

## Model of Entrepreneurial Leadership's Role in the Performance of Small and Medium Enterprises Active in Nanotechnology

Mehdi Savadkouhi Mahforoujaki<sup>1</sup>, Reza Yousefi Saeidabadi<sup>2\*</sup>, Majid Fattahi<sup>3</sup>

<sup>1</sup> Ph.D. Student in Entrepreneurship, Sari Branch, Islamic Azad University, Sari, Iran.  
[mehdi.savadkoohi84@gmail.com](mailto:mehdi.savadkoohi84@gmail.com)

<sup>2</sup> Assistant Professor, Department of Management, Sari Branch, Islamic Azad University, Sari, Iran  
(Corresponding Author) [ruosefi@yahoo.com](mailto:ruosefi@yahoo.com)

<sup>3</sup> Assistant Professor, Department of Management, Sari Branch, Islamic Azad University, Sari, Iran  
[Majid.fattahi59@gmail.com](mailto:Majid.fattahi59@gmail.com)

**Received:** 10 May 2023

**Revised:** 03 Aug 2023

**Accepted:** 15 Oct 2023

### ABSTRACT

The purpose of this study is to propose a model of entrepreneurial leadership aimed at enhancing the performance of small and medium enterprises (SMEs) active in the field of nanotechnology in Tehran. The nature of this research is exploratory, utilizing qualitative data. The qualitative research population consists of 14 individuals who, in addition to holding responsibilities in knowledge-based companies within the nanotechnology industry, possess academic credentials with at least a doctoral degree in a management-related field and teaching experience at universities. The researcher employed the snowball sampling method in this phase, achieving theoretical saturation after conducting interviews with 14 elites and experts. Qualitative data were collected through structured interviews, and data analysis was performed using the qualitative thematic analysis method. This process involved three stages: open coding, sub-theme coding, and main theme coding, leading to the extraction of main and sub-themes. The Maxqda 2020 software was used to address the research questions. The results indicate that the main themes include the Personality Traits of the Entrepreneurial Leader, Entrepreneurial Leadership Skills, Perceptual Characteristics of the Leader, Opportunity Recognition, Entrepreneurial Learning, and Comprehensive Organizational Resource Management. Additionally, based on the findings, among the extracted codes, the highest frequency pertains to the codes of Idea Creation, Entrepreneurial Orientation, and Nanotechnology Business Analysis, which form the focal point of nanotechnology business analysis. At the apex of the pyramid are Inspiration and Financial Analysis, while the base of the pyramid consists of the Development of Entrepreneurial Capabilities.

**KEYWORDS:** Entrepreneurial Leadership, Performance, Small and Medium Enterprises, Nanotechnology

## 1. Introduction

The COVID-19 pandemic has introduced uncertainty across numerous economic sectors. Entrepreneurial leadership can serve as an alternative leadership approach to address this uncertainty (Mendo et al., 2023). Today, the development of nations is grounded in creativity, innovation, and entrepreneurship. Entrepreneurial leadership has emerged from the existing literature on leadership and entrepreneurship as a novel leadership theory to respond to the dynamic changes of the 21st century (Mehmood et al., 2021). Small and medium enterprises (SMEs) play a significant role in the economic growth of emerging markets, such as those involving nanotechnology-based businesses (Taleb et al., 2023). SMEs are vital drivers of economic development and innovation. In the field of nanotechnology, these businesses are recognized as key catalysts for scientific and commercial advancements (Razzaque et al., 2024). The success of SMEs' performance is inseparable from the role of entrepreneurial leadership style. This leadership approach encompasses a variety of unique characteristics and capabilities for managing and developing a business. Organizational performance is critical to develop and guide effectively to achieve superior outcomes (Yang, 2018). In other words, entrepreneurial leadership impacts SMEs depending on the leader's ability to make decisions, identify opportunities, and manage all available resources (Megawati et al., 2022).

