

Organizational Citizenship Behavior Model for Turnover Intention Management

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Abstract: *The behavior of citizenship organizations has been recognized to reduce the intention of talented employees to move companies. This research was conducted to answer the problems faced by the company today by testing the organizational citizenship behavior of the turnover process. A total of 210 questionnaires were collected for workers in the footwear industry in Indonesia by modeling research using structural equations with momentary structure analysis (Amos) 23. The importance of this research because it can have major implications in contributing to new research patterns and providing input to entrepreneurs. The results of this study indicate that employee organizational commitment and citizenship behavior can affect the employee turnover process. This research is a solution to reference the researchers and company managers in reducing the intention of changing employees in developing countries, especially in Indonesia. The implications and findings of renewable models from this study can benefit every company in the future. These frameworks and findings can provide new things as a better understanding of citizenship behavior research models of organizations around the world, industrial globalization that will encourage companies to make changes to the implementation of workforce management, in turn, employee behavior issues will continue to be reviewed and completed by practitioners and academics.*

Index Terms: *Organizational citizenship behavior; Organizational Commitment; Self-efficacy; Turnover Intention*

I. INTRODUCTION

The development of scientific human resource management has changed the pattern of research in the future, especially current behavior management, very few researchers do it, this is what makes the authors interested in conducting research on organizational behavior of citizenship. According to [1], [2] management of corporate organizations is able to produce the best performance through good corporate concepts, efforts to improve the behavior of professional human resources that tend to exhibit citizenship behavior of organizations make the company organization better. And more effective in achieving its goals. The implications of the importance of organizational citizenship behavior for the implementation of effective work, and as a direction in guiding any future research. [3]–[5].

This research is very different from previous research,

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where background studies cover research gaps, and business phenomena are in harmony with current conditions. This study tries to build in-depth proposals about the study of organizational citizenship behavior (OCB), organizational commitment, self-efficacy, and turnover intentions. This research can break the theory of competitive advantage from his opinion [6] The aim of strategic human resource management (SHRM) is to produce organizational capabilities that have employees who are skilled, engaged, committed and motivated to achieve excellence. At present, the company does not need excellence. However, the strategy in maintaining the quality of employees who have superior competencies is able to realize the company's goals well so that the hypothesis of development and progress of the company will depend on managing the storage of employees. As opinion [7] in today's competitive era, the retention of talented employees is more important than maintaining a competitive advantage.

Employee turnover can be detrimental to the company, so the company will lose a number of competent employees [8] with increasing numbers, employee turnover will affect the company's performance. Agree with the results of the study [9] that the turnover rate in the world in 2010-2018 experienced a significant increase. Workers around the world are beginning to look for new employment opportunities as the return to increased growth and the labor market. The sharpest global employee turnover rate occurred in 2014, the average turnover ratio in the next five years increased to 23.4% and turnover increased faster in developing countries than in developed countries according to the survey results in Indonesia, almost three quarters (72 %).

Employee turnover has an impact on the level of complexity of labor management, according to [10] the impact of employee turnover that must be borne by the company includes a). Cost loss in recruiting; b). Loss of training costs; c). Costs incurred for employees are smaller than those generated by new employees; d). The high cost of accidents; e). Production loss during employee turnover; f). Production equipment that cannot be used; g). There is a waste of money on overtime costs. the high level of turnover in the company indicates the need to improve working conditions and how to guide them. Intention to be seen from the point of view of scientists is the main thing to determine future employee turnover [11]. Turnover intentions can be said as a breaker of relations



between employees and companies [7]. When the number of employees leaves the company, workload, and overtime for employees will increase resulting in a decrease in performance [12]. Development of science and research on turnover [13] is based on organizational commitment and is generally based on psychological theory. The main factors of employee turnover are a sense of disappointment from employees for the company's treatment of employees [14]–[18].

The work commitment that each employee has is very important for the company. Like opinions [19] organizational commitment as a force that emanates from each individual through his involvement in the organization. The occurrence of retention is due to a problem of weak dedication from employees, it needs to be taken care of properly, there is evidence that explains the employees have a commitment to a work agreement with the company. Companies must anticipate frequent employee turnover if it happens to the company it can cause a decrease in employee productivity at work, even though the company has made efforts to acquire new employees and the development of human resources through training in providing compensation will not be effective for the company's success [20].

