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Title: Understanding corporate social responsibility in SME's by studying aging workforces

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Abstract

The quest for Corporate Social Responsibility (CSR) has put labor relations in a new spotlight. SME's seem to have their own place in this discussion. Literature suggests that were multinationals seem to focus more on the international impact of their behavior, SME's seem to be more focussed on the local impact they have. This would suggest more attention for labor relations in SME's. This proposition is further developed by analysing the response of SME's to an aging workforce.

The increasing number of older workers in organizations raises the question how this phenomenon is associated with CSR. Although considerable research has been devoted to CSR, an issue as aging workforces has not been used to get further insight in the concept. The objective of our research was therefore, to investigate Dutch companies how they perceive an association between both aging workers and CSR. Our field study was conducted in the Netherlands by online questionnaires. The response of 201 organizations was analyzed by multiple regression analysis. Our results suggest that middle seized organizations seem to stronger associate an aging workforce with CSR than small companies, but that smaller companies do more. The implicit un-codified character of CSR in SME's was partly confirmed. Smaller companies were less ambitious, but more active. Also our research sheds some light about the role of stakeholders in CSR.

Key words:

Aging workforce, Corporate Social Responsibility, SME's

Introduction

Corporate social responsibility (CSR) has long been recognized as an important management topic (e.g. Carroll, 1979; 1999; Jones 1980; Wartick & Cochran, 1985; Wood, 1991; Windsor, 2001; Schwartz & Carroll, 2008), although reviews also show a struggle with the concept (Griffin & Mahon, 1997; Rowley & Berman, 2000; Griffin, 2000; Margolis & Walsh, 2003; Windsor, 2006).

This paper brings together two upcoming topics in CSR research, the CSR characteristics of Small and Medium Sized Companies (SME's) and the role of older employees in CSR. In researching how SME's deal with aging workforces, we try to further understand the nature of CSR in SME's. With this objective we hope to meet calls for more descriptive research on how firms' roles in society are actually shaped in the interactions between firms and their stakeholders (e.g. Freeman, 1999; Rowley & Berman, 2000; Griffin, 2000; Margolis & Walsh, 2003). More specific, we explore how a specific feature of CSR, associated with companies dealing with an aging workforce, is related to the behavior of SME's in two aspects. First, the human resource policies of SME's importantly motivated by their stakeholders or their institutional environment (Rowley & Berman 2000; Matten & Moon, 2008). Second, literature suggests that within SME's human resource policies are formulated more implicitl than explicit (Graafland et al., 2003; Spence, 2007). Both topics are highly prioritized on current research agendas.

Furthermore, research on aging workforces within a CSR perspective is relevant for the following reasons. First, aging workforces are a relevant topic in societies and businesses. Second, aging workforces need specific attention concerning the employed management style, training and working conditions. Third, if companies do not tackle the challenges aging brings to them, they could lose their market conditions because labor becomes too expensive, while many

companies fight for a few young employees (Börsch-Supan, 2003; v.d.Heijden et al., 2008).. With our paper we try to make some further steps in understanding CSR empirically.

In the next section, we will give an overview of CSR research, elaborate on the SME's human resource management play in this line of research and discuss current insights on aging workforces. We will further explain why human resource policies matter and what we try to achieve with our research. The quest about the implicit and explicit character of CSR (Moon & Matten, 2008) will get attention. Where Moon & Matten (2008) have conceptualised the nature of CSR in its institutional context, we are after more theoretical evidence about the implicit nature of CSR in SME's , a common assumption in CSR research. We continue with a conceptual model related to aging workforces and CSR in SME's. We finalize the paper with the method section, the results and conclusions.

Current research in CSR and on aging workforces

Since the publication of a special issue of Journal of Business Ethics on SME's and CSR (see Moore & Spence, 2006), a steady stream of research is developing on the topic. This also applies to research on CSR in SME's (Jenkins, 2006; Mandl & Dorr 2007; Perrini et al, 2007). Some authors even maintain that CSR thinking in stakeholder terms is pre-eminently suited for SMEs (Jenkins, 2006; Lepoutre & Heene, 2006). SMEs differ large companies which make it difficult to apply CSR findings to SMEs. (Curran, & Blackburn, 2001; Tilley, & Tonge, 2003). Authors mention three characteristics of CSR-practices in SME's that are directly related to CSR policies:

1 Governance characteristics: The person with ultimate responsibility for running the organisation is mostly the owner-manager (Jenkins, 2006; Lepoutre & Heene, 2006)

2. Because they can not compete on scale and price, informal relationships are critical for the success of many SMEs (Lepoutre & Heene 2006; Spence, 2007)

3. Employees are very important stakeholders in SMEs (Graafland et al., 2003)

Furthermore literature suggests that CSR in SMEs is hardly codified and SME's lack skills and resources that enable real attention for CSR (Graafland et al., 2003; Moore & Spence, 2006). It is acknowledge that employees are critical, although measures are underdefined.