A wide range of companies and startups aim to leverage nanotechnology to enhance their existing products. For this group of entrepreneurial leaders, the primary challenge lies in understanding how nanotechnology affects the produced product and whether its adoption leads to a tangible positive change in performance development. Addressing this issue requires extensive research within these businesses (Dunn, 2020). Furthermore, the role of entrepreneurial leadership skills in fostering sustainable corporate development and firm performance is undeniable. The motivation for researching entrepreneurial leadership stems from concerns about the vulnerability of emerging knowledge-based SMEs due to a lack of adequate leadership skills (Razzaque et al., 2024). Various leadership styles have been widely studied to understand success and enhance organizational performance. However, few studies have empirically explored how entrepreneurial leadership, along with its components and indicators, influences organizational performance (Hussain & Lee, 2022). This study contributes to understanding the critical role of entrepreneurial leadership skills in the survival of SMEs. It provides valuable insights for companies operating in competitive environments, particularly SMEs in emerging industries, offering a unique perspective on the entrepreneurial skills required and their impact on SME performance (Razzaque et al., 2024). Entrepreneurial leadership has garnered attention from researchers as a key factor in improving organizational performance, especially in SMEs. Studies suggest that entrepreneurial leaders, by fostering innovative visions and encouraging creativity, can enhance both financial and non-financial organizational performance (Taleb et al., 2023).

Given this theoretical gap, this study seeks to address the question: "What is the role of entrepreneurial leadership in the performance of small and medium enterprises active in the field of nanotechnology in Tehran?" To answer this question, theoretical frameworks related to entrepreneurial leadership and organizational performance will be utilized, and the necessary data will be collected through questionnaires and interviews with managers and employees of these businesses. The findings of this study can help bridge the existing theoretical gap in the

entrepreneurial leadership literature and provide practical solutions for improving the performance of SMEs active in nanotechnology. Therefore, this research specifically aims to answer the following question: "What model can be proposed for entrepreneurial leadership to enhance the performance of small and medium enterprises active in the field of nanotechnology in Tehran"?

## **2. Theoretical Foundations and Research Background**

Entrepreneurial leadership is a form of leadership characterized by the ability to identify and exploit opportunities within an entrepreneurial environment. According to Flamholtz (2011), entrepreneurial leadership actions encompass creating a mental vision, managing organizational culture, coordinating operations, overseeing system development, and driving innovation and change. However, these studies fall short in examining the role of context in entrepreneurial leadership (Hussain & Lee, 2022).

Performance can be measured through financial and strategic outcomes. Organizational performance is a broad concept that encompasses what an organization produces and the domains with which it interacts. In other words, organizational performance refers to how an organization fulfills its missions, tasks, and activities, as well as the results derived from them (Ahmed, 2016). Essentially, organizational performance is a comprehensive construct that highlights how organizational operations are carried out. According to this definition, performance is divided into two components:

- 1) Efficiency, which describes how an organization utilizes resources in producing services or products, i.e., the relationship between the actual and optimal combination of inputs for specific outputs; and
- 2) Effectiveness, which measures the degree of alignment between an organization's operational outcomes and its intended results (Yang, 2018).

Small and medium enterprises (SMEs) are considered the backbone of a society's economy, as they contribute to employment, production, exports, poverty reduction, economic empowerment, and overall economic development. They are among the most common forms of economic entities, and their role as the foundation of national economies is widely recognized in most countries (Gupta, 2014). Nanotechnology is the science and art of designing and producing at the molecular scale. Since the world around us is composed of atoms and molecules, the ability to operate at the molecular level implies designing and shaping objects at their most fundamental level, enhancing the precision and accuracy of design and production processes. The development of this technology, in synergy with cutting-edge information technology, biotechnology, and cognitive sciences, will form the foundation of a post-industrial revolution and usher in a new renaissance. Many industrial fields, particularly those with specific environmental conditions or those requiring exceptional precision, are among the most significant areas of application for nanotechnology (Yang, 2018).