The application of employee retention by the company in maintaining the best employees can help companies achieve goals effectively. One of them is by increasing the organizational role of employee citizenship behavior, it is suspected that the behavior of the employee's citizenship organization for the development of the company's business ventures. This is based on the response of the desire of each employee to help the company achieve its goals, agree with [21] that organizational of citizenship behavior is behavior in response to employee relations with the company, not because of job demands, more based on voluntary attitudes of employees a sense of employee satisfaction at work. Therefore, organizational citizenship behavior is associated with a sense of employee satisfaction and organizational commitment. Thus the organizational role of citizenship behavior is a concern to maintain the employee retention process in preventing employees from moving to other companies. As his opinion [22] two factors that make citizenship organizational behavior very important for the company are factors in employees such as moral strength, strong commitment, satisfaction in work, positive attitude to work. Likewise with external factors such as management systems, leadership systems, and corporate culture. Thus the behavior of organizational citizenship is a behavior that can contribute to the functioning of organizational management [21]. If the factors inside and outside the employee are not applied in the workplace, it is certain that the employee will quit his job and choose to switch to a new company [23].

The success of the company is inseparable from the role of employees' commitment to work well, therefore a weak work commitment can affect the intention of employees to change jobs [24]. The relationship between citizenship behavior in the intention to change jobs [25], citizenship behavior will make employees not to change jobs in the workplace [26].

There are many alternative companies to prevent employees from changing jobs. One of them is by increasing the organization of employee citizenship behavior [27]. With increasing organizational citizenship behavior, high employee trust will emerge, so that employee work will produce good performance. Because, citizenship behavior is a concern for all employees to work well. In addition, employees who have good organizational citizenship behavior, they tend to work professionally and are able to complete quality work. The ability of self-efficacy which is one source for improving performance, the success of companies that have employees with organizational citizenship behavior, self-efficacy, and good commitment, is found in communication between employees and others in good physiological and emotional states [28].

The difference with previous research, this study uses a way to analyze in depth the factors that can affect self-efficacy, organizational commitment to organizational citizenship behavior that has implications for employee turnover intentions, therefore, in analyzing the dominant factors that determine the sustainability of the company that citizenship organizational to maintain loyal and competent employees to reduce turnover intentions

II. LITERATURE REVIEW AND HYPOTHESIS

A. *Effects of organizational commitment on organizational citizenship behaviour*

Commitment is the determination that comes from the heart to work hard, be willing to sacrifice and be responsible for achieving the company's agreed goals and objectives beforehand [1]. Organizational of commitment a powerful force in identifying a person's involvement in the company at the workplace [29]. Organizational commitment has been studied in depth as an important factor related to human behavior and performance in the company [30]. So employees with good organizational commitment will work optimally even exceeding predetermined performance standards, this behavior is what makes an employee will be loyal and minimize unproductive conditions so that the achievement of company goals becomes the main thing for these employees.

The results of the previous study showed that the research gap between organizational of commitment and organizational of citizenship behavior, according to [31], [32] his research shows that organizational of commitment has a positive effect on organizational of citizenship behavior. However, the authors found research gaps where there was no significant influence between organizational commitment to organizational citizenship behavior [1], [33]. Based on the theory, the authors formulated the hypothesis H1: Organizational of commitment has a significant influence on organizational of citizenship behavior.

B. *Effect organizational of citizenship behavior on turnover intentions*

Discretionary (voluntary) behavior that is not formally

recognized as a high-value contribution to the effectiveness of efficient and effective organizational functions is an understanding organizational of citizenship behavior [34]. Building organizational of citizenship behavior is able to see the background of employees to continue working voluntarily [30], [35]. Employees who have high dedication to the organization accompanied by no personal interests, employees in their work will carry out their personal goals in harmony with the company's goals. Thus these behaviors will benefit themselves and the company. It is time for entrepreneurs to carry out citizenship organizational behavior for the benefit of the company in a good direction citizenship behavior can increase 1). Organizational efficiency and productivity, 2). Coordination among team members, 3). The harmonious relationship between employees and managers. 4). The company will retain employees so as not to do turnover [36].

Research gap [20], [34], [37] shows that citizenship of organizational behavior has a positive and significant on turnover intention, each increase in citizenship organizational behavior reflects the strong influence of employee relations with the company to determine high and low values turnover. However, it is different from according to [38] that organizational of citizenship behavior is very small, a negative on the occurrence of Turnover Intention. Based on the theory H2 hypothesis is formulated: Organizational of citizenship behavior has a significant on turnover intention.

