

What is the Watchman Thinking about-Stay or Go? Examining Leadership Style and Organisational Commitment as Precursors of Turnover Intention of Private Security Employees

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Abstract

This study examined the effect of leadership style (transformational and transactional) on turnover intention of employees in Westec Security Systems Ghana Limited. The study was quantitative, cross-sectional, descriptive and analytical in nature. Structured questionnaires were used for the data collection. Two hundred and fifty eight (258) questionnaires were returned by respondents out of 265 administered. The findings indicated a significant negative relationship between affective commitment and turnover intention ($r = -.226, p < .001$), continuance commitment and turnover intention ($r = -.148, p < .01$), and normative commitment and turnover intention ($r = -.121, p < .001$).

Index terms— transformational leadership, transactional leadership, organizational commitment, turnover intention, ghana.

1 I. Introduction

ight from the walls of Microsoft Corporation in the United States of America, Alibaba in China, Lufthansa in Germany, BHP Billiton in Australia, Petrobras in Brazil and Shoprite in South Africa, there is virtually no organisation that can confidently and honestly profess the absence of employee turnover since its incorporation. Turnover is considered as highly cost-related activity generally because of the need to advertise, recruit and select and train new employees to replace (Abbasi and Hollman, 2000; McKinney, Bartlett and Mulvaney, 2007). No organisation would happily embrace such cost, thus making it unattractive activity for organisations to engage in it. particularly voluntary Author ??: School of Business and Law, Edith Cowan University. e-mails: yawampofo73@gmail.com, maglaryea@yahoo.com turnover. Voluntary turnover occurs when employees willingly decide to quit an organisation. The attempt by strategic managers has been how to drastically reduce employee voluntary turnover in organisations. In the light of this, researchers and practitioners over the years have focused on identifying the very factors that help to reduce employee voluntary turnover. Griffeth, Hom and Gaertner (2000) considered employee turnover intention as an immediate predictor of actual turnover. Turnover intention has got to do more with the mind of the individual. It is believed that actual turnover do take place after the individual have thought of it for some time. It is more of a desire to do something but wholly influenced by the mind. Mobley (1977) defined the concept as the cognitive process of thinking, planning and willing to leave a job. Earlier research suggests that intent to quit is identified with negative outcomes such as poor performance and lower productivity (Meyer and Allen, 1997; Griffeth et al., 2000) thereby stimulating research in finding the antecedents of the construct. Extant of such studies indicate the relevance of leadership behaviours and the commitment levels of employees as significant antecedents of turnover intention (e.g. Hedberg and Helenius, 2007; Jehanzeb, Rasheed and Rasheed, 2013).

What then is the significance of this study? The rationale behind the conduct of this scientific research was on three cords. Firstly, in spite of the considerable rate of existing studies on the variables in the Ghanaian setting, there appeared to yet an empirical study that considered transformational and transactional leadership

behaviours and organisational commitment concurrently acting as antecedents of turnover intention. Secondly, there was the need to extend research to other industries. Several related studies in Ghana drew respondents mostly from the banking, educational and health sector (e.g. Kumasey, Delle and Ofei, 2014; Cobbold and Asamani, 2015). These are perceived recognised industries or sectors in the country where most people pay huge attention. In studies where respondents were drawn from security organisations, much priority was attached to employees from government institutions especially the police (e.g. Abdul- Nasiru, Mensah, Amponsah-Tawiah and Simpoh, 2014). However, the private security industry in Ghana has seen remarkable increase in the past decade. Generally, officers of such are spotted at the security post of most big companies, institutions and magnificent homes of the elites in the country. Thus, the security of the country has come to stay with the combined effort of private security firms. Apparently, no study has paid attention to workers in private security organisations. In view of this, this research sought to focus on one of the largest and renowned security firms in Ghana-Westec Security Systems Ghana Limited. The company has existed for almost two decades in the country, and has suffered its own share of employee voluntary turnover especially over the past half a decade. Considering all these purposes, the researchers deemed it appropriate to determine how employees' intent to stay or leave in the organisation could be influenced by effective managerial behaviours as well as employees' organisational commitment.

