

The impact of external environment and self-serving motivation on physician's organizational citizenship behaviors

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The relations were examined consisting of external environment, self-serving motivation and organizational citizenship behaviors of physicians. There were 211 physicians who served as doctors in hospitals which still kept contract with Bureau of National Health Insurance in 2005 responded questionnaires. The empirical result shows that external environment does not have significantly impacts on job satisfaction, but does have significantly negative effect on organizational citizenship behaviors. Self-serving motivation and job satisfaction also have positive effects on organizational citizenship behaviors. The meditative effect of job satisfaction is also significant.

Key words: Organizational Citizenship Behaviors, Job Satisfaction, Self-Serving Motivation, External Environment

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Introduction

Organizational Citizenship Behaviors (OCBs) are the unconditional behaviors engaged by individual personnel beyond the organization's official requested responsibility, and such behaviors are not directly or specifically recognized by the organization's official awarding system although they can foster the organization's efficiency (Organ, 1988). As indicated by related studies, organizations with OCBs would outperform those without OCBs. In other words, OCBs are able to foster organization efficiency (Posdakoff & Mackenzie, 1994; Posdakoff, Ahearne & Mackenzie, 1997; Koys, 2001). Job satisfaction is a crucial element for an employee willing to act OCBs (Bateman & Organ, 1983; Smith, Organ & Near, 1983; Williams & Anderson, 1991; Bolon, 1997). As it is, it has become study's focus to investigate how to reinforce personnel's job satisfaction. Nevertheless, individuals may assist others with the purpose of damaging other people's reputation. Citizenship behaviors may derive from individual's self-serving motivation (Bolino & Niehoff, 2004; Shepperd & Arkin, 1991). For the past two years, duo to the enforcement of health insurance global budge plan, the health insurance payment has been marked down. As a result, physician's income has reduced accordingly. The physicians practicing at hospitals are the major providers of medical services. They are closely linked with medical care quality. It illustrates the importance to investigate physician's OCBs. Based on job satisfaction as the mediating variable, this study investigates the impact of external environment and self-serving motivation on physician's OCBs.

Theoretical Background and Hypotheses

1. Social Exchange Theory and Justice Theory

Hormans (1958) used psychological factor to interpret interactive behaviors amongst small groups. As per his theory, an individual is more inclined to conduct an action which could be more likely rewarded. If such an action is proved paid off (i.e. gaining reward), the individual will keep repeating the action. If an action can result in more value for an individual, the individual will be more likely to conduct the same action. In addition, individuals will also choose the actions which are more likely to get better results. However, if they frequently get unfair treatment, they are more likely to vent their furious sentiments. As per Blau (1964), social exchange is individual's expectations for reciprocation from others. However in the exchange process, there is no way to guarantee the reciprocation, so some extent of trust will be required. The expected reciprocation is an ambiguous obligatory behavior in the social exchange process whereas economic exchange is built on the contract with specific exchange objects. Under such circumstances, the establishment of exchange relationship will depend on the value of the transaction objects provided by both parties.

As indicated by justice theory, personnel will make comparison with others for the ratio of their devotion and earnings. If the ratio is same as others, it represents "justice" and they will feel their environment is fair and just. However, if they feel unfair, they will judge if they get better or lower treatment and try to adjust the unfair situation. When personnel feel they get fair treatment, besides higher job satisfaction, we will also take initiative to do positive behaviors, such as doing the job out of their responsibility or help their colleagues (Robbins, 2001).

2. The relationship between external environment and job satisfaction

Job satisfaction refers to the general attitude a personnel individual holds toward his

or her job (Robbins, 2001). According to justice theory, personnel will make comparison with related others for the ratio of their devotion and earnings. If the ratio is same as others, it represents “justice”. If it is not fair, personnel will measure if their earnings are lower or higher than others and try to adjust the unfair situation (Robbins, 2001). When the environment is more favorable, the ROI will be higher and the earnings gained from the devotion will be higher. In this situation, the gap between the earnings actually gained and expected by personnel will be narrower, or even without gap. Under the circumstances where post-perception is greater than expectations, job satisfaction will be enhanced. When the environment is more favorable and the ROI is higher, personnel will feel their earnings are beyond their expectations which will result in their higher job satisfaction. As is the case, this study submits the following hypothesis:

H₁ : The more favorable the external environment is, the higher the job satisfactory will be.