C. *Effect organizational of commitment on turnover intentions*

Turnover conditions of employees stopping their employment status through an organizational mechanism indicate someone's unemployment [23]. Likewise according to [39] that turnover intentions of the probability of employees leaving the company. Turnover intention for the company becomes valuable. Substitution of employees who have talent affects the company does not have a competitive advantage. Because companies can avoid the change of talented employees. The relationship between commitment to turnover is very significant, judging from the contribution of organizational commitment to very high turnover, The relationship between commitment to turnover is very significant, judging from the contribution of the organization's commitment to very high turnover, if employees experience a transfer in a previously better workplace, it will create highly committed employees, but conversely if it will not impact the commitment of the employee organization tend to turnover [26]. The existence of research gaps includes the results of [30], [40], [41] explaining the relationship between organizational outcomes and negative outcomes for turnover intention [33]. H3 hypothesis can be formulated: Organizational of commitment can influence turnover intentions.

D. *Effect Self-efficacy on Organizational of citizenship behavior*

According to [28], [42] define self-efficacy as a person's

level of confidence in his ability to complete work tasks according to the expected **results**. For this reason, self-efficacy requires behavior that can support good work outcomes, one of which is the behavior of organizational citizenship. With the behavior of organizational citizenship, self-efficacy will be stronger to improve work in accordance with performance, because high employee fidelity is a condition for the success of achieving self-efficacy. There is an influence between self-efficacy and organizational of citizenship behavior [5]. Self-efficacy is the desire of the results of one's performance on the business based on their abilities. Self-efficacy always develops throughout an individual's life based on the results of his life experience [28]. Whereas organizational of citizenship behavior is more on the belief of someone who is able to complete his task. So when organizational of citizenship behavior is high, then someone who has a positive attitude towards work will produce high performance [43], [44]. In addition, every employee who has strong self-efficacy is rarely exposed to work stress and even his attitude will be better at the work being done. Thus explain the positive and strong relationship between Self-efficacy and organizational citizenship behavior. Based on the case theory above, the authors formulated a hypothesis H4: Self-efficacy has a significant influence on organizational of citizenship behavior.

E. *Effect of Self-efficacy on turnover intentions*

Opinion from [45] found that teacher efficacy was negatively related to stress and fatigue in work. For this reason, increasing employee turnover in the company should be motivated to reduce turnover with behavioral theory approaches social cognitive theory and resource conservation theory. This finding opens up a link between self-efficacy and turnover intentions. self-efficacy will be important to reduce the occurrence of turnover intentions. Self-efficacy is closely related to turnover intention [46]. But different opinions with [47] explain self-efficacy and turnover intentions negatively related, which means that the higher the self-efficacy, the lower the turnover intention. Based on these cases, the authors formulate the hypothesis H5: self-efficacy affects turnover intentions.

F. *Conceptual framework*

The conceptual framework in this study, more developed a synthesis of the development of hypotheses reviewed from various literature. Thus, the variable organizational commitment is able to provide an increase in organizational citizenship behavior and also reduce turnover intentions. Likewise, the self-efficacy variable must reduce turnover intentions and can increase organizational citizenship behavior, and organizational citizenship behavior can reduce turnover. For this reason, the conceptual framework can be seen in Figure 1 below:



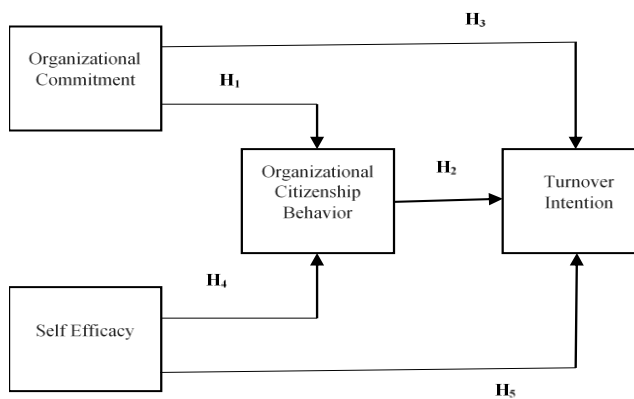


Fig 1: Research Model

III. METHODOLOGY

A. Research design

This empirical study was carried out by constructs measured by items that were appropriate; the model was tested for reliability and validity, then the model was tested to determine the relationship between dependent and independent variables. Application and Analysis of Moment Structures (AMOS) 23.0 to find out the satisfactory sample size for use [48].