Drawing on the research background of Mendo et al. (2023), Mehmood et al. (2021), Taleb et al. (2023), Razzaqueet al. (2024), Yang (2018), Megawati et al. (2022), Dunn (2020), Razzaqueet al. (2024), Hussain & Lee (2022), and Gupta (2014), it can be stated that one of the primary shortcomings of entrepreneurial leadership research is its focus on a single leadership role (e.g., facilitator or active role) on one hand, and its neglect of the concentration

of entrepreneurial energy on the other. Even Turnberry's more descriptive model fails to address questions such as "Is there an optimal entrepreneurial leadership strategy?" or "Which entrepreneurial leadership strategies are more effective?" However, based on contingency leadership theories, there is no universal "best" leadership method or strategy, rendering the answer to the first question negative. Indeed, akin to transformational leadership theory, entrepreneurial leadership is situational. An entrepreneurial leader cannot apply a single entrepreneurial leadership strategy across all times and places, irrespective of environmental and organizational conditions.

### **3. Research Methodology**

The present study is exploratory in nature and utilizes qualitative data. Its primary objective is to propose a model for the role of entrepreneurial leadership in the performance of small and medium enterprises (SMEs) active in the field of nanotechnology. The qualitative research population consists of experts and experienced university faculty members. The researcher employed the snowball sampling method, achieving theoretical saturation after conducting interviews with 14 elites and experts. The criteria for selecting participants and panel members from the expert population included having significant practical experience or authored scientific publications and articles related to the research topic, possessing academic qualifications relevant to the study, a minimum of 10 years of professional experience, and holding at least a doctoral degree. Given the qualitative approach adopted in this section, the "snowball sampling" method, a qualitative sampling technique, was utilized. This entailed each participant recommending one or more additional specialists, experts, or researchers knowledgeable about the study's focus to the researcher. Theoretical saturation was reached after conducting semi-structured interviews with 14 elites and experts. Prior to the interviews, ethical considerations were addressed by obtaining permission to record the sessions. Participants were assured that their identities would remain confidential and undisclosed. On average, each interview lasted approximately two hours. This study employed thematic analysis techniques to develop and validate a model, specifically aimed at "proposing a model for the role of entrepreneurial leadership in the performance of small and medium enterprises active in nanotechnology."

To ensure construct validity in this qualitative research, the method of participant checking was applied. Additionally, searches for negative cases and alternative explanations were conducted. Efforts were made to select interviewees with diverse experiences and inclinations to prevent personal biases or preferences from skewing the research perspective. To achieve internal validity, after coding, categorizing, and analyzing the qualitative data, an experiential model was derived and compared with the theoretically predicted model based on the literature. In qualitative research, since participants are not representative of the broader population, generalizing findings to a larger population is not feasible; thus, external validity cannot be claimed in this study. To ensure the reliability of the qualitative section and confirm theoretical saturation, the study utilized a correlation matrix test of inter-rater agreement among interviewees and a dual-coder chart, which will be elaborated upon later. Furthermore, the analysis of results was conducted using the Maxqda 2020 qualitative analysis software.

#### 4. Findings

This section addresses the analysis of the collected data and the research findings. The data collection tool consisted of semi-structured interview files, and the results were analyzed using the Maxqda 2020 qualitative analysis software. Data analysis was conducted based on 14 interview files. Subsequently, through a three-stage process open coding, sub-theme coding, and main theme coding the main and sub-themes were extracted. These three stages are illustrated and explained in detail in Figure 1. Ultimately, for the present study, a model is proposed under the framework of "Entrepreneurial Leadership in the Performance of Small and Medium Enterprises Active in Nanotechnology." The coding stages are outlined as follows:

- 1) **Open Coding:** At this stage, the interview files were collected and categorized by the researcher. It is worth noting that in this study, 14 interview files were gathered and coded.
- 2) **Sub-Themes:** Sub-theme coding occurs when the researcher assigns a code to each paragraph or section of the text upon review. At this stage, more than one code may be assigned to a specific section or paragraph of the text.
- 3) **Main Themes:** During this stage, the extracted codes are displayed in the "Code System" section, allowing for the categorization and merging of codes.

