourage collaboration between teams and the building of strong relationships among team members by organizing activities or social events that strengthen bonds between employees and build a sense of solidarity within the organization.
- 6) **Appreciation as a form of appreciation**
Regularly recognize and reward employee contributions and achievements, both individually and as a team by building a culture of appreciation where employee achievements and efforts are recognized and rewarded in a tangible way.
- 7) **Risk management**
Develop emergency plans and disaster management procedures to deal with unexpected situations, such as stock loss or natural disasters by conducting regular risk evaluations and implementing risk mitigation measures to protect employees and the business from potential threats.

By investigating and discussing these aspects in depth regarding the relevance, implications and directions of further research in the context of marriage delivery MSMEs. Research (Putra et al., 2023; Wijayanti & Rini, 2023) revealed that MSMEs often do not prepare themselves to face a crisis, and when a crisis occurs, they can experience detrimental impacts. Research covering resilience in small and medium businesses is still rarely conducted, both empirically and theoretically. Historical research on organizational resilience has tended to focus on larger companies. Currently, MSMEs are one form of organization that is experiencing difficulty surviving during the pandemic and post-pandemic (Anam & Churiyah, 2023; Wahidadi et al., 2024) . Therefore, understanding the concept of organizational resilience for MSMEs, especially in the current conditions of uncertainty, is very important. MSMEs need to increase awareness of the

importance of organizational resilience so that when faced with disasters such as the COVID-19 pandemic or other crisis conditions, they have sufficient organizational resilience to survive and successfully overcome these challenges.

Conclusion

The conclusion of formulating HR resilience strategy on MSMEs that develop employee skills, work flexibility, open communication, effective change management, superteam building, appreciation as recognition, and risk management, MSMEs can strengthen the resilience and adaptability of their human resources. In this way, MSMEs can be better prepared to face challenges, take advantage of opportunities, and achieve success in a competitive and changing industry.

Research Contributions

By analyzing data, research can find the best ideas that can help MSMEs providing weddings to improve their business. The results of the research can provide advice to the government and organizations on how to support MSMEs in wedding delivery, for example by providing training or financial assistance. Research findings can be used to increase public awareness about the importance of supporting local MSMEs, such as wedding ceremonies, in building the local economy.

Research Limitations and Suggestions for Further Research

Qualitative research requires considerable time and effort, especially when it comes to organizing interviews, observations, or in-depth analysis. MSMEs often operate in a dynamic and complex business environment, especially in the wedding ceremony sector which can be influenced by cultural, social and economic factors. Understanding this context well requires in-depth analysis and a good understanding of these factors. These are the limitations of the research and suggestions for further research. This includes an understanding that this research may have certain methodological or contextual limitations, as well as ideas for further research that could explore certain aspects that have not been addressed in this research.

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