

The Impact of Human Resource Practices on Organizational Citizenship Behavior (OCB) of Employees in Electrical, Electronics and Telecommunications Industry Group in Thailand

by

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Abstract

The purposes of this research were to study about the impact of Human Resource Practices on Organizational Citizenship Behavior (OCB) of Employees in Electrical, Electronics and Telecommunications Industry Group in Thailand. The research methodology is the survey research by using questionnaires to collect data from sample (including staff at executive level, specialist level and officer level of human resource work group from 29 companies, who were willing to give information, in electrical, electronics and telecommunications industry group in Thailand). Accidental or convenience sampling random was applied in this research. The questionnaires were verified for content validity by experts, tried out the reliability with 30 tests by using Cronbach's alpha coefficient was 0.979. The statistical analyses were frequency, percentage, mean, standard deviation and multiple regressions. The research results show that human resource practices in term of human resource selection, compensation, benefit and job security affecting organizational citizenship behavior of employees in electrical, electronics and telecommunications industry group in Thailand.

Keywords: Human Resource Practices, Organizational Citizenship Behavior (OCB)

1. Introduction

The human resource specialists given the opinions that human resource is able to work to achieve the organization's goal as well as to create value of organization. Therefore, people in organization is the critical factor to create capacity and competitive opportunities for organization by using strategic operation to achieve specified goal of organization (Thanya Pholanan, 2003).

Organizational Citizenship Behavior (OCB) is the personal characteristics and internal personal characteristics process with full range of self-capacity. The employees will choose successful work processes by conforming between value of employees and organization. Besides, it should be collaboration between colleagues, listening colleague problems as well as willing to help solving working problems (Kidwell, Mossholder & Bennett, 1997). The continuous OCB can create impression towards colleagues or supervisor and develop good relationship in organization. OCB of employees is duty of work efficiency and practice to see benefit of others as first priority. It shows a generous towards others without any expectation of rewards or being afraid of being punishment (Organ, 1988). Besides, the author had an opportunity to work with the Federation of Thai Industries in the project of wage and welfare of industrial sector in Thailand. Therefore, the author has an in researching on a topic of "The Impact of Human Resource Practices on Organizational Citizenship

2. Literature Review and Hypothesis

There were similar aspects of human resource practices in human resource management. Therefore, this research is to collect and summarize four aspects of human resource practices which also covers the aspect of human resource management by reviewing the literatures of various authors, for example, Nai-Wen Chi & Carol Yeh-Yan Lin, 2010; Gong Chang, & Cheung, 2010; Gitell, Seidner & Wimbush, 2010; Chuang, & Liao 2010 and Shih, Chiang & Hsu, 2011 etc. The four main human resource practices are:

1. Human resource selection is the organizational selection process to choose the most qualified and suitable person from all candidates for the specified position by having a verified standard for recruitment and selection process as well as the ability test in relevant to operation.

2. Training, development and promotion mean the organization has often surveyed for the needs of employees' training as well as having a clear and cover all employees' level including general working skill, professional skill, first orientation training, an activity or learning process for increasing knowledge, skill, potential as well as personal attitudes in the organization to match with the current position and to support the future work for work efficiency and effectiveness. Having a future planning in professional career path of employees and focusing on how to promote employees by internal human resource selection when having job vacancy rather than external recruitment.

3. Performance appraisal means organization has regularly evaluated performance of employees according to specified policy. There is a clear and specified measurement, method to evaluate the ability of each employee by considering on quantities and qualities of work which the supervisor has already recorded or observed or considered according to specified time as consideration measurement. There is a benefit for employees and employees' development by having announcement of performance appraisal's result to employees within timeframe.

4. Compensation, benefits and job security are the ability to pay money for employees in terms of salary, cost of living, position allowance which are paid every months including welfare, other services and activities which organized by organization for comfortable work, job security, certain guarantee in life or other benefits aside from regular compensation.