This window represents selective coding (main themes), where codes are used to classify, categorize, and organize them for diagramming and structuring purposes. The qualitative findings indicate the identification of six main themes related to entrepreneurial leadership. The extracted main themes include: 1) Personality Traits of the Entrepreneurial Leader, 2) Entrepreneurial Leadership Skills, 3) Perceptual Characteristics of the Leader, 4) Opportunity Recognition, 5) Entrepreneurial Learning, 6) Comprehensive Organizational Resource Management, in addition to the main theme of the performance of SMEs in the nanotechnology domain. Consequently, the thematic network for entrepreneurial leadership in the performance of small and medium enterprises active in nanotechnology is presented in Figure 1.

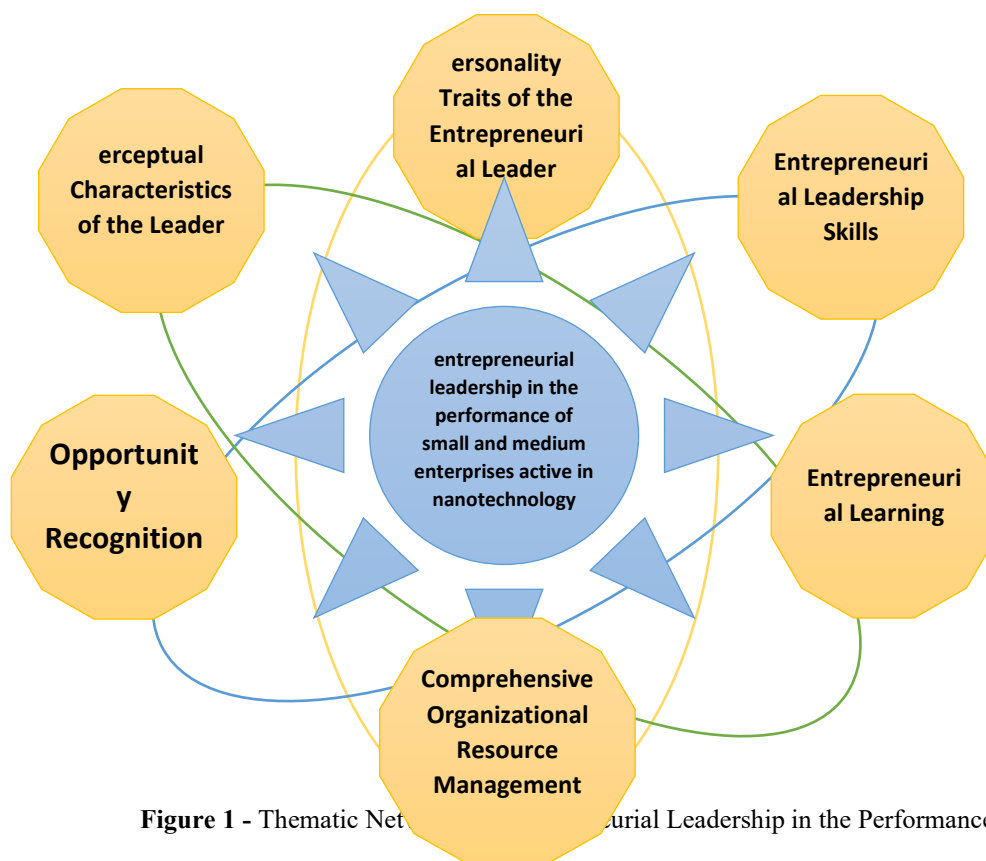


Figure 1 - Thematic Network for Entrepreneurial Leadership in the Performance of Small and Medium Enterprises Active in Nanotechnology

One of the indicators of reliability in qualitative research is the evaluation of two or more documents based on their reference to a specific indicator. The Maxqda software is equipped with this capability. The reliability coefficient can be calculated using a single test or multiple tests, and these tests can be applied at one point in time or across multiple instances. Therefore, for each of the selected themes in this study, the level of agreement among interviewees can be determined.