B. Sample

The research data includes 210 samples from footwear manufacturing company employees in Indonesia, the question with using a likert scale. Sample statistics can be reviewed in table 1, data including samples from company employees. This sample does not fully reflect all employees in Indonesia; however, it is most likely related to a modern and experienced workforce, especially managers in managing the company.

C. Questionnaire development

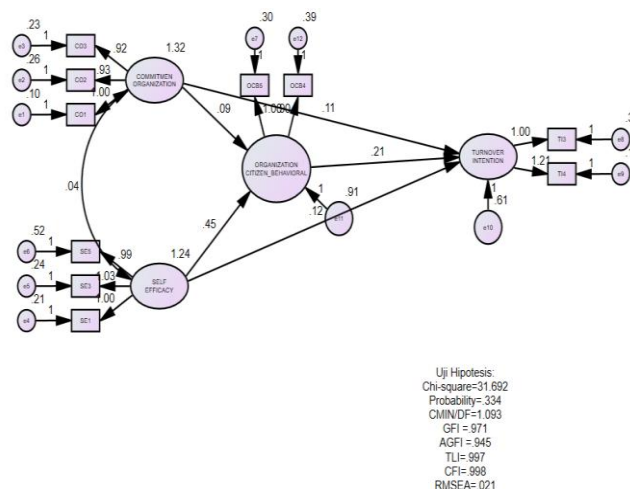
In each research construct that is developed into a questionnaire on organizational commitment variables consisting of: attitudes of loyal employees in an organization [49]. The indicator variables are like a). Affective commitment: Pride in the company b). Sustainable commitment: Need for work c). Normative commitment. Organizational citizenship behavior according to [3] shows functional tendencies, additional rules, pro-social life, and directed to be carried out by every individual, group within the organization. The indicator is a). Sportive: Trying to provide the best for the company b). Civic virtue: Trying to find information for companies c). Conscientiousness: Participation in company activities d). Altruism: Promoting company products e). Courtesy: Providing maximum work results. According to [50] indicators for self-efficacy, including a). Feelings can do work, b). Better ability, c). Safety at work, c). satisfaction with work. The intention of turnover according to [51] was modified into five items that corresponded to different circumstances [52]. Sample items include namely a). Hoping to find a new job next year b). Thinking of quitting my current job, c). I want to stop my job now. The items used for each construct can be seen in Table 2.

Table 1. Sample Demographics

Item	Classification	Frequency	Percentage
Gender	Male	56	26.67%
	Female	154	73.33%
Age	< 25	12	5.71%
	25 - 35	68	32.38%
	35 - 45	92	43.81%
	> 45	38	18.10%
Marriage	Singled	56	26.67%
Income	Married	21	10.00%
	< 1 year	77	36.67%
Work experience	1 - 5 years	54	25.71%
	6 - 10 years	16	7.62%
	11 - 15 years	27	12.86%
	16 - 20 years	15	7.14%

IV. RESULTS AND FINDINGS

In the analysis data section will be discussed about reliability and validity, analysis with statistics that include the suitability of the model, and the implications used in exploratory factor analysis on the quality of external models;



items that do not match the construct have been deleted. The statistical results are as follows :

Fig 2: Structural Model

A. Reliability And Validity

Reliability and validity are confirmed through statistical tests. Loading of standardized factors, quadratic multiple correlations (SMC), composite reliability (CR) and average variance extracted (AVE) can all be seen in Table 2 with the appropriate items and constructs. To get the same initial value among items to test variables, as the opinion [48] that multiple correlations are used squared multiple correlations (SMC) besides, all values above are 0.5 for minimum thresholds. In addition, loading factors range from 0.728 to 0.899 which is above the recommended minimum value of 0.7. Convergent validity was analyzed because of all averages variance values extracted (AVE) above the

Uji Hipotesis:
Chi-square=31.692
Probability=.334
CMIN/DF=1.093
GFI = 971
AGFI = 945
TLI= 997
CFI= 998
RMSEA= 021



minimum value of 0.5. For composite reliability (CR) this is considered a superior assessment of internal reliability compared to Cronbach's α ; therefore, composite reliability (CR) is used as a measure of the reliability of internal consistency; then, all values are above the lowest acceptable level of 0.6; thus, reliability is confirmed. Discriminant validity confirms that each construct is different from other constructs.