2 II. Employee Turnover Intention

Turnover is defined as the ratio of the number of organisational employees who had left, either voluntarily or involuntarily during the period under consideration, to the total number of people in that organisation during the period (Price, 1977). From the above definition, there are basically two types of turnover: involuntary and voluntary.

Involuntary turnover occurs when management takes the final decision in the cessation of an employees as a member of the organisation. On the other hand, voluntary turnover occurs when employees in their rightful thought decide not to continue working with an organisation. The latter is where the worry of management has always been. This is because organisations, by a very large extent, lose not only the competence of talented staff but are also left with extra cost to bear. However, voluntary turnover in most instances does not come out of the blue. It is believed that actual turnover if well studied could be detected from the behavioural intentions of employees (Radzi, Ramley, Salehuddin and Jalis, 2009).

Turnover intention is an employee's personal estimated likelihood that he or she has a premeditated intent to leaving the organisation permanently in near future (Kerlinger, 1973). This means that turnover intention is predominantly more of a mind set up than emotional attitude. From the perspective of Meyer, Stanley, Herscovitch and Topolnytsky (2002), turnover intention is a willfully planned intention of employees to leave an organisation mostly on the score to work in other organisations. The study aligns itself with the famous definition of turnover intention as a cognitive process of thinking, planning and desiring to leave a job (Mobley, Griffeth, Hand and Meglino, 1979; Mobley, 1977). Thus, turnover intention has a beginning and maturity before manifesting into actual turnover. What an individual conceives grows overtime and may guide their perception. According to Mobley (1977), what individuals perceive and judge cannot be disassociated from their intent. Impliedly, the identification of what individuals think is a good step to halt a possible negative outcome.

No one can categorically state the intent of another person. However, there are signs that one can rely to possible predict what another person intends doing. Prior scientific research suggests that employees who usually intent to leave an organisation show signs including tardiness to work, poor job performance and disinclination to accept extra roles in the organisation (Oluwafemi, 2010; ??amad, 2012; Griffeth et al., 2000). Similarly, factors such as organisational culture, HRM practices, perceived organisational justice, job satisfaction, (San Park and Kim, 2009; Ali, and Jan, 2012; Yau-De, Chyan, and Kuei-Ying, 2012; Kim, 2012) have been considered to influence employees intent to quit an organisation. In addition, the demography of employees plays a significant role in their turnover intention. For instance, age has been found as predictor of turnover intention (Chen and Francesco, 2000). This is not out of context as employees in their youthful age are likely to be more ambitious than those nearing retirement. Similarly, the number of years (tenure) that an employee has spent in the organisation in one way or the other influences his or her turnover intention (Chen and Francesco, 2000). Employees who have spent longer years in the organisation will think critically into any decision regarding voluntary turnover particularly where he or she has played significant role in the success of the firm. In the health sector, Abubakar, Chauhan and Kura's (2014) study revealed younger nurses are more likely to leave their organizations than their older counterparts. Some studies also report that the gender of employees influences their turnover intention. Thatcher, Stepina and Boyle (2002) found female IT employees with higher level of turnover intention than their male coworkers. Moreover, Abubakar et al.(2014) reported that male nurses were more likely to quit their organizations than females.

3 III. Organisational Commitment

Meyer and Allen (1991) defined organisational commitment as a psychological state that binds an employee to the organisation. Research posits several antecedents of organisational commitment including leadership style (Avolio, Zhu, Koh and Bhatia (2004), promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange

(Meyer and Allen, 1991), and demographic variables such as tenure, age and education (Luthans, Baack and Taylor, 1987). Organisational commitment is a multidimensional concept that comprise affective, continuance and normative commitment. Affective commitment refers to employees' emotional attachment to, identification with, and involvement with the organisation as well as enjoyment in being a member of the organisation (Sabir, Sohail and Khan, 2011; Meyer and Allen, 1991). Continuance commitment describes anything of value that an individual may have invested (e.g. time, effort and money) that would be lost or deemed worthless at some perceived cost to the individual if he or she were to leave the organisation (Meyer and Allen, 1984). According to Singh and Pandey (2004), the seemingly high costs associated with leaving the organisation have significant effect on employees' decision whether to exit or stay in the organisation. Lastly, normative commitment refers to the moral obligation that employees develop after the organisation has invested in them (Randall and Cote, 1991). Employees' normative commitment is simply driven by what they consider good and ethical. From the standpoint of Meyer and Allen (1991), employees will remain with a particular organisation on the conviction that it is the "right and moral" thing to do.