Organ (1988) mentioned that **Organizational Citizenship Behavior** mean the action over than task of staff in industry group willing to perform and create the benefit for organization. The activities that support the social relationship and cooperation in organization help support the success of organization including five main aspects of behavior which are:

1. Altruism means voluntary and willingness of staff in industry group to help solving work problems for colleagues or supervisors including advising new staff.

2. Courtesy means that gestures of staff in industry group implied respect for others and humility with regarding to others and to help preventing problems that may occur, compassion for others, interdependence one another, consultation with colleagues before taking any actions on jobs.

3. Sportsmanship means tolerance of staff in industry group on what happened not only for grievances, discomfort but also stress. Sometimes, the right of expression of grievances arises on the job. However, such a complaint may lead management to bear too much burden. Staff in industry group who know waiting for in style of the sportsmanship.

4. Civic virtue refers to behavior of staff in industry group in terms of participation in the processes within the organization, cooperation in the convention, well-kept secret, commenting at the appropriate time and in relevant format to the organization.

5. Conscientiousness refers to behavior that expresses the acceptance of rules and regulations by respecting to the rules and regulations of organization, being punctual, following the rules, concerning about organizational assets and do not spending work time to do anything except organizational work.

Dariusz Turek and Agnieszka Wojtczuk-Turek (2015) studied the mediating role of human resource management method which has an influence on OCB in the role according to person and organization by conducting the survey with 200 Poland employees. The researched found out that it has relationship between the mediating role of human resource management and OCB in workplace in the role according to person and organization.

Joseph Jakisa Owo (2015) studied the mediating role of employee engagement in the relationship between human resource practices and OCB in soft drink companies in Uganda. He designed a quantitative questionnaire and conducted a hierarchical regression analysis for 210 respondents by examining the hypothesis of the relationship between human resource practices and OCB. The research result showed that there are significant relationship of this hypothesis; for example, role clarity, collaboration, job security, compensation fairness and development.

Choo Ling Suan and Aizzat Mohd Nasurdin (2014) studied the impact of human resource management on services-oriented OCB in Malaysian hotel industry. This research study was considered from the effect of human resource practices on services-oriented OCB by conducting the survey from a sample of 438 customer-contact employees, from 34 upscale hotels with 4- and 5-star hotels and 34 in Malaysia. The result found out that service training, performance appraisal and information sharing have strategic significant effects on service-oriented OCB.

Ta-Wei Tang and Ya-Yun Tang (2012) studied the impact of human resource management on services-oriented OCB in Hotel Industry Group through social justice climate and service climate of organization. The research study of 1,133 customer-contact employees and 119 human resource managers from 119 hotels in Taiwan has shown that social climates of justice and service mediate the influence of high-performance human resource practices on service-oriented OCB.

Morrisson (1996) found out that the impact of human resource management has a strategic significant on OCB with the levels of behavior and the change of OCB which will be relevant to the human resource management method as well as the condition of relationship between employers and employees.

Sumayya et al. (2014) studied relationship between recruitment and selection practice and OCB. They found out that the employees' recruitment and selection practice of commercial bank in China having strategic significant positive relationship with OCB.