Table 2. Items, Reliability and Validity Constructs

Constructs	Loadings	SMC	T-Value	CR	AVE	
Organizational Commitment						
CO1	Pride in the company	0.963	0.073	9.340***	0,9	2.430
CO2	Need for work	0.901	0.188	23.642** *		
CO3	Obligation to give the best results	0.909	0.174	24.228** *		
Organizational citizenship behavior						
SE1	Able to do work	0.923	0.148	8.544***	0,9	1.998
SE3	Happy challenging work	0.921	0.152	20.507** *		
SE5	Better ability	0.836	0.301	17.432** *		
Organizational Citizen Behavior						
OC B4	Trying to give the best for the company	0.842	0.291	8.991***	0,9	1.751
OC B5	Promote the company's products	0.894	0.201	12.484** *		
Turnover Intention						
TI3	Planning to quit my job	0.832	0.308	13.277** *	0,9	0.882
TI4	Hoping to quit my current job	0.93	0.135	7.162***		

Table 3. Fit Model

Constructs	Mean	Std.	CO	SE	OCB	TI
CO	11.448	3.373	1.559			
SE	11.533	3.510	0.025	1.414		
OCB	7.119	2.226	0.101	0.419**	1.323	
TI	7.824	2.029	0.175	0.254	0.310**	0,939

Table 4. Goodness of Fit Index

Absolute Fit Index	The goodness of Fit Indices	Model Test Results	Cut – Off Value	Explanation

χ^2 - square	31.69	small (*)	good
Probabilities	0.334	$\geq 0,05$	good
CMIN/DF	1.093	$\leq 2,00$	good
RMSEA	0.02	$\leq 0,08$	good
GFI	0.971	$\geq 0,90$	good
AGFI	0.947	$\geq 0,90$	good
TLI	0.997	$\geq 0,95$	Marginal
CFI	0.998	$\geq 0,95$	Marginal

B. Discussion

Based on the results of data processing shows that the analysis of the structural equation model (SEM) confirms all hypotheses with significance. All path coefficients can be reviewed in Figure 3. Organizational commitment significantly influences organizational citizenship behavior by (2.393 \geq 1,967) P value of 0.014 \leq 0,05. This means that organizational citizenship behavior can be improved through organizational commitment. Organizational commitment significantly affects turnover intentions of (1.955 \geq 1,967) value of 0.051 \leq 0,05. This means that organizational commitment can reduce the intention of employee turnover intention.

Self-efficacy significantly influences organizational citizenship behavior by (6.286 \geq 1,967) P value of 0.014 \leq 0,00. This means that organizational citizenship behavior can be improved through self-efficacy. Self efficacy significantly affected turnover intentions of (1.988 \geq 1,967) P value of 0.054 \leq 0,05, his means that self-efficacy can reduce the intention of employee turnover intention. Organizational citizenship behavior significantly affected turnover intentions of (2.959 \geq 1,967) P values of 0.003 \leq 0,05. This means that organizational citizenship behavior can reduce the intention of employee turnover intention.

Fig 3: Coefficient T Calculated Full Model, (See Appendix A)

C. Implications

The findings in this study have many implications, especially for practitioners and scholars in developing human resources, especially to facilitate analysis of turnover intentions. The influence of the biggest path relationship is the organizational citizenship behavior variable towards intention to move, organizational commitment to organizational citizenship behavior, then self-efficacy towards organizational citizenship behavior, and desire to move. This implies that the organizational commitment of employees with organizational citizenship behavior is very high so that organizational citizenship behavior can be influenced by an organizational commitment to improving work performance better. In addition, employees can relate well to coworkers to do work. Therefore, organizational



commitment as an important factor related to human behavior, especially increasing organizational citizenship behavior [30]. According to the theory put forward [53] that organizational commitment is an attitude that reflects employee loyalty to the company. In this study, the attachment and concern of employees to the company is very supportive for employees to behave voluntarily and sincerely in completing work including helping colleagues who need help without expecting compensation. Employees who have the spirit of organizational citizenship behavior become discretionary individual behavior. So that employees have a high dedication to achieving common goals. Managers must begin to study and improve organizational citizenship behavior as an effort to improve the performance of each company, with organizational citizenship behavior, employees will work and strive to realize company efficiency and productivity.