Specifically, the intersection of the row and column for each interviewee with themselves naturally yields a value of 1, which is not the focus of our analysis. Instead, the column of a given interviewee must be examined in relation to other interviewees. For example, Interviewee 2 and Interviewee 4 share a value of 0.61 (61%) for the selected theme. This can be interpreted as follows: Interviewee 2 and Interviewee 4 have a 61% overlap in their views regarding the selected theme. This approach can also be applied to interpret the other rows and columns.

**Table 1 - Correlation Matrix of Interviewees for Themes**

Document name	Respon 01	Respon02	Respon03	Respon04	Respon05	Respon06	Respon07	Respon08	Respon09	Respon10	Respon11	Respon12	Respon13	Respon14
Respon 01	1.00	0.63	0.61	0.63	0.66	0.60	0.70	0.74	0.67	0.69	0.73	0.73	0.71	0.70
Respon 02	0.63	1.00	0.74	0.61	0.63	0.60	0.62	0.61	0.62	0.63	0.59	0.59	0.63	0.62
Respon 03	0.61	0.74	1.00	0.62	0.62	0.63	0.63	0.62	0.63	0.63	0.65	0.63	0.62	0.63
Respon 04	0.63	0.61	0.62	1.00	0.62	0.63	0.63	0.60	0.64	0.62	0.65	0.62	0.62	0.57
Respon 05	0.66	0.63	0.62	0.62	1.00	0.64	0.66	0.65	0.61	0.63	0.65	0.63	0.57	0.63
Respon 06	0.60	0.60	0.63	0.63	0.64	1.00	0.42	0.57	0.63	0.61	0.66	0.64	0.59	0.72
Respon 07	0.70	0.62	0.63	0.63	0.66	0.42	1.00	0.66	0.63	0.64	0.59	0.69	0.71	0.57
Respon 08	0.74	0.61	0.62	0.60	0.65	0.57	0.66	1.00	0.64	0.70	0.72	0.72	0.73	0.69
Respon 09	0.67	0.62	0.63	0.64	0.61	0.63	0.63	0.64	1.00	0.59	0.64	0.57	0.59	0.63
Respon 10	0.69	0.63	0.63	0.62	0.63	0.61	0.64	0.70	0.59	1.00	0.68	0.65	0.77	0.61
Respon 11	0.73	0.59	0.65	0.65	0.65	0.66	0.59	0.72	0.64	0.68	1.00	0.68	0.62	0.71
Respon 12	0.73	0.59	0.63	0.62	0.63	0.64	0.69	0.72	0.57	0.65	0.68	1.00	0.68	0.76
Respon 13	0.71	0.63	0.62	0.62	0.57	0.59	0.71	0.73	0.59	0.77	0.62	0.68	1.00	0.68
Respon 14	0.70	0.62	0.63	0.57	0.63	0.72	0.57	0.69	0.63	0.61	0.71	0.76	0.68	1.00

Additionally, the report of the extracted codes for the two files, Respon02 and Respon04, is presented below.