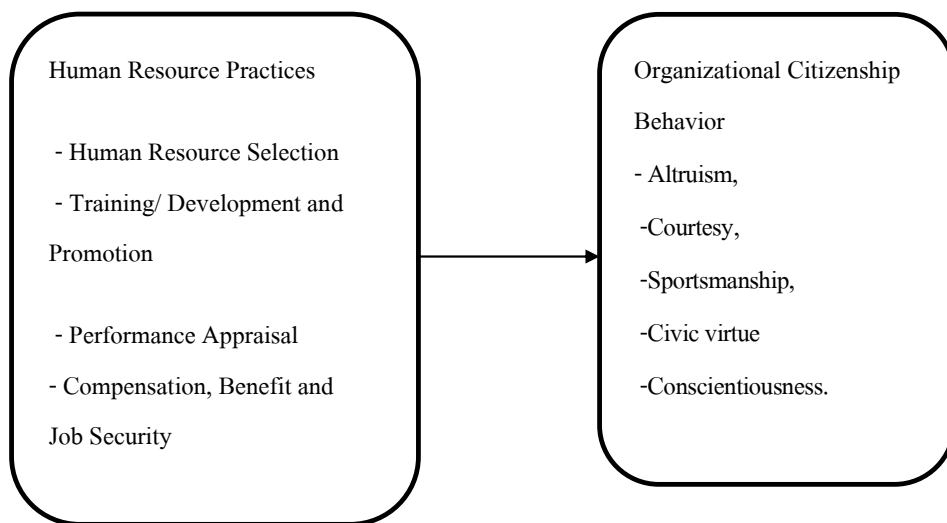


Figure 1 Conceptual Framework

Hypotheses

Human Resource Practices have an effect towards OCB of Employees in Electrical, Electronics and Telecommunications Industry Group in Thailand.

3. Research Methodology

The methodology using in this study is quantitative research. The author designed the research by studying from documents, concepts, theories and any relevant researches to cover all studied points, specified objectives and hypotheses for using to develop questionnaires by specialized examiner. It was amended and tried out for reliability test before conducting actual information from population. The population is employees in human resource group i.e. executives, specialists or officers of companies in group of electrical, electronics and telecommunications industry group in Thailand which are members of the Federation of Thai Industries. There are 29 companies which are willing to give the information with 228 staff in human resource group.

The specified proper sample size by using Taro Yamane has reliability value at least 95% and error value at 0.05, sample size calculation by using formula of Taro Yamane (Silpjaru, T., 2007).

$$n = \frac{N}{1 + Ne^2}$$

when n = Sample size

N = Total amount of population using for this study

e = Acceptable error value is equal to 0.05

stand for formula

$$n = \frac{228}{1 + (228 \times 0.05^2)}$$

$$n = 145.22$$

Thus, the sample size of this study is 145 respondents.

Using random sampling by nonprobability sampling and accidental sampling with group of 228 human resource staff from 29 companies which are willing to give information.

The author created questionnaire's tools from development and analysis of questions from related literature reviews which having content validity by 3 experts' opinions to examine content validity. The tested content validity of questionnaire was tried out with 30 employees. Then, using the result to calculate for reliability with Cronbach's Alpha Coefficient by using the criterion of questions having Cronbach's Alpha Coefficient from 0.70 and above which will be convinced that the question has reliability. The result of reliability value is at 0.979. The statistics using for data analysis are Frequency and Percentage to analyze a general information of respondents. Mean (\bar{x}) and Standard Deviation (S.D.) are used for human resource practices and OCB analyses. Last but not least, Multiple Regression Analysis are used for the impact of human resource practices on OCB of employees in electrical, electronics and telecommunications industry group in Thailand.

4. Results and Discussion

There were 125 staffs (86.21% of sample size), who completed the questionnaire, responded the questionnaire back from 29 companies. Most of the respondents are 99 female or 79.2%. 66 staff or 52.8% are in the age between 22 and less than 35 years old. 62 staff or 49.6% are single. 88 staff or 70.4% graduated in the bachelor degree. 56 staff or 44.8% are officer level. 64 staff or 51.2% are in electronics industry. 56 staff or 44.8% of most respondents have experienced in their current companies about 1-less than 6 years. 68 staff or 54.4% have the average income at THB 15,000-less than 30,000. Table 1 represents Mean (\bar{x}) and Standard Deviation (S.D.) of the average of human resource practices and OCB (see Appendix).