The influence of organizational citizenship behavior on turnover intention is very weak, this is caused by negative behavior in their work so that they are uncomfortable and choose to leave the workplace now, as closely according to [28], [44] organizational citizenship behavior is only, someone, that in completing the task. On the condition of low organizational citizenship behavior, employees are more likely to have a negative attitude toward their work. Explanation [45] that self-efficacy is negatively related to organizational citizenship behavior is not significant in reducing intention turnover; It is estimated that self-efficacy can reduce intention turnover. According to this model framework, organizational citizenship behavior must lead to a reduction in employee turnover intention.

The occurrence of turnover will certainly harm the company which has an impact on decreasing productivity, therefore managers are required to minimize employee turnover. The turnover intention in the company will occur for employees who do not have high commitment and self-efficacy in the company, even weak in carrying out organizational citizenship behavior all because the company does not guarantee employee satisfaction in work [26], it's time for the CEO / Entrepreneur to pay attention to organizational recruitment employees can predict organizational commitment and citizenship behavior so that in the future turnover has been predicted. Consideration in applying the behavior of citizens of organizational organizations will provide their ability to work productivity and for companies will produce better company performance [4].

On the other hand, the company needs to make adjustments to the conditions so that the improvement of organizational citizenship behavior of its employees remains stable. There are many strategies to further improve employee self-efficacy so that turnover is lowered, according to [54] through solutional indicators (able to provide the best advice), leadership (teamwork), and experience (experience from failure). In addition, companies also need to improve organizational citizenship behavior (OCB) employees through voluntary indicators (helping co-workers without wages), competition (exemplary employees), conflict

avoidance, participatory participation (company activity participation), initiative (seeking information about competitors and the latest trends), and fairness (not spending time to raise problems).

This research is an advanced study material that is of interest to researchers and scholars because this study helps to generalize the variables and theories used by this study, both social theories of cognitive theory and resource conservation theory. For this reason, it is hoped that there will be a continuous process to link theory with real phenomena and evidence, such as empirical evidence in this research. Likewise, this study will confirm the measurement generalizations for the variables used including, organizational commitment, self-efficacy, organizational citizenship behavior, and intention turnover. This research was carried out in Indonesia so that it would add scientific value related to human resource management.

In the end, as stated earlier, as the purpose of this study, where the problem of the footwear manufacturing industry currently facing foreign trade as Industrial globalization is characterized by the rapid utilization of the use of internet technology and technology networks, while on the side other limitations of trained and qualified personnel will be employees to be comfortable and satisfied, so there will not be excessive turnover. Testing the construction of research when economic growth again develops on the one hand due to political instability, the city's increasing minimum wage policy is forced by companies to terminate employment, because the cost of working capital is very large compared to production costs. However, the need to create stable working conditions, especially for the footwear industry in Indonesia so that the economy continues to run well. Thus, opening a situation analysis that has to do with self-efficacy, organizational commitment, organizational citizenship behavior and turnover on a better understanding can help all parties provide the best solution, especially increasing the value of employee willingness to work by maintaining the performance that affects the company's ability to continue.

V. CONCLUSION

An increase in turnover intentions among employees was investigated in this study, so as to reveal the veils of what actually happened to turnover intention in the footwear industry, which had implications for the importance of such research for practitioners and scholars. At present, the globalization of the industrial world, especially in Indonesia. Researchers and academics are also required to make changes required to provide a framework, so that it can provide solutions to problems that occur. This research is a valuable framework for understanding changes in labor patterns in Indonesia. Entrepreneurs who are interested in maintaining the best and loyal employees must know the cause of the turnover, many companies don't know the cause of turnover. however, many businesspeople consider employee turnover normal. But at the moment the company is faced with the development of the industrial

revolution 4.0 which emphasizes the integration between tools using the internet and big data utilization, with the presence of the internet of things, it is feared that robots will become more powerful and will likely replace human roles. That's when turnover intention will get higher.

The results of this analysis will offer a new conceptual framework for understanding citizenship behavior because it relates to the intention to move employees. Therefore, it is a careful consideration to answer the needs of the modern and competent Indonesian labor market share, this research provides new knowledge about the application of a well-managed workforce, employee turnover intentions will decrease in the company.