### Two-Cases Model

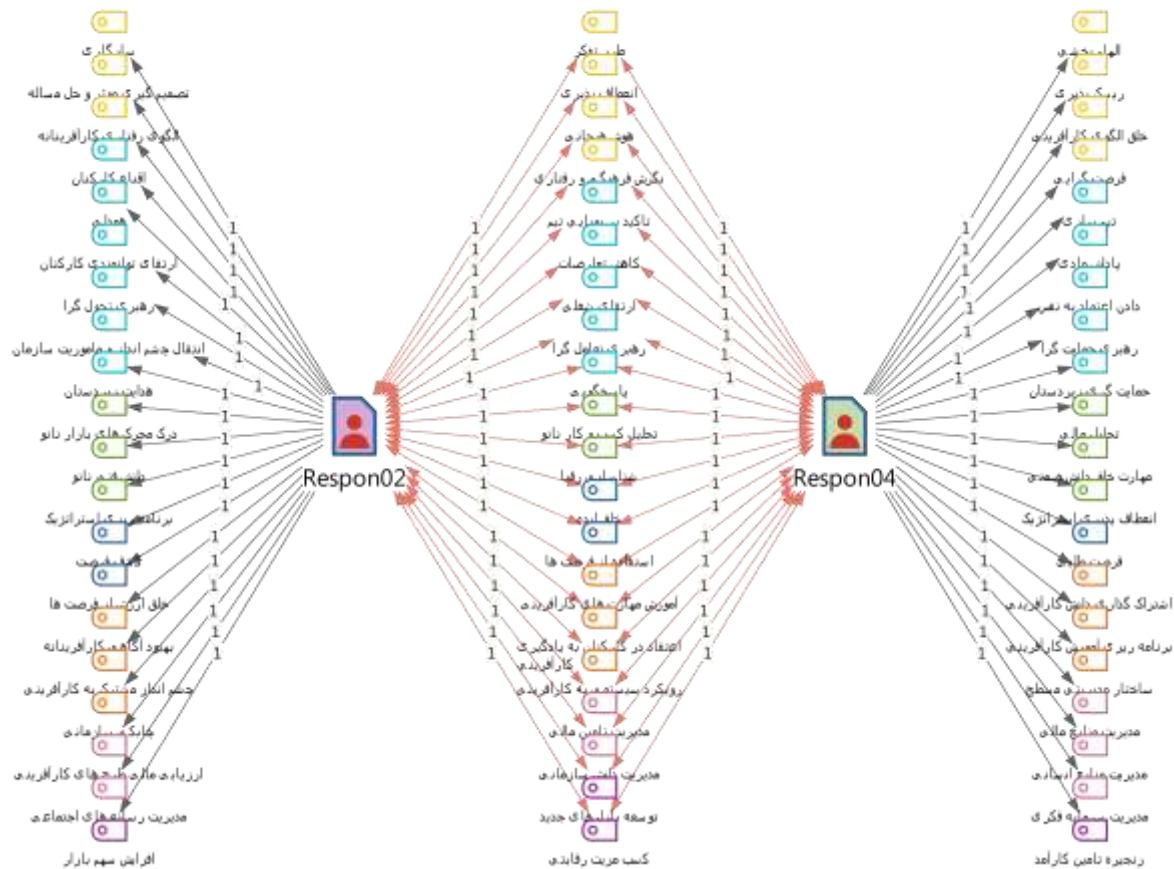


Figure 1 - Two Cases Model Diagram in Maxqda Software for Interview Files 2 and 4

Based on the findings of the above diagram, the "Two Cases Model" was constructed for Interviewee 2 and Interviewee 4. According to this diagram, the codes positioned in the center, indicated by red double-headed arrows, represent those codes that are common between the two aforementioned interviewees, with each having referred to them. The codes located on the right side are those mentioned solely by Interviewee 4 and not referenced by Interviewee 2. Conversely, the same applies to Interviewee 2, with codes on the left side being unique to them. Additionally, each arrow is accompanied by a value reported by the software, which indicates the frequency of that code's occurrence among the coded segments.

### 5. Discussion, Conclusion, and Recommendations

This study seeks to address two primary research questions: First, "What model can be proposed for entrepreneurial leadership to enhance the performance of small and medium enterprises (SMEs) active in the field of nanotechnology in Tehran?" Second, "What are its main and sub-themes?" The findings indicate that the main themes include Personality Traits of the Entrepreneurial Leader, Entrepreneurial Leadership Skills, Perceptual Characteristics of the Leader, Opportunity Recognition, Entrepreneurial Learning, and Comprehensive Organizational Resource Management.

The first main theme, **\*\*Personality Traits of the Entrepreneurial Leader**, encompasses sub-themes such as Individual Traits, Managerial Traits, and Behavioral Traits. The research results

suggest that emphasizing the personality traits of entrepreneurial leaders has garnered significant attention from organizations seeking transformation. The impactful role of managers and leaders in driving fundamental organizational change is undeniable. Through the process of social influence, leaders cultivate culture and guide employees toward achieving lofty goals and gaining competitive advantages in a knowledge-based economy.

