

## **Organizational Value and Organizational Commitment on Post 90s in China: From the Generation Gap**

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**Abstract:** Post-90s refers to Chinese young generation born after 1990. Which employees has become the backbone of enterprise development. They have significant differences from other generations in the way of thinking, behavior and individual values, which greatly affect their organizational commitment and job performance. This paper takes "post-90s" as the research object and the generation gap as the breakthrough point, based on the traditional human resources theory perspective, explores the influencing mechanism and the deep-underlying reason behind the organization value and the organization commitment. Empirical results compare with the staff of other decade from the influence of organizational value, organizational commitment on job performance. This study provides some theoretical and practical reference for improving enterprise performance and puts forward some suggestions on management implications about how to effectively manage post-90s employees from the perspective of enterprise value.

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**Keywords:** Generation Gap, Organizational Value, Organizational Commitment

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### **INTRODUCTION**

In market competition, Talent comes first. Post-90s employees are the majority of employees of the organization. The post-90s generation (hereinafter referred to as the "post-90s") was a derogatory term on the Internet a few years ago. But now, they are playing an increasingly important role in the construction and development of enterprises in China. This generation are a relatively unique group, unlike employees born in the 1970s or 1980s, the post-90s does not grow up in a common collective, is growing up in a personalized collective, so they have a distinct personality, do not like being restrained, have a strong sense of self, are vulnerable to pressure, easy to resign. Since the post-90s are generally highly educated and have a high demand for achievement on personal value, they pay more attention to personal career success. Traditional mental stimulation (e.g., recognition of honor, criticism) no longer exerts a good incentive effect. For this reason, the post 90s are diversified but have an uncertain understanding and expectation with regard to the enterprise.

The post 90s pay much attention to self-perception, psychological responsibility, interpersonal relationships, work environment, organizational commitment, and other non-material incentives. Zemke et al., (2000)<sup>1</sup> argue

that the most challenging approach to diversity management is to manage today's diverse workforce. This means that companies can no longer manage them in the traditional way. Proper management can mobilize their initiative, enthusiasm and creativity, and then create value for the enterprise, and vice versa. How to effectively manage the diverse workforce has become a realistic problem that many companies are facing. Therefore, it is urgent for enterprises to reconsider their strategy and tactics of workforce construction to address the generation gap among employees, especially when dealing with the post-90s. Understanding the differences between generations can help managers improve the productivity of employees.

Organizational commitment refers to members' attitudes and behavior with respect to the organization (Buchanan, 1974)<sup>2</sup>. A large number of studies have shown that organizational commitment is closely linked to job performance. Meanwhile, studies on organizational commitment and job performance of the post-90s generation are scarce. The remainder of this paper is as follows. Section 2 reviews the literature on Organizational value and Organizational commitment. Section 3 elaborates on the methodology, questionnaire. Section 4 reports our empirical results and discusses the implications. Finally, Section 5 concludes our research, identifies the limitations of our paper and suggests the direction of future studies.

## **2. LITERATURE REVIEW**

### **2.1 Generation characteristics**

In China, Post-90s specifically refers to individuals born from 1990 to 1999. Currently age is 20-30. Most of these employees are college or university students according to the Chinese mode of education, and several of them have obtained a master's degree. Analysis of the growing background of post 90s and review of existing literature indicate that employees after the 90s have the following distinctive features.

Overall high-level education: Compulsory education was implemented in 1990. Parents of the generation after the 90s who are after the 60s pay more attention to their children's education than parents after the 50s and 40s. Given the extensive popularization of compulsory education, the education level of post 90s is generally high. As a result of sociocultural and economic reforms, China's rapid socio-economic development in recent years has led to changes in societal values, behavior patterns, and self-awareness among a new generation of young people (Gao et al., 2019)<sup>3</sup>.

Spiritual and material requirements: Post-90s grow up in an affluent era, Employees post 70s and 80s pay much attention to material satisfaction, such as high salary and status, whereas employees after the 90s require spiritual satisfaction aside from material satisfaction because of the continuous improvement of their material life. They treasure the quality of life and sustainability. Also, they have an increasingly obvious work individualism attitude, and they are more inclined to pursue personal happiness and freedom at work. Generally, post-90s consider spiritual satisfaction more important than material needs sometimes.