4 IV. Leadership Style

Leadership style refers to a pattern of behaviours that leaders engage in when dealing with employees in an organisation (Dosunmu and Olusanya, 2011). Over the years, researchers and practitioners have considered various leadership styles such as trait, autocratic, democratic, laissez faire and situational (International Association for Analytical Psychology, 2009). In recent times, there has been a paradigm shift in terms of literature on leadership as most researchers have focused on transactional and transformational leadership style (Dartey-Baah and Ampofo, 2015; Alsharafi and Rajiani, 2013). Bass and Steidlmeier (1998) emphatically stated that there is no other leadership style better than transformational and transactional leadership styles. The principle of transactional leadership is strongly rooted in "exchange relationship" (Burns, 1978). Transactional leaders believe that the best way to get employees to accomplish their tasks is to strike a deal with them. The deal can be favourable or otherwise depending on the result obtained by the individual. In most cases, employees are rewarded for meeting set targets or good performance, while they are punished for poor performance. Basically, the exchange relationship involves both the leader and the follower as both derive something of value (Yukl, 1981). Thus, failure of one party to discharge their duty may cause displeasure and hesitation on the other party to perform their aspect of the transaction. According to Bass (1985), lower order needs of satisfaction such as salary and incentives are what is mostly used by managers to motivate employees.

Transactional leadership is made up of three dimensions: contingent reward, management-by-exception (active), and management-by-exception (passive). Contingent reward leaders are those entrenched in the philosophy of offering rewards to followers in exchange of work done. Such leaders make sure that employees know and understand tasks to be performed in order to obtain rewards. Bass (1985) advances that contingent reward leaders emphasise clarification of tasks to followers and the use of rewards to enable individuals and groups to achieve expected levels of performance. Management by exception (active) leaders actively appraise and monitor the work of followers and make sure that set standards are met (Antonakis, Avolio and Sivasubramaniam, 2003). They can best be described as proactive leaders. However, management by exception (passive) leaders intercede only when problems arise, standards are not met, and/or noncompliance occurs (Antonakis et al., 2003). In other words, the leader takes remedial action only after a problem has emerged (Elenkov, 2002).

Transformational leaders inspire employees purposely to adopt the vision of the organisation as their own, while attempting to increase their values, concerns and developmental needs (Gwavuya, 2011; Cacioppe, 1997). Transformational leaders motivate and encourage their employees to consider challenges as opportunities and organisational goals as their own in addition to their cooperation with employees so that employees raise their expectations and meet their needs, abilities, and moral character (Avolio and Bass, 1995; Bass and Avolio, 1997). Transformational leadership is groped into idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass, 1990). Idealized influence leaders are seen as mentors or role models that people feel happy to emulate in the organisation (Moss and Ritossa, 2007). Such leaders have vision, instill pride in employees, gain respect and trust from employees, sacrifice their personal gains for the benefits of the group, set examples for followers and display high moral standards (Bass, 1985).

Inspirational motivation leaders inspire and encourage employees by setting high standards and meaningful goals for them to achieve. They are visionary leaders who inspire employees to believe in and follow them to achieve goals. Bass and Avolio (2004) assert that inspirational motivation leaders talk optimistically about the future, talk enthusiastically about what needs to be accomplished, articulate a compelling vision for the future and expresses confidence that goals will be attained. Individualized consideration leaders create a supportive climate to meet each individual's needs and they understand employees' individual differences. They do not make major decisions concerning employees without give them an opportunity to express their views.

get their followers to look at problems in new ways and from diverse angles. The leaders want employees to be innovative, creative and problem solvers (Limsila and Ogunlana, 2008), and also handle outmoded problems in the organisation with new perspectives (Moss and Ritossa, 2007) without criticizing employees for new ways of doing things (Bass and Reggio, 2006). In sum, intellectual stimulation leaders believe in various ways of doing things only if results can be achieved. In other words, the status quo can be changed where there are best practices and ways of performing an activity to achieve results.