Empirical facts in the field of the importance of using social cognitive theory and resource conservation theory. With this theory clearly seen in line with the results in the field were, achievement of the company's goals for managing resources well marked by employees who feel satisfied in the company, in fulfilling the needs of employees, the commitment will increase in the company. On the other hand, to carry out a management strategy for feeling, every employee will be able to do work with pleasure in work, given challenging assignments will be done through better abilities. Thus employees will try to provide the best for improving the company's performance voluntarily. The involvement of employees to promote the company's products will show behavior that has integrity and loyalty, which later will be minimized intention to turnover, employees will not stop working both now and in the future. Suggestions for companies to carry out a strategy in maintaining employee retention, the company needs to be consistent with employee development while planning and selecting employees, maintaining employee conditions to maintain performance competencies, certainty from companies through fair compensation mechanisms and welfare. Ensuring employee satisfaction to continue to compete in the competitive era through a definite career path process and guaranteed future employees. With this process in maintaining employee retention to continue working.

Previous research only focused on certain professions, but this study ventured into a broader focus on manufacturing employees when people view at least a lack of turnover intention. However, the implications of this broader focus on employees who produce the footwear industry can be utilized by a set of practitioners without a narrow focus on only one professional person. Thus this study is a reference for CEOs / entrepreneurs to optimize investment in human resources, especially the problem of organizational commitment, self-efficacy, organizational citizenship behavior, and turnover intentions so that the goals of improving company performance can be achieved well.

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APPENDIX (A)

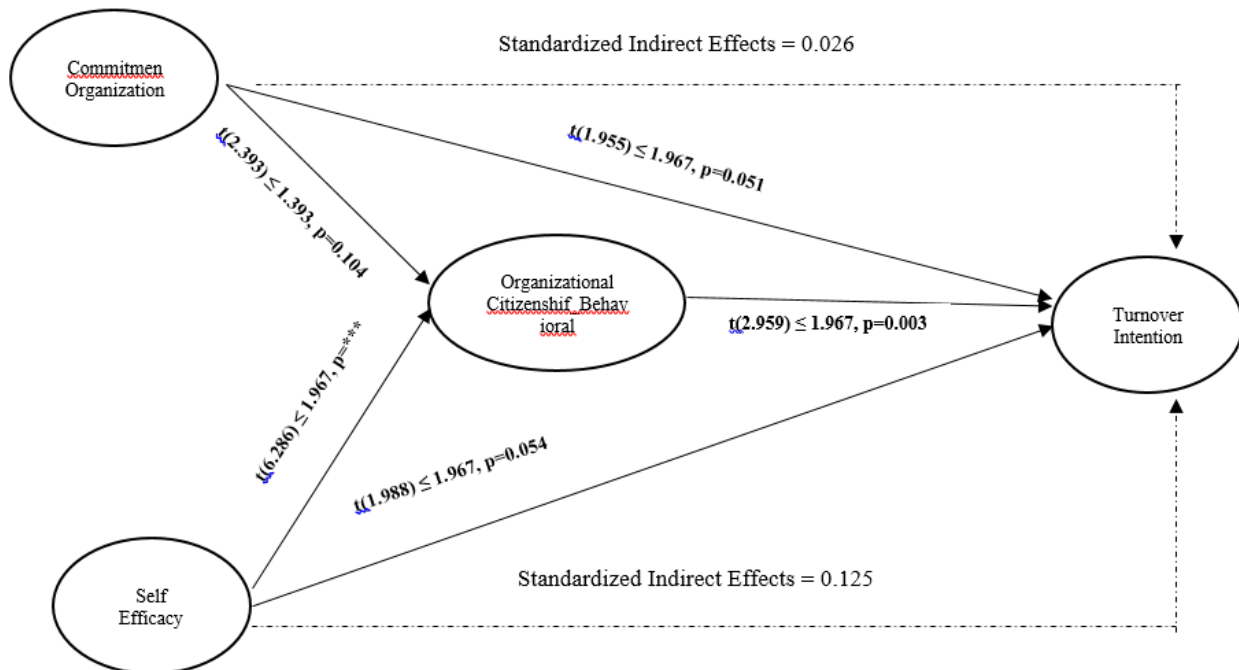


Fig 3: Coefficient T Calculated Full Model,