From table 1, it was found out that the respondents have the opinion towards human resource practices at high level of the average ($\bar{x} = 3.58$). When analyzing each aspect, it was found out that there are some aspects having high level of the average, for example, human resource selection has the maximum average at $\bar{x} = 3.82$; the second level is performance appraisal at $\bar{x} = 3.73$; and development, training and promotion are at $\bar{x} = 3.66$ accordingly. Other aspects are in the medium level, for example, compensation, benefits and job security are at $\bar{x} = 3.29$. Moreover, it was found out that the respondents have the opinion towards OCB at high level of the average ($\bar{x} = 3.58$). When analyzing each aspect, it was found out that there are some aspects having high level of the average, for example, Altruism has the maximum average at $\bar{x} = 3.71$; the second level is Courtesy at $\bar{x} = 3.64$; Sportsmanship is $\bar{x} = 3.61$; and Civic Virtue is $\bar{x} = 3.54$ accordingly. Other aspects are in the medium level i.e. conscientiousness is $\bar{x} = 3.48$. Human resource practices in the aspect of human resource selection have high and highest level of average. Therefore, the sample sees that the organization focuses on human resource selection to get the knowledge, skill and right characteristic of employees to match with the positions. Development, training and promotion of employees have high level of the average by specified planning, verified training, and covered all levels of employees. When analyzing each clause, it was found out that "Employees in your company know about the promotion of their professional career path in the company" has medium level of the average. It shows that there might be lack of the suggestion in relevant to the ascent of career path in the organization. Although, performance appraisal has high level of the average, which shows that performance appraisal is defined as an indicator of employees' performance. When analyzing each

clause, it shows that “Your company applies the performance appraisal to develop the employees” has medium level of the average. It shows that performance appraisal’s result is not used to revise the compensation rate as expected.

For the aspect of compensation, benefits and job security, it has medium level of average. When analyzing each clause, it shows that “In case of the company facing the economic problems, your company has no policy to reduce full time employees” has the lowest level of the average. It shows that when company having the problems, they shall have policy to reduce full time employees for reducing the operation cost. “Your company highly pays the compensation comparing to other companies in the same industry” and “Your company has other welfares except from money compensation which is better than other companies” have second-lowest level of the average. It shows that the sample shall see compensation and welfare have been paid with the same rate as other companies in the same industry. Moreover, with higher rate of cost of living, the employees shall feel that compensation and welfare shall not be enough for higher expenses because they generally put a lot of effort and inner strength in working for company. They need both money compensation and other compensations to be enough for cost of living. Besides, they need job security for cumulative income to support themselves and families. For the question of “The increasing compensation has differently verified between high and low performance of employees”, it has accordingly lower level of the average. It means that the higher level of compensation shall have no distinctively different between high and low work performances of employees. This shall show the opinion of employees why they have to work hard to get high performance since the level of compensation will be the same as people who have low performance. Employees who have high performance feel despond for working and get low performance. It is implied to the unfairness of compensation rate. “Employees in the company have high job security” has the last lowest level of average. It shows the relationship with the previous statement when the company get lost revenue, the full time employees shall be reduced. The sample shall see that there is no job security in the organization. The employees shall be afraid of job security because of high business competition and economic regression. It shall have an impact on OCB and performance appraisal.

OCB, Altruism, Courtesy, Sportsmanship have high level of average in both aspects and clauses. It shows that employees help each other for work. Employees have royalty and harmony in the organization. They can rely on each other. The organization behavior is in the same way. The aspect of collaboration, although each aspect of collaboration behavior has high level of average, there are many clauses have medium level of average which are “Your employees in the company accept the change to create knowledge”, “Your employees in the company are willing to participate in the activities organized by company without any request for participation” and “Employees in your organization often give the useful opinions for the company”. It shows that the sample feels the employees not feel good to the organization since they earn less compensation and less job security. These shall have an impact on OCB in the aspect of collaboration. They shall not be willing to participate in the activities organized by the company, not give the opinions on the benefits of the company and not accept the change to gain the knowledge. For the aspect of conscientiousness of OCB, it has medium level of average. It shows that the sample sees the lack of conscientiousness such as the clause mentioned that “Employees in your company will strictly act according to rules and regulations of company and concern to appointment and be punctual” has medium level of the average. It reflects that the employees shall not strictly follow the rules and regulations and not be punctual in the meetings or other works of company.