5 V. Organisational Commitment and Turnover Intention

Yin-Fah, Foon, Chee-Leong and Osman(2010) studied the organisational commitment, job stress, job satisfaction and turnover intention of private sector employees in Petaling. Among the findings of the study was a significant negative relationship between organisational commitments and turnover intention. Another study by Jehanzeb et al. (2013) in Saudi Arabia determined the relationship between the perception of availability of training and organisational commitment, and also the impact of organisational commitment on turnover intentions in the private sector. The findings indicated a strong negative relationship between organisational commitment and turnover intentions of employees. In Pakistan, Rehman, Karim, Rafiq and Mansoor (2012) examined the effect of emotional exhaustion on turnover intention of customer service representatives, using organisational commitment as a mediating variable. It was found that organisational commitment partially mediates the relationship between emotional exhaustion and turnover intention. It was also found that there was a significant and negative relationship between organisational commitment and turnover intention.

Samad's (2005) study examined the effect of each of the three dimensions of organisational commitment on turnover intention of government doctors. It was reported that affective, normative and continuance commitment were negatively correlated with turnover intention. Meyer and Allen (1991) also found that high levels of employees' affective, normative and continuance commitment lead to lower levels of their turnover intention (Meyer and Allen, 1991). In a later study, Meyer et al. (2002) again found that all the dimensions of organisational commitment (affective, normative and continuance) negatively influence employees' turnover intention. They argued that committed employees are less likely to intent leaving the organisation compared to uncommitted employees. ??asti (2003) found a negative relationship between affective commitment turnover intention, continuance commitment and turnover intention, and normative commitment and turnover intention. Also, Vandenberghe and Tremblay (2008) determined the role of pay satisfaction and organisational commitment in turnover intentions and found negative relationship between affective commitment with turnover intention, and normative commitment and turnover intention. Based on the above findings, it is hypothesized that: H1: There will be a negative relationship between affective commitment and turnover intention of employees. H2: There will be a negative relationship between continuance commitment and turnover intention of employees. H3: There will be a negative relationship between normative commitment and turnover intention of employees.

6 VI. Leadership Style and Turnover Intention

Previous studies prove that both transformational and transactional leadership styles influence employees' turnover intention. For example, Sharifheravi, Shahidi and Mahmood (2010) examined the relationship between leadership style and turnover intention in IT Companies in Iran. It was found that transformational leadership has a significant negative relationship with turnover intention. It was also reported that individual consideration, among the dimensions of transformational leadership, was the most important precursor of turnover intention. The researchers therefore recommended the need for managers to choose the right leadership style in order to decrease employees' turnover intention. Also, Hamstra, Van Yperen, Wisse and Sassenberg (2011) found that transformational leadership reduce turnover intention for highly promotion-focused followers, whereas transacttional leadership reduced turnover intention for highly prevention-focused followers. Furthermore, Wells and Peachey (2010) found a negative relationship between transformational leadership style and turnover intentions, and transactional leadership style and turnover intentions. In a study in Yemen, Al-sharafi and Rajiani (2013) examined the role of leadership practices in enhancing loyalty and reducing turnover intention among the most valuable employees in the telecommunication sector. It was reported that there was a negative relationship between leadership practices and turnover intentions of employees.

However, some studies found an insignificant nexus between leadership style and employee turnover intention. Long, The an, Ismail and Jusoh (2012) examined the relationship between leadership styles and employees' turnover intention of academic staff in a community college in Malaysia. They found that both transformational and transformational leadership styles had no significant relationship with employee turnover intention. Similarly, in Gul, Ahmad, Rehman and Shabir's (2012) study, it found that there was insignificant relationship between transactional and transformational leadership styles and employees' turnover intentions. Additionally, Ghamrawi and Jammal (2013) realised that leadership style has negative but insignificant relationship with turnover intention. In the same vein, Sharif Heravi et al. ??2010) found no significant relationship between transactional leadership style and turnover intention of employees in IT companies in Iran.