Poor resistance to pressure: China's family planning (commonly known as the one-child policy) lets post-90s play a central role in the family. They grow up in love and care, lack of experience with the outside world and frustration, hence the interpersonal skills are weak. Parents' over-protection weaken the post-90s' social interaction and anti-pressure ability. With a highly stable living environment, minimal setbacks, and satisfaction of material needs, post 90s have poor mental capability, which means they are likely to run away from setbacks especially in jobs.

Ability to accept new things: With the popularization and development of China's Internet, post 90s can accept new things, leading to a wide range of knowledge and strong ability to accept things. Meanwhile, luxurious life and honor of successful people shown on the Internet caused post 90s to avert constantly from beautiful dreams and mundane reality, as there is a huge gap between their imagination of their work and reality. Unable to find desired jobs and under the pressure of rising real estate prices, these employees are inevitably impatient, impetuous, and anxious.

You et al., (2013)<sup>4</sup> analyzed the generational differences in work values between the post-80s and post-90s in Chinese enterprises and proposed management strategies for the new generation of post-90s employees. Lee (2012)<sup>5</sup> analyzed the job characteristic of post 90s and the challenge posed to the enterprise management system and built a management system for post 90s. Cai et al., (2019)<sup>6</sup> established a theoretical model of the influence of mentoring on the well-being in the organization of the post-90s through their satisfaction of person-job fit. Liu and Li (2020)<sup>7</sup> studied the influence mechanism for the formation of organizational socialization on post-90s' thriving at work from the perspective of organizational society.

## **2.2 Organizational value**

Organizational value refers to the value commonly accepted, held, believed, shared, and complied with by organizational members (Hofstede, 1990; Hsu, 1977)<sup>8</sup>. For enterprises, the realization of congruence of individual and organizational values contributes to the improvement of employee satisfaction and the maintenance of the adaptable workforce, thus exerting a positive impact on organizational performance (Vveinhardt and Gulbovaitė, 2016)<sup>9</sup>. One of the research directions of organizational value is the effect of employee behavior guidance on an employee's personal values. Wiener (1988)<sup>10</sup> pointed out that when an organization has a strong organizational culture and organizational value system, employees' awareness of organizational values tends to the same, and the difference between personal value and organizational value can be eliminated. Employees recognize and accept the organizational value. Most studies reported that organizational value can effectively influence employee attitudes toward work and the organization (Williams, 2002)<sup>11</sup>.

## **2.3 Organizational commitment**

It may also be referred to as loyalty to the organization; it is defined as when individuals have uncertainty investment or goals that are related to outside interests and the consistency they strive to maintain (Backer and Peterson, 1960)<sup>12</sup>. Wiener (1982)<sup>13</sup> thinks that organizational commitment reflects the personal sacrifice of organizations, individuals' attention, and input of time and effort to the organization. Organizational commitment can be divided into three aspects, namely, individuals' goal value to the organization, goal value related to personal role, and individuals' recognition to the organization (Buchanan, 1974)<sup>2</sup>. Alternatively, it can also be defined as individuals' efforts to achieve organizational benefit, individuals' acceptance of organizational goals, and strong faith of values (Porter and Steers, 1974)<sup>14</sup>. Studies directed toward behavior mainly discuss the relationship between a particular act and organizational commitment. Studies directed toward integration discuss the two factors and their relationship (Staw and Salancik, 1977)<sup>15</sup>. With the increasingly prominent conflicts between organizations and employees, the turnover intention of the new generation of employees is significantly increased. The affective commitment of the organization has become an important factor affecting the creative

motivation and dimission of the new generation of employees (Rodrigo et al., 2019)<sup>16</sup>. Sungu et al., (2020)<sup>17</sup> argued that when commitment to an organization is affect-based or norm-based, then employees preferred resource is intangible, that is, psychological gratification. However, if the organization commitment is continuity-based, then the preferred resource is primarily tangible, that is, material gratifications, such as money.

#### **2.4. Job performance**

Employees are the direct factors that affect job performance, scholars mainly focused on assessing performance, setting performance goals, and improving job performance. However, the definition of job performance is not unified, and the most important difference lies in whether job performance is a behavior or the determination of results. Murphy (1995)<sup>18</sup> believes that job performance is a series of behaviors that individuals complete to realize organizational goal value. Borman and Motowidlo (1993)<sup>19</sup> think that job performance is a series of behaviors conducted by employees in the process of working for the organization to achieve organizational goals. The sharing degree of these behaviors is the criteria for judging the effectiveness of behavior. Porter and Lawler (1968)<sup>20</sup> defines job performance as the quantity, quality, and input completed by employees. Based on the abovementioned points, this paper establishes the following hypotheses.