Table 2 represents the multiple regression analysis between human resource practices and OCB (see Appendix). As seen from the coefficient of determination, Adjusted R^2 , accounted for 46.7% of OCB and human resource selection: $\beta = .183, p < .05$; compensation, benefits and job security: $\beta = .361, p < .05$. It shows that support Hypothesis just only human resource selection and compensation, benefits and job security have an effect towards OCB with significantly at 0.05, thus which conforms to the research study of Sumayya et al. (2014) which studied about the relationship between selection method and OCB. It was found out that human resource selection method of commercial bank in China has statistic significantly positive relationship with OCB. Human resource practices in the aspect of compensation, benefits and job security has an impact on OCB with statistic significantly at 0.05. It was found out that compensation, benefits and job security have medium level of the average. The aspect of civic virtue of OCB has many clauses which shows the medium level of the average. Moreover, the conscientiousness also has medium level of the average as well. It shall be concluded that the sample sees that the employees gain less compensation and welfare and not enough for high cost of living recently. They shall also feel the job insecurity. Therefore, these can be the factors to have an impact on civic virtue and conscientiousness behaviors.

5. Conclusion and Implications

1. In case of facing economic problems, the executive of company should solve the problems with others solutions rather than using reduction of full time employees' policy. It will create high job security's feeling for employees, collaboration in the activities arranged by the organization, expressing the useful opinions for the company, accepting the changing knowledge and strictly following the company's regulation as well as respecting and be punctual for the appointment. If the company has tried various methods but could not solve the problems, it could be solved by cutting off the salary and compensation by level of position. If the person has high position level, the salary must be more reduced to recover company's crisis.

2. The executive should pay the proper compensation and welfare apart from money compensation or better payment than others comparing with companies in the same industry. It is also created job security of employees in organization which has an impact on OCB.

3. The executive should build up the employees' sense of duty in both operation and how to use human resource efficiency.

4. The executive should train the employees the ability to analyze and solve the problems of work correctly and up-to-date for high working efficiency. Moreover, it is an important factor to create participation of employees as well as OCB.

5. The executive should have human resource practices for human resource selection especially the consideration of capacities which are knowledge, ability, skill, attitude and characteristic to match with detail of work which will have an effect on OCB as well.

6. The executive should create OCB by emphasizing on human resource practices especially human resource selection, other compensation and benefits and the impact of job security in OCB. Having the clear specified policy and work plan for employees' acknowledgement as well as work efficiency will create every aspects of OCB.

6. Future Research

1. There should be a study of other variables which might have an impact on OCB i.e. work motivation and human resource strategy etc.
2. There should be a study of human resource practices and OCB of employees in other industries which are willing to give information for further research.

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Appendix

Table 1 Mean (\bar{x}) and Standard Deviation (S.D.) show mean and standard deviation of human resource practices and OCB in electrical, electronics and telecommunications industry group in Thailand.