3. The relationship between self-serving motivation and job satisfaction

Self-serving motivation may be regarded as the action motivation accrued from self-interest as the purpose, so job satisfaction can be deemed as the affection reflection or the feelings personnel have toward their jobs. As to the satisfaction degree, it refers to the gap between personnel’s actual and expected earnings. The smaller the gap is, the higher the satisfaction degree will be. As per Homans (1958), prior to action, individuals will evaluate action results and value, and select the most favorable approach in an attempt to garner the highest reward. When the reward is acquired as expected, the exchange behavior will continue. As it is, in terms of social exchange, the ones with stronger self-serving motivation will have more motivation to win the opportunity of exchange, and select the most favorable approach to proceed with the exchange. When the earnings gained from the exchange are beyond expectations, job satisfaction will be generated. As is the case, this study submits the following hypothesis:

H₂ : The stronger the self-serving motivation is, the higher the job satisfaction will be.

4. The relationship between external environment and OCBs

As per justice theory, personnel will make comparison with the related others for the ratio of their devotion and earnings trying to better understand if they get fair treatment. If the ratio is same as others, it represents “justice”, and they will perceive that their environment is fair and just. However, if the result shows “unfair”, personnel will measure if their earnings are lower or higher and try to adjust the unfair situation (Robbins, 2001). On the other hand, to view it from the aspect of social exchange, while external environment is more favorable, exchange relations turn out to be more lucrative and attractive. In this situation, personnel will show OCBs to reciprocate. Likewise, when personnel think their earnings can not meet their devotion, they will feel unfair and change their behaviors to get balance. It is especially true when they feel unfair of the redistribution caused by the external environment, they will reduce they OCBs as the adjustment. As is the case, this study submits the following hypothesis:

H₃ : The more favorable the external environment is, the higher the OCBs will be.

5. The relationship between self-serving motivation and OCBs

OCBs are a crucial evaluation element for executives to evaluate their subordinates’ performance. It means it is a very important indicator in performance measure (MacKenzie, Podsakoff & Fetter, 1993; Podsakoff & MacKenzie, 1994). As it is, when personnel perceive

OCBs as the crucial element of performance evaluation, they will deliberately conduct such behaviors. At the time, the citizenship behaviors conducted by personnel are probably only a self-serving motivation for better performance in front of their superiors, so as to get better grade from performance evaluation. However, in this case, individuals may probably assist others with the purpose of damaging other people's reputation (Shepperd & Arkin, 1991; Bolino & Niehoff, 2004). The citizenship behaviors presented by the personnel with self-serving motivation have no help to the organization, it may even have bad influence (Bolino, 1999; Bolino & Niehoff, 2004). We presume self-serving motivation will influence an individual's decision on his or her engagement in OCBs. As is the case, the study submits the following hypothesis:

H₄ : The stronger the self-serving motivation is, the higher the OCBs will be.

6. The relationship between job satisfaction and OCBs

To view from the aspect of social exchange, when people perceive positive toward their working situation, they will conduct OCBs. Job satisfaction has significant and direct influence on the altruistic behavior in OCBs (Bateman & Organ, 1983; Smith, Organ & Near, 1983; Williams & Anderson, 1991). The study conducted by Bolon (1997) suggested observation on colleague's job satisfaction and sentiment commitment be the most important factor to predict OCBs. Likewise, we presume when people are in a working environment where they perceive positive, they will have higher job satisfaction which will more likely lead them to conduct OCBs. When job satisfaction increases, personnel will show OCBs as reciprocation. As is the case, this study submits the following hypothesis:

H₅ : The better the job satisfaction is, the higher the OCBs will be.

Methodology

1. Sample and data Collection

Aiming at the hospitals contracted with national health insurance, the study objects include three grades namely medical centers, regional hospitals and district hospitals. The investigation was conducted by mailed questionnaire survey. In order to reinforce the questionnaire response rate, the questionnaires were mailed in an official document form. Since OCBs study is prone to being biased by personnel's self-explanation which may lead to errors in analysis and inference (Donaldson & Grant-Vallone, 2002), two questionnaires were distributed to each hospital, one was for the hospital's high-rank executive, such as directors or deputy directors, the other was for a physician randomly designated by the director. By asking hospital directors to evaluate their hospital's physicians and using the casting technology to observe the psychological behaviors cast by the respondents, the data were collected. A total of 1,000 questionnaires were sent to 500 hospitals. 211 effective questionnaires were received representing 21.10 % effective response rate.