H<sub>1</sub>: Organizational value has a positive effect on organizational commitment.

H<sub>1a</sub>: Employees after the 90s and employees before the 90s have strong differences in terms of the effect of organizational value on organizational commitment.

H<sub>2</sub>: Organizational value has a positive effect on job performance.

H<sub>2a</sub>: Employees after the 90s and employees before the 90s have strong differences in terms of the effect of organizational value on job performance.

H<sub>3</sub>: Organizational commitment has a positive effect on job performance.

H<sub>3a</sub>: Employees after the 90s and employees before the 90s have strong differences in terms of the effect of organizational commitment on job performance.

--- Insert Fig 1 ---

### **3. METHODOLOGY**

We had distributed 413 questionnaires by network, 343 valid questionnaires were collected after deducting invalid questionnaires. The recovery rate was 83.05%. In the respondents, the percentages of Post 90s is 63.97%.

--- Insert Table 1 ---

This study divides organizational value into integrity, responsibility, innovation, and dedication. Organizational commitment is divided into affective, continuous, and normative commitment. Job performance is also divided into work performance and task performance. This study suggests that organizational value directly affects the job

performance of employees and that this effect is implemented through organizational commitment. We also used Cronbach  $\alpha$  as the coefficient to test the internal consistency of the factors in the questionnaire. As we can see from the table 1, the questionnaire of this article has good reliability.

The questionnaire design is site by Zhang (2013)<sup>21</sup> sixteen questions of organizational value; site by Allen and Myer (1990)<sup>22</sup> fifteen questions of organizational commitment; sited by Motowidlo and Scotter (1994)<sup>23</sup>

twelve questions of job performance and population control variables in final. The pre-test reliability is shown in Table 1. According to the research of Cramer and Bryman (1997)<sup>24</sup>, if the internal reliability coefficient of the scale between 0.6 to 0.8 which represents a high reliability. If the coefficient more than 0.8, it shows that the scale has very high reliability. Although few coefficient of the pre-text reliability in this questionnaire is less than 0.80, but all the reliability is 0.895.

#### 4. EMPIRICAL RESULTS

Eight factors are obtained by the principal component analysis method. The number of variables contained in each factor is not less than 3. The results were shown in Table 3. The first factor consists of six variables, according to the factor score big to small, the six variables are A1-1, A1-3, A1-2, A1-5, A1-4, A1-6, they are related to responsibility, so the first factor is named responsibility. By analogy, we get the second factor--innovation, the third factor--dedication. These three factors belong to the organizational value. We get the fourth factor--affective commitment, the fifth factor continuous commitment, and the sixth factor- normative commitment, these three factors belong to organizational commitment. We get the seventh factor--work performance, the eighth factor-- task performance, these two factors belong to job performance.

--- Insert Table 2 ---

Through independent sample *t* test, we analyze whether there is a significant difference in the organizational values, organizational commitment and job performances between the post 90s and others (the sample born others). We can see from Table 4, the difference in the organizational value between post 90s and Others is significant ( $p < 0.01$ ), and so in the organizational commitment (except continuous commitment,  $p < 0.05$ ). The difference in the job performance between post 90s and others is non-significant ( $p > 0.05$ ). View from the secondary indexes, the difference in responsibility, innovation, dedication between post 90s and Others is significant, but least significant in the work performance. On the basis of factor analysis and difference analysis, we further study whether the impacts of organizational value on organizational commitment, organizational value on job performance and organizational commitment on job performance is significant, and whether there are differences between these impacts.

--- Insert Table 3 ---

From Table 5, the value of  $R^2$  is 0.246;  $F$  is 24.36 ( $p < 0.01$ ) in the regression analysis of organizational value and organizational commitment of employees post 90s. This shows organizational value has a positive significant effect on organizational commitment in employees post 90s, and the effect of dedication on organizational commitment is the most significant. The value of  $R^2$  is 0.282;  $F$  is 17.48 ( $p < 0.01$ ) in the regression analysis of organizational value and organizational commitment of employees Others. This shows organizational value has a positive significant effect on organizational commitment in the employees Others, and the effect of innovation on organizational commitment is the most significant ( $p < 0.01$ ), the effect of dedication on organizational commitment is significant ( $p < 0.05$ ). In conclusion, we support the hypothesis H1. The effect of innovation on organizational commitment is non-significant in employees post 90s ( $p > 0.05$ ), but significant in employees Others ( $p < 0.01$ ), so we support the hypothesis H1a. Employees post 90s and employees Others have strong differences in terms of the effect of organizational value on organizational commitment.