The second theme, Entrepreneurial Leadership Skills, includes sub-themes such as Communication Skills, Motivational Skills, Leadership Style, and General Leadership Skills. These sub-themes indicate that managers equipped with entrepreneurial skills can play a significant role in organizational entrepreneurship and strategy formulation. Entrepreneurial leadership skills influence the internal organizational expectations of members as well as their expectations regarding interactions with external stakeholders. These skills are defined by multifaceted expectations and facilitate the company's efforts to strategically manage resources. By leveraging entrepreneurial leadership skills and focusing on opportunity-seeking and advantage-seeking behaviors, new and creative ideas, risk-taking, and tolerance for failure are encouraged; learning is enhanced, production, processes, and innovation management are supported, and continuous change is viewed as a conduit for opportunities. Thus, an entrepreneurial culture supports ongoing research into entrepreneurial opportunities for sustained competitive advantages.

The sixth main theme, Comprehensive Organizational Resource Management, includes sub-themes such as Tangible Resource Management and Intangible Resource Management. The financial sub-component encompasses effective investment management, financial resource management, and the use of appropriate resources. Financial resources refer to how a company secures funding and its ability to attract capital, influenced by factors such as strong relationships with venture capital institutions and the adoption of diverse financing strategies (e.g., equity sales, joint investments, loans, product licensing). The intangible resource sub-component addresses intellectual capital, organizational structure, learning resources, knowledge development, access to communication networks, technology, and human resource alignment. Intangible resources highlight the critical role of skilled and experienced personnel in advancing organizational goals. Empowered human resources, equipped with specialized expertise, market knowledge, and a high level of general understanding of the organization, possess risk management capabilities and engage in organizational activities with greater enthusiasm. Empirical studies show that companies of varying sizes and ages possess different resource compositions, with resource needs depending on the environment. A fast-growing company in a dynamic environment requires intangible resources, while a moderately growing company in a stable environment typically focuses on tangible resources. The categorization of tangible and intangible resources aims to organize them to contribute to identifying and exploiting entrepreneurial opportunities, leading to the development of competitive advantages.

The fourth main theme, Opportunity Recognition, includes sub-themes such as Opportunity Discovery and Creation, and Exploitation. The concepts of discovery and creation pertain to identifying opportunities and opportunity-seeking behaviors. The exploitation sub-component addresses leveraging opportunities, diversifying organizational activities, global development initiatives, value creation, and organizational growth. Entrepreneurship and strategic

management focus on how companies drive change by exploiting opportunities arising from uncertainty in their external environment. While companies may identify opportunities, they often struggle to exploit them and derive value, failing to satisfy stakeholders. Wealth is generated only when companies effectively combine opportunity-seeking behaviors with advantage-seeking actions. Companies that identify potentially valuable opportunities but fail to exploit them for competitive advantage neither create value for customers nor generate wealth for owners. Conversely, companies that establish a competitive advantage but lose their ability to identify valuable entrepreneurial opportunities are unlikely to sustain that advantage over time. Thus, all companies must strive in the dimension of opportunity-seeking to create wealth.

The fifth main theme, Entrepreneurial Learning, comprises sub-themes such as Entrepreneurial Education and the Entrepreneurial Learning Organization. Today's business environment is dynamic, complex, and highly competitive. In such conditions, organizations must prioritize learning and innovation to create valuable new products and services for their customers. By applying knowledge management and learning to facilitate innovation, organizations can adapt to environmental changes and instability. Therefore, organizations must adequately understand environmental factors—such as customer needs and preferences, competitors, suppliers, and stakeholders—acquire knowledge, and recombine their experiences to create new knowledge for innovation. To achieve innovation, managers must focus not only on technological products and processes but also on organizational culture, norms, and values.