2. Measurements

External Environment - The study defines its external environment as the favorable degree of external environment perceived by physicians after the enforcement of total payment system under national health insurance system. In terms of measurement, based on the questionnaire developed by Chang Chuan-Huei (2003), the measurement was modified to meet hospital's current status under health insurance environment

Self-Serving Motivation - The study defines its self-serving motivation as: the intent

out of self-serving benefits, including incentives, promotion or salary raise. The main questions are mainly - “As the whole, presenting those behaviors will help personnel get good impression from hospital’s high-rank executive and colleagues. As a result, the personnel may therefore be awarded.”

Job Satisfaction - This study defines job satisfaction as: the gap between actual and expected earnings compared by the personnel with related others on salary raise and promotion according to the ratio of their devotion and earnings. In the aspect of measurement, it was modified from the Pay Satisfaction Questionnaire developed by Heneman & Schwab (1965).

Organizational Citizenship Behaviors - This study defines the OCBs as the behaviors voluntarily conducted by personnel outside their official job requirements which may reinforce organization’s efficiency. In the aspect of measurement, it was developed from Farh, Earley, & Lin (1997)’s measurement’s scale covering five dimensions- organization identification, assisting colleagues, accountability and law abiding, interpersonal harmony and protection of corporate resources. We made some wording modifications so as to have the measurement scale fit into the background of the medical care industry.

Results

As shown in table 1, it is the analysis made by testing the influence of external environment and self-serving motivation on job satisfaction through regression analysis. Model 2 utilizes external environment and self-serving motivation as the independent variables, and rating grade, post title, and the participation of Excellence Plan as the control variables. The congruence degree of this model ($F=3.078$, $p<0.001$) reaches measurable level. For the two independent variables, the value of external environment is 0.069 ($t=1.019$) which does not arrive at the measurable level. It indicates that there is no measurable influence of external environment on job satisfaction and hypothesis 1 is not supported. On the other hand, the β value of self-serving motivation is 0.286 ($t=4.069$, $p<0.001$) which reaches the measurable. It illustrates the measurable influence of self-serving motivation on job satisfaction. It means the stronger the self-motivation is, the higher the job satisfaction will be. As is the case, the hypothesis 2 of this study is supported. We believe that the personnel with stronger self-serving motivation and more emphasis on the objects they exchange will have more exchange motivation. They will try to get the exchange opportunity to win the exchange objects so as to achieve job satisfaction. It testifies that the personnel with higher self-serving motivation will get higher job satisfaction.

 Insert table 1 about here

As shown in table 2 for assumption analysis, in the aspect of the influence of external environment on OCBs, the external environment has negative effects on “organization identification”, “altruistic behaviors”, “responsible behavior”, “interpersonal harmony” and “protection of hospital’s resources”. The result on this part shows that the more favorable the external environment is, the lower the OCBs will be. In other words, the more unfavorable the external environment is, the higher the OCBs will be. This result is opposite to our original hypothesis. As it is, the hypothesis 3 is not supported. We think that it may have something to do with the traditional role which physicians play in Taiwanese society. With the stereo type perception in the Taiwanese society, physicians are endowed with a role to save people’s lives. Physicians themselves may be conscious about their social responsibility. On the other hand, due to the good tacit relationship between business owner and personnel, the personnel tend to recognize the organization’s objective and existing value.

Even though the business environment is unfavorable, based on the same interest shared the hospital and physicians and the social responsibility perceived in the organizational culture, positive impact on OCBs is still accrued.