--- Insert Table 4 ---

The value of  $R^2$  is 0.098;  $F$  is 14.69 ( $p < 0.01$ ) in the regression analysis of organizational value and job performance of employees post 90s. This shows organizational value has a positive significant effect on job performance in employees of post 90s, so we support the hypothesis  $H_2$ . The effect of dedication on job performance is non-significant in employees post 90s ( $p > 0.05$ ), but significant in employees others ( $p < 0.05$ ), so we support hypothesis  $H_{2a}$ . Employees post 90s and employees others have strong differences in terms of the effect of organizational value on job performance.

The analysis of organizational commitment and job performance are positive, which shows organizational commitment has a positive significant effect on job performance. So we support hypothesis  $H_3$ . But there has no significant difference in terms of the effect of organizational commitment on job performance between the post 90s and others. So we reject hypothesis  $H_{3a}$ .

--- Insert Table 5 ---

## 5. Conclusion

Post-90s, who have become the main force of enterprise production. They are the main source of affecting the labor cost of enterprises in the next decade, and will greatly affect the overall competitiveness of enterprises. The main contribution of this paper is to make a comparative study of the effect of organizational value on organizational commitment, organizational value on job performance and organizational commitment on job performance, and the results show that the three relationships are all significantly positive. The conclusion of this study also has important implications for the enterprise management practice of post-90s employees.

First, Organizational value has a positive effect on organizational commitment. Among three dimensions of organization value, the effect of dedication has the most significant impact on organizational commitment of post-90s employees, while the effect of innovation has the most significant impact on others. Therefore, Enterprises should be differentiated in terms of employee organizational value training between post 90s and others. The implementation of management strategies that focus on realizing the personal value of post-90s employees helps employees make positive commitments to the company.

Second, organizational value has a positive impact on job performance. For post-90s employees, what enterprises should do is to find out the particularity of the post-90s employees and cultivate positive organizational values to them, especially in unique professional dedication training. An efficient training helps them to have the realization of congruence in individual value and organizational values to pursue higher work performance, thus improving the productivity of enterprises.

Third, organizational commitment has a positive impact on job performance. However, there is no significant difference between post-90s and others in terms of the effect of organizational commitment on job performance. Therefore, enterprises should first establish a passionate and positive corporate culture to create a harmonious environment. Managers need to put more attention to the mental health of employees, especially for post-90s. When the emotional employee-enterprise bond is formed, employees' affective commitment and belongingness of enterprises is easy to cultivate.

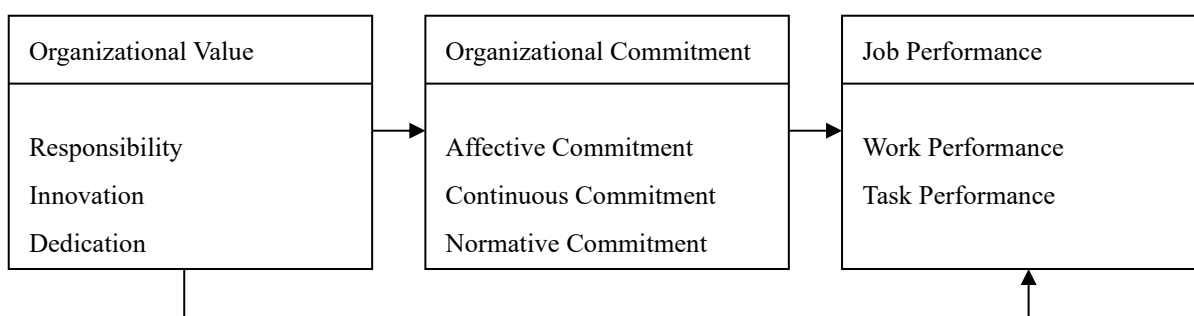
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**APPENDIX: Table and Figure**



**Fig. 1.** Organizational values, organizational commitment on job performance

**Table 1.** Reliability

	Number of questions	Pre test Cronbach α	Cronbachα
Organizational Value	16	0.903	0.906
Responsibility	6	0.822	0.829
Innovation	5	0.811	0.825
Dedication	5	0.823	0.815
Organizational Commitment	15	0.775	0.867
Affective Commitment	6	0.822	0.843
Continuous Commitment	6	0.658	0.653