On the basis of the findings above, it was hypothesized that: H4: There will be a negative relationship between transactional leadership style and turnover intention of employees. H5: There will be a negative relationship between transformational leadership style and turnover intention of employees.

7 VII. Methodology a) Sample and Sampling Procedure

The study was quantitative, cross-sectional, descriptive and analytical in nature. There were 853 junior staff of Westec Security Systems Ghana Limited in the Greater Accra Region. Two hundred and sixty five employees were sampled using Krejcie and Morgan's (1970) table for determining sample size from a given population. In order to give every employee an equal chance of being selected, the simple random sampling (lottery method) was used to select the respondents. A sampling frame consisting of names of staff was used, expediting the process of

selection. Out of the 265 questionnaires self-administered, 258 properly filled questionnaires were retrieved from respondents which was used for the data analysis.

8 b) Measures

Leadership style ($\alpha = .831$): The 31 item in Multifactor Leadership Questionnaire (MLQ Form 5xshort) was used to measure leadership style (Bass and Avolio, 2004). The MLQ Form 5x-short comprises 19 items on transformational leadership ($\alpha = .876$) and 12 items on transactional leadership ($\alpha = .824$). The rating scale ranges from 1= "not at all" 2= "once in a while", 3= "sometimes", 4= "fairly often", to 5= "frequently, if not always". Example of item is "My manager seeks differing perspectives when solving problems".

Turnover intention ($\alpha = .846$): A 6-item scale was used to measure turnover intention (Farrell and Rusbult, 1992). A 5 point Likert-scale ranging from 1= "Strongly disagree", 2= "Disagree", 3= "Neutral", 4= "Agree", to 5= "Strongly agree" was used. Example of item is "I often think about quitting".

Organisational commitment ($\alpha = .873$): The 18item in Organisational Commitment Questionnaire (OCQ) was used to organisational commitment (Meyer and Allen, 1997).The OCQ instrument measures the three components of organisational commitment: affective ($\alpha = .862$), continuance ($\alpha = .714$)and normative ($\alpha = .836$). The rating scale ranges from 0= "not at all" 1= "once in a while", 2= "sometimes", 3= "fairly often", and 4= "frequently, if not always". Example of item is "My manager helps me to develop my strength".

9 c) Analysis

Demographic characteristics of respondents were calculated using descriptive statistics. Standard multiple regression was the statistical tool used to measure all the hypotheses. Beta values at 99% significant.

10 VIII. Results

11 Year ()

A significantly fit for the study ($F=8.568 < 0.001$). In addition, table 2 shows that there is a significant negative relationship between affective commitment and turnover intention ($\beta = -.226, p < .001$), continuance commitment and turnover intention ($\beta = -.148, p < .01$), and normative commitment and turnover intention ($\beta = -.121, p < .001$). The results are therefore in confirmation with hypothesis one, two and three. Table 3 shows an R^2 of .251 which means that approximately 25% of the variation in turnover intention is explained by transactional leadership style and transformational leadership style, with the remaining 75% unexplained. $F=8.568$ ($p < .001$) indicates that the model is significantly fit. Additionally, table 3 shows that there is a significant, negative relationship between transactional leadership style and turnover intention ($\beta = -.152, p < .001$), and transformational leadership style and turnover intention ($\beta = -.234, p < .001$). Thus, the findings are in support of hypothesis four and five.

12 IX. Discussion

The finding that all the components of organisational commitment are negatively related with employee turnover intention explicitly indicates that the intent to employees to continuously stay in the organisation is hinged on their increased levels of commitment to the organisation. Hence, employees with high level of organisational commitment will likely less think about leaving the organisation. As indicated by Meyer et al. (2002), committed employees are less likely to intent leaving an organisation compared to less committed employees. The love and desire for an organisation is justifiable enough for some employees to stay in an organisation. Thus, for the intense affection or love for an organisation, employees proudly identify themselves with every aspect of the organisation and would therefore not allow anything to easily influence their intent to quit the firm. Intent to quit an organisation may arise only when employees become emotionally despondent or love is by a large extent completely eroded.