The findings of this research suggest that, regardless of the number of studies, the identified themes are largely consistent across most foreign research, a point partially noted in other sources. Components such as flexibility, risk-taking, entrepreneurial leadership, strategic organizational vision, social orientation, knowledge resource development, and opportunity recognition have been emphasized by Mendo et al. (2023), Mehmood et al. (2021), Taleb et al. (2023), Razzaqueet al. (2024), Yang (2018), Megawati et al. (2022), Dunn (2020), Razzaqueet al. (2024), Hussain & Lee (2022), and Gupta (2014).

In conclusion, given the significant role of nanotechnology in a knowledge-based economy, the importance of entrepreneurial leadership in the success of SMEs in this field is undeniable. Implementing the proposed recommendations can mitigate existing challenges and pave the way for the sustainable development of these businesses. Improving government policies, enhancing managerial capacities, strengthening entrepreneurial culture, and developing technological and financial infrastructure are four key pillars for increasing the productivity and performance of nanotechnology companies in Iran. Implementing these strategies will not only foster the growth and development of businesses active in nanotechnology but also enhance Iran's share in international markets within this knowledge-based industry, contributing to the strengthening of the national economy.

## References

- Ahmed Khan, Zakeer, Nawaz (et al). (2016). Leadership Theories and Styles: A Literature Review. *Journal of Resources Development and Management*, 16, 1-7.
- Dunn, K. E. (2020). The business of DNA nanotechnology: Commercialization of origami and other technologies. *Molecules*, 25(2), 377.
- Gupta, Vipin, Ian C (et al). (2014). Entrepreneurial Leadership: Developing and Measuring a Cross-Cultural Construct. *Journal of Business Venturing*, 19(2), 241–60.
- Hussain N and Li B (2022) Entrepreneurial Leadership and Entrepreneurial Success: The Role of Knowledge Management Processes and Knowledge Entrepreneurship. *Front. Psychol.* 13:829959. doi: 10.3389/fpsyg.2022.829959
- Megawaty, M., Hendriadi, H., & Salam, K. N. (2022). The Impact of Entrepreneurial Leadership on the Performance of Small and Medium Enterprises. *Point of View Research Management*, 3(4), 388 - 397. Retrieved from <http://journal.accountingpointofview.id/index.php/POVREMA/article/view/237>.
- [Mehmood, M.S.](#), [Jian, Z.](#), [Akram, U.](#) and [Tariq, A.](#) (2021), "Entrepreneurial leadership: the key to develop creativity in organizations", *Leadership & Organization Development Journal*, 42(3), 434-452. <https://doi.org/10.1108/LODJ-01-2020-0008>
- Mendo AY, Singh SK, Yantu I et al. Entrepreneurial leadership and global management of COVID-19: A bibliometric study [version 1; peer review: 2 approved with reservations]. *F1000Research* 2023, 12:31 (<https://doi.org/10.12688/f1000research.109340.1>)
- Razzaque, A., Lee, I. and Mangalaraj, G. (2024), "The effect of entrepreneurial leadership traits on corporate sustainable development and firm performance: a resource-based view", *European Business Review*, 36(2) , 177-200. <https://doi.org/10.1108/EBR-03-2023-0076>.
- Taleb TST, Hashim N, Zakaria N. Entrepreneurial Leadership and Entrepreneurial Success: The Mediating Role of Entrepreneurial Opportunity Recognition and Innovation Capability. *Sustainability*. 2023; 15(7):5776. <https://doi.org/10.3390/su15075776>.
- Yang, Chung-wen. (2018). the Relationships among Leadership Styles, *Entrepreneurial Orientation, and Business Performance*. *Managing Global Transitions*, 6(3), 257–75.

#### COPYRIGHTS

© 2023 The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY 4.0), which permits unrestricted use, distribution and reproduction in any medium, as long as the original authors and source are cited. No permission is required from the authors or the publishers.



#### ACKNOWLEDGMENTS

The current study has not received any grant, fund or contribution from private or government institutions. Also, the authors declare that there is no conflict of interests

#### ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

#### CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.