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	Normative Commitment	6	0.780	0.811
Job Performance		12	0.703	0.791
	Work Performance	6	0.779	0.828
	Task Performance	6	0.781	0.788
ALL		43	0.895	0.874

**Table 2. Descriptive Statistics**

	Attributes	Obs.	(%)	Obs. of Post 90s	(%)
Gender	Male	148	43.15	91	61.48
	Female	195	56.85	125	64.10
Marriage	Married	280	81.64	209	74.64
	Unmarried	63	18.36	7	11.11
Education	high school or lower	14	4.08	6	42.85
	Universities	277	80.75	195	70.39
	Master or higher	52	15.16	15	28.84
Working Age	2 years or lower	232	67.63	197	84.91
	3-5 years	54	15.74	14	25.92
	6-10 years	30	8.74	3	10.00
	11 years or higher	27	7.87	2	7.40
Position	General Staff	248	72.30	187	75.40
	Junior Manager	72	20.99	22	6.41
	Senior Manager	23	6.70	7	30.43
Age	Others	127	37.02	216	62.97

**Table 3. Factor Loading Matrix**

	Organizational Value			Organizational Commitment			Job Performance			
	R	I	D		A-C	C-C	N-C		Work-P	Task-P
A1-1	0.794			B1-3	0.796			C1-5	0.749	
A1-3	0.766			B1-4	0.776			C1-3	0.745	
A1-2	0.763			B1-5	0.769			C1-1	0.724	

A1-5	0.734			B1-2	0.695			C1-6	0.681	
A1-4	0.708			B1-1	0.678			C1-2	0.631	
A1-6	0.588			B1-6	0.654			C1-4	0.605	
A2-3		0.772		B2-2		0.797		C2-1		0.800
A2-2		0.761		B2-3		0.774		C2-2		0.735
A2-1		0.752		B2-1		0.740		C2-6		0.711
A2-5		0.746		B3-4			0.722	C2-4		0.670
A2-4		0.742		B3-3			0.717	C2-5		0.658
A3-2			0.818	B3-5			0.706	C2-3		0.572
A3-3			0.817	B3-1			0.670			
A3-4			0.782	B3-6			0.666			
A3-5			0.736	B3-2			0.662			
A3-1			0.669							

**Table 4.** Analysis of Variance

		Post 90s		Others		<i>t</i>	<i>p</i>
		AVE.	STD	AVE.	STD		
Organizational Value		3.89	0.62	3.56	0.62	4.74	<0.001
	Responsibility	3.91	0.72	3.48	0.82	5.01	<0.001
	Innovation	3.97	0.67	3.64	0.70	4.34	<0.001
	Dedication	3.79	0.78	3.51	0.76	3.17	0.002
Organizational Commitment		3.48	0.51	3.32	0.52	2.80	0.005
	Affective Commitment	3.53	0.73	3.37	0.70	2.00	0.046
	Continuous Commitment	3.40	0.88	3.27	0.94	1.33	0.180
	Normative Commitment	3.46	0.67	3.29	0.75	2.21	0.028
Job Performance		3.60	0.43	3.52	0.52	1.46	0.145
	Work Performance	3.52	0.62	3.49	0.74	0.49	0.624
	Task Performance	3.67	0.63	3.55	0.69	1.67	0.096

**Table 5.** Regression Analysis

	Organizational Commitment		Job Performance			
	Post 90s	Others	Post 90s	Others	Post 90s	Others
Interception	1.971** (0.194)	1.707** (0.226)	2.910** (0.178)	2.388** (0.249)	2.748** (0.200)	2.2524** (0.284)

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Responsibility	0.101 (0.057)	0.059 (0.063)	0.132* (0.052)	0.173* (0.069)		
Innovation	0.069 (0.063)	0.223** (0.073)	-0.081 (0.058)	0.067 (0.081)		
Dedication	0.221** (0.051)	0.168* (0.064)	0.130** (0.047)	0.081 (0.071)		
Affective Commitment					0.212** (0.047)	0.343** (0.078)
Continuous Commitment					-0.015 (0.031)	-0.029 (0.044)
Normative Commitment					0.043 (0.052)	0.061 (0.071)
F	24.36**	17.48**	8.79**	8.3**	14.69**	16.56**
<i>Adj R</i> <sup>2</sup>	0.246	0.282	0.098	0.148	0.160	0.270
N	216	127	216	127	216	127