Human Resource Practices	\bar{x}	S.D.	Interpretation
1. Your company emphasizes on human resource selection to have a person with the right qualification for the job	3.96	.665	high
2. Your company has clear standard for job application and recruitment	3.80	.660	high
3. Your company has an intensive selection of human resource by using ability test of any aspect i.e. working skills and ability to learn	3.71	.811	high
4. Your company has an intensive first-orientation training for new employees	3.73	.723	high
5. Your company often has a survey about the need of employees' training	3.69	.734	high
6. Your company has a clear training plan and cover all levels of employees	3.93	.785	high
7. Employees in your company has thoroughly an intensive training for general working skill i.e. services and professional skills	3.69	.712	high
8. Employees in your company know about the promotion of their professional career path in the company	3.36	.689	medium
9. When the company has job vacancy, the internal employees are the first priority to recruit rather than the external candidates	3.61	.851	high
10. Your company always has employees performance appraisal according to policy	3.91	.696	high
11. Your company has identified the clear indicator of employees performance	3.72	.799	high
12. Your company always periodically disclose the result of performance appraisal	3.82	.755	high
13. Your company applies the performance appraisal to develop the employees	3.47	.758	medium
14. Your company adjusts the compensation according to performance	3.56	.756	high
15. The increasing compensation has differently verified between high and low performance of employees	3.40	.803	medium
16. Your company highly pays the compensation comparing to other companies in the same industry	3.10	.705	medium

Human Resource Practices	\bar{x}	S.D.	Interpretation
17. Your company has other welfares except from money compensation which is better than other companies	3.15	.814	medium
18. Employees in the company have high job security	3.49	.779	medium
19. In case of economic problems, your company has no policy to reduce the full-time employees	3.06	1.169	medium

Human Resource Practices	\bar{x}	S.D.	Interpretation
1. Human resource selection	3.82	.614	high
2. Training, development and promotion	3.66	.553	high
3. Promotion appraisal	3.73	.647	high
4. Compensation, benefits and job security	3.29	.597	medium
Human Resource Practices	3.58	.500	high

OCB	\bar{x}	S.D.	Interpretation
1. Your employees in the company always help and facilitate their colleagues, boss and new employees	3.73	.688	high
2. Your employees in the company concern and support their colleagues when they feel disappoint or despair	3.70	.835	high
3. Your employees in the company are willing to help their colleagues, boss and new employees when the problems related to the job	3.70	.762	high
4. Your employees in the company will always concern about the effect on others, think and prevent the problems which may occur after the work was done	3.52	.829	high
5. Your employees in the company have sympathy on each other	3.71	.781	high
6. Your employees in the company rely on each other, consult with colleagues before doing any jobs	3.66	.774	high
7. In the employees' meeting of the company, your employees are willing to listen to others' argument	3.62	.748	high
8. Your employees in the company will fully use their ability even though there may have some frustration	3.61	.782	high
9. Your employees in the company accept the change to create knowledge	3.41	.834	medium
10. Your employees in the company are willing to participate in the activities organized by company without any request for participation	3.40	.813	medium
11. Your employees in the company are willing to work to achieve goal of the company	3.83	.715	high

OCB	\bar{x}	S.D.	Interpretation
12. Employees in your company often give the useful opinions for the company	3.45	.828	medium
13. Employees in your company will strictly act according to rule and regulation of company and concern to appointment and be punctual	3.44	.817	medium
14. Employees in your company worthily use company's resources to do the job	3.50	.779	high
15. Employees in your company spend their work time for company only, they have never spent their work time for other things which does not relate to work	3.50	.769	high
OCB	\bar{x}	S.D.	Interpretation
1. Altruism	3.71	.678	high
2. Courtesy	3.64	.739	high
3. Sportsmanship	3.61	.713	high
4. Civic virtue	3.54	.688	high
5. Conscientiousness	3.48	.685	medium
OCB	3.58	.638	high

Table 2 Results of multiple regression analysis between Human Resource Practices and OCB

Variables	Beta(β)	<i>p</i>
Constant	.477	<i>*P=.000</i>
1. Human Resource Selection	.183	<i>*P=.044</i>
2. Training, Development and Promotion	.125	<i>P=.211</i>
3. Performance Appraisal	.159	<i>P=.100</i>
4. Compensation, Benefits and Job Security	.361	<i>*P=.000</i>
R ²	.484	
Adjusted R ²	.467	
F-value	28.129*	

*** significant at the level 0.001
0.05

** significant at the level 0.01

* significant at the level