In terms of the influence of self-serving motivation on OCBs, the variables of “organization identification”, “altruistic behavior”, “responsible behavior”, “interpersonal harmony” and “protection of hospital’s resources” all show measurable impact. It indicates that the stronger the self-serving motivation is, the higher the OCBs will be, so the hypothesis of this study is supported. As is the case, we think attention shall be paid to personnel’s motivation for their presentation of OCBs so as to identify if it is out of self-serving or altruistic purpose, because the OCBs presented by self-serving personnel are probably harmful to the organization. Such ill influence on organization resulting from this kind of behaviors shall be avoided in management (Bolino, 1999; Bolino & Niehoff, 2004; Paine & Organ, 2000). Finally, in reference to the influence of job satisfaction on OCBs, the variables of job satisfaction and OCBs’ “organization identification”, “altruistic behavior”, “responsible behavior”, “interpersonal harmony” and “protection of hospital’s resources” all show measurable influence. It indicates that the higher the job satisfaction is, the better the OCBs will be, so the hypothesis 5 of the study is supported.

Insert table 2 about here

As shown in table 3 for the testing of job satisfaction’s mediating effect, from model 1 to model 5, they all show the existence of job satisfaction’s mediating effect (ΔR^2 reaches measurable level). As is the case, we think that reinforcement of job satisfaction is the requisite approach for personnel to well perform OCBs.

Insert table 3 about here

Conclusion

Based on social exchange and justice theories, this study utilizes job satisfaction as the mediating variable to explore the influence of external environment and self-serving motivation on physician’s OCBs. Theoretically, besides reiterating the influence of job satisfaction on OCBs, the study also identifies the relationship for external environment and self-serving motivation with OCBs. Given the fact that Taiwan’s medical care environment is encountering unprecedented impact, hospital and physician are on the same board sharing the same interest. During the tough period, if the hospital’s high-rank executives can build a revolution sentiment with the personnel, a collective value will be created in the difficult time. They shall well communicate with the personnel and cultivate positive affection with them so as to enhance the personnel’s job satisfaction, encourage their OCBs, reinforce organizational efficiency and beef up the hospital’s competence to adapt to the changing environment.

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Table 1 Relationships among External Environment, Self-Serving Motivation and Job satisfaction^a

	Job Satisfaction	
	Model I	Model II
Independent Variables		
External Environment		0.069 (1.019)
Self-Serving Motivation		0.286*** (4.069)
Control Variables		
Hospital Size		
Region hospital	0.313* (2.156)	0.277* (1.975)
Local hospital	0.346* (2.409)	0.249 (1.771)
Level of Respondents		
Deputy Superintendent-Medical	0.067 (0.870)	0.074 (0.998)
Deputy Superintendent-Administrative	0.045 (0.636)	0.057 (0.835)
Responsible level doctor	-0.075 (-0.954)	-0.056 (-0.740)
Non- responsible level doctor	0.008 (0.109)	0.053 (0.699)
Eccellence plan		
Accession to the excellence plan	0.100 (1.390)	0.078 (1.123)
Midway withdrawal the excellence plan	0.009 (0.128)	0.017 (0.236)
R ²	0.060	0.136

Adj. R ²	0.022	0.092
F-value	1.568	3.078***

a : n=206, t-value is in parentheses, *: p<0.05, **: p<0.01, ***: p<0.001

Table 2 Relationships among external environment, self-serving motivation, job satisfaction and OCBs^a