Furthermore, the placing of premium on the presence and contributions of employees in the organisation has a great possibility to decrease employees' turnover intention. This is because the acknowledgement of employees as key stakeholders in organisations helps to shape their thoughts on such matters as forfeiture of gains that they have immensely and partly contributed to the firm if they leave. However, employees will not stop thinking about leaving an organisation where they are not considered as significant stakeholders. Lastly, employees are trapped by the investment organisations put in them over the years to think about staying with the organisation. Thus, employees vastly act upon moral conviction in such circumstances as they think that the most appropriate way to reciprocate their appreciation to the organisation is to stay to meaningfully contribute towards achieving set goals. As such, normative committed employees are less likely to intent leaving the organisation. The findings are consistent with previous research (Samad, 2005; Meyer et al., 2002; In-Fah et al., 2010; Andenberghe and Tremblay, 2008) that an increase in affective, continuance and normative will lead to a decrease in turnover intention of employees. In spite of the negative relationship of the organisational commitment components with employees' intent to quit, it was realised that affective commitment had the strongest relationship with turnover intention. This means that employees' love for their organisation has the greatest tendency to influence their turnover intention. Hence, the more the love of employees for their organisation the more they think less of leaving the firm.

14 XI. STUDY LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Another finding of the study was that transactional and transformational leadership styles have significant relationship with turnover intention. Specifically, transformational leaders help to reduce employees' turnover intention because they identify and develop the needs of employees in relation to meeting organisational goals. In this regard, employees develop a strong admiration for transformational leaders, making them feel comfortable and happy working with such leaders in the organisation. Similarly, employees are less likely to intent to quit an organization when managers believe in the principle of "I will give you this if you do this" or "exchange relationships". Employees who receive rewards they are promised will become happy to stay in the company.

13 X. Conclusion

Organisations' growth and sustainability in contemporary competitive markets depend on a number of factors (e.g. materials, finance, technology and human resource), but the human resource factor is of great dominance in all sphere. The presence of qualified and talented employees in organisations is fundamental in the effective operationalization of the others factors to achieve organisational goals. Thus, most organisations invest colossal amounts of money in HRM practices such as recruitment and selection and training and development with the common intent to get the best and talented employees to discharge organisational tasks. The big conundrum but unadventurous situation of many organisations is when talented employees leave the organisations for another after years of huge investment in them. However, voluntary turnover does not take place without employees' turnover intention. Impliedly, most voluntary turnovers are not spontaneous but they are pondered over by employees over a considerable period of time. As posited by Salahudin et al. (2009), turnover intention is key among the determinants of actual turnover of employees. Therefore, strategies to reduce turnover intention will have a rippling effect on actual turnover. The study found leadership style and employees' organizational commitment as fundamental strategies that help to reduce employees' intent to quit an organisation. Employees will not think about leaving an organisation when managers focus on employees' development and motivating and mentoring them. Also, employees are less likely to think about leaving an orgninsation where leaders recognize their contributions by offering them deserving and satisfactory rewards such as bonuses and incentives. Managers should therefore adopt both leadership styles as effective strategies to reduce turnover intention. In times of choice, managers should adopt and practice transformational leadership style instead of transactional leadership style. Lastly, the more employees become committed to the organisation the lesser they think about leaving the organisation. Employees with strong love for the organisation, considered as key stakeholders in the organisation and are not oblivious of the investment organisation have made in them may find no reason worth comprehensible to think about leaving the organisation. Managers should therefore help to improve the organisational commitment of employees in order to reduce turnover intention.

14 XI. Study Limitations and Recommendations for Future Research

The study was limited to only employees of Westec Security Systems Ghana Limited in the Greater Accra Region without the inclusion of employees in other regions. Future studies should increase the population of the study by considering other employees in other parts of the country. Also, the findings of the study cannot be generalized in the private security sector. There are a good number of private security firms in the country which future studies may consider either to widen the scope of study or undertake a comparative study. Additionally, the study was not specific on the effect of the components of transactional and transformational leadership on turnover intention of employees. For instance, transactional leaders believe in exchanges being reward for task completion or good work done, or punishment for task incompleteness. Considering the degree of response to duty in security jobs and culture of compliance with order from higher hierarchy, it would have been more appropriate to find the impact of contingency rewards and management-by-exception components of transactional leadership on employees' turnover intention. 41. Meyer, J. P. and Allen, N. J. (1997), *Commitment in the Workplace: Theory, Research and Application*, CA: Sage, Thousand Oaks.

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Figure 1: Figure 1 :

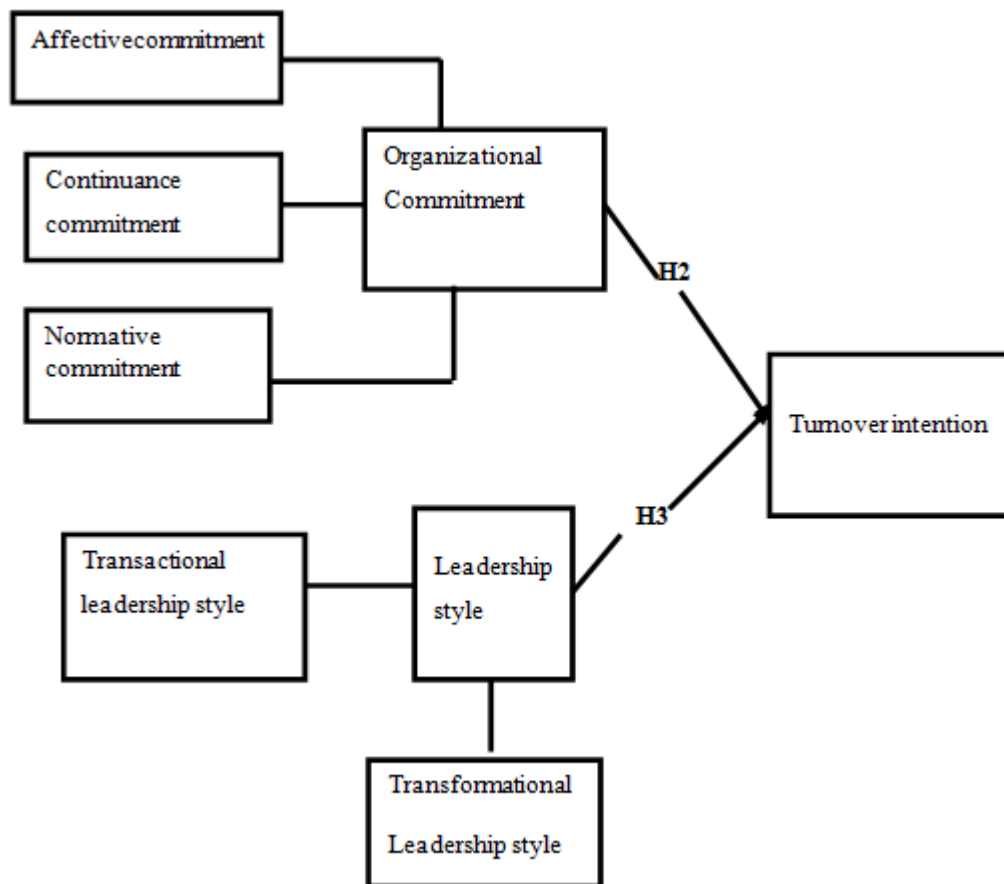


Figure 2:

Figure 3:

1

Frequency

Percent

Figure 4: Table 1 :

2

Mean

Std. Deviation

Figure 5: Table 2 :

3

B

Std. Error

?

[Note: 2 =.127, $F=8.568$, $*P<0.01$, $**P<0.001$]

Figure 6: Table 3 :

4

leadership styles

B

Std. Error

?

Figure 7: Table 4 :

Figure 8:

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