	Organizational Citizenship Behaviors									
	Model I		Model II		Model III		Model IV		Model V	
	identification		altruism		conscientiousness		harmony		protect resources	
Independent Variables										
External Environment	-0.160**		-0.165***		-0.117*		-0.110 ⁺		-0.130*	
	(-2.897)		(-2.824)		(-2.032)		(-1.806)		(-2.129)	
Self-Serving	0.320***		0.214***		0.237***		0.201**		0.248***	
Motivation	(5.356)		(3.409)		(3.785)		(3.047)		(3.777)	
Job Satisfaction	0.423***		0.482***		0.474***		0.398***		0.381***	
	(7.232)		(7.815)		(7.734)		(6.173)		(5.921)	
Control Variables										
Hospital Size										
Region hospital	0.261	0.068	-0.031	-0.223	-1.014	-0.299*	0.090	-0.074	0.010	-0.157
	(1.818)	(0.586)	(-0.213)	(-1.838)	(-0.711)	(-2.483)	(0.625)	(-0.577)	(0.071)	(-1.233)
Local hospital	0.365*	0.092	-0.015	-0.272*	-0.066	-0.323**	0.092	-0.126	-0.029	-0.260*
	(2.565)	(0.797)	(-0.100)	(-2.244)	(-0.456)	(-2.683)	(0.645)	(-0.984)	(-0.204)	(-2.039)
Level of Respondents										
Deputy Superintendent	-0.040	-0.047	-0.039	-0.053	0.002	-0.013	0.015	0.002	0.064	0.055
-Medical	(-0.520)	(-0.778)	(-0.497)	(-0.818)	(0.031)	(-0.198)	(0.201)	(0.033)	(0.832)	(0.823)
Deputy Superintendent	-0.002	-0.022	0.037	0.010	0.000	-0.022	-0.046	-0.065	-0.029	-0.048
-Administrative	(-0.024)	(-0.399)	(0.511)	(0.170)	(0.001)	(-0.373)	(-0.650)	(-1.060)	(-0.407)	(-0.774)
Responsible level doctor	-0.117	-0.055	-0.086	-0.019	-0.031	0.029	-0.073	-0.024	-0.052	0.000
	(-1.492)	(-0.878)	(-1.065)	(-0.282)	(-0.386)	(0.443)	(-0.934)	(-0.352)	(-0.658)	(0.002)
Non- responsible level	-1.101	-0.027	0.015	0.073	-0.043	0.011	-0.105	-0.059	-0.038	0.019
doctor	(-1.312)	(-0.440)	(0.196)	(1.120)	(-0.546)	(0.176)	(-1.361)	(-0.860)	(-0.485)	(0.283)
Excellence plan										
Accession to the	-0.172*	-0.214***	-0.136	-0.179**	-0.187*	-0.233***	-0.229**	-0.268***	-0.189**	-0.227***
excellence plan	(-2.402)	(-3.742)	(-1.855)	(-2.950)	(-2.564)	(-3.900)	(-3.182)	(-4.235)	(-2.615)	(-3.604)
Midway withdrawal	0.000	0.008	0.072	0.077	0.022	0.026	0.030	0.034	0.035	0.040
	(-0.003)	(0.135)	(0.966)	(1.272)	(-0.292)	(0.438)	(0.407)	(0.528)	(0.469)	(0.635)
R ²	0.075	0.426	0.042	0.374	0.048	0.378	0.067	0.302	0.052	0.306
Adj. R ²	0.038	0.394	0.003	0.338	0.009	0.343	0.029	0.263	0.014	0.267
F-value	2.005*	13.114***	1.074	10.361***	1.232	10.681***	1.775	7.639***	1.361	7.778***

a: n=206, t-value is in parentheses, +: p<0.1, *: p<0.05, **: p<0.01, ***: p<0.001

Table 3 The mediation effects of job satisfaction^a

	Organizational Citizenship Behaviors									
	Model I identification		Model II altruism		Model III conscientiousness		Model IV harmony		Model V protect resources	
Self-Serving Motivation	0.451 ^{***} (7.291)	0.337 ^{***} (5.648)	0.301 ^{***} (4.512)	0.174 ^{**} (2.726)	0.332 ^{***} (5.066)	0.207 ^{***} (3.272)	0.301 ^{***} (4.550)	0.195 ^{**} (2.993)	0.312 ^{***} (4.742)	0.211 ^{***} (3.235)
Job Satisfaction		0.376 ^{***} (6.307)		0.415 ^{***} (6.509)		0.398 ^{***} (6.279)		0.347 ^{***} (5.318)		0.332 ^{***} (5.076)
R ²	0.204	0.332	0.090	0.247	0.110	0.253	0.091	0.200	0.098	0.197
Adj. R ²	0.200	0.325	0.086	0.390	0.106	0.246	0.086	0.192	0.093	0.190
F-value	53.154 ^{***}	51.417 ^{***}	20.355 ^{***}	33.414 ^{***}	25.660 ^{***}	34.925 ^{***}	20.707 ^{***}	25.852 ^{***}	22.485 ^{***}	25.464 ^{***}
ΔR^2		0.128 ^{***}		0.156 ^{***}		0.143 ^{***}		0.109 ^{***}		0.100 ^{***}

a: n=206, t-value is in parentheses, p<0.1, *: p<0.05, **: p<0.01, ***: p<0.001

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