Aging can be seen as an example for the current situation. Although aging is a critical topic for current companies and has important social implications (Börsch-Supan, 2003; v.d.Heijden et al., 2008), the topic is hardly mentioned in CSR literature until now, neither explicit nor implicit. If we try to position aging workforce in Jenkins (2006, p248) inventarisation of CSR practices, only employment of older and disabled people is mentioned, as if aging is only a problem. If we give ourselves more freedom, we could also relate it to mentorship (positive explanation of age) or equal opportunities (rights approach). When Fuentes-Garcia et al. (2008) makes an inventory of the relationship between CSR and human resource management, the issue of an aging workforce is not even mentioned. Studying aging workforce issues with CSR is a critical issue because results might have an impact on societies, organizations and stakeholders. We know from research that, in organizations, the management of aging workforces still seems to be a conundrum and managers and leaders consequently apply conventional management tools to its anticipated challenges (Streb, Voelpel & Leibold, 2009). As a result, those in charge may face difficulties concerning how to direct aging workforces (Silverstein, 2008) and even more important how to combine CSR and aging workforces to mutual benefit. Our argumentation in this paper is that although CSR in itself is a difficult construct, the treatment of aging workforces within CSR lead to higher employee qualifications and therefore extends competitiveness of organizations. In this paper we study CSR in SME's by assuming that a positive attitude to elder employees is a proxy for CSR. We

conducted our research in 201 organizations, expecting that we detect a positive attitude towards elderly people which might be codified (in policies). Even more important, our underlying assumption is a strong relationship between organizations' size and the attitude towards elderly employees. Therefore, we want to explore the following research questions in this paper:

1. Are attitudes towards elderly people codified (CSR) in SME's?
2. Does company's size matter in attitude towards elderly?
3. Does stakeholders have a role in the formulation of CSR-policies?
4. Does company's size matter for codification?

Aging Workforce

Demographic changes around the world are expected in the next decades affecting societies, organizations and individuals (Börsch-Supan, 2003; v.d.Heijden et al., 2008). It is not just the aging workforce that organizations need to bear in mind. Add to that other demographic trends such as the falling birthrate in some European countries, there ought to be enough stimuli for organizations to recognise the need to capture and retain the knowledge and expertise (human capital) they currently have (Sterns & Miklos, 1995). Combining the capabilities of older and younger people will be an impelling challenge to all managers in all businesses in the future. Although the phenomenon of age diverse workforces is already apparent, this process will accelerate (Silverstein, 2008).

Shore et al. (2009) stated in their research review about age diversity that there seems to be a trend in organizations to accept age diversity such as, for example, older workers stay longer in their jobs. Although physical and mental changes due to aging are visible, and work ability and performance of older workers are expected to decrease, there are models and tools to compensate these weaknesses and to turn them into positive outcomes (Silverstein, 2008; Cennamo & Gardner,

2008; Gellert & Kuipers, 2008). Some model employers have recognized that older workers are a valuable source of talent, skills and knowledge. These organizations are implementing innovative human resource policies to attract and retain older workers beyond standard retirement ages (AARP, 2008). Nevertheless, others, especially many small-and medium sized enterprises, do not see a strong business case yet for an aging workforce (OECD, 2008; Walker, 2006). Organizations that are selected for “best cases” companies, dealing with older workers ageing above 50, are likely to offer older workers flexible work arrangements, good benefits, ongoing training, good learning environment and meaningful work (AARP, 2008). Furthermore, employers need to stimulate employees in the second half of their work life spans by promoting challenge and intellectual stimulation as well as providing room for developing higher levels of cognitive and physical functioning (Avolio & Sosik, 1999; Peeters et al., 2005; Van Roekel-Kolkhuis Tanke, 2001). According to Peterson & Spiker (2005), organizations have to think about various incentive programs for older workers such as flexibility in human resource policies, attitude change and knowledge-transfer programs. On the other hand, older workers themselves need to continuously improve their abilities and work skills relevant to product/service quality and therefore on their performance and on the overall team or company performance.

Conceptual Framework

For this research we build on theoretical and empirical insights on aging workforces and CSR in SME's. We try to detect if CSR is codified and what role stakeholders play in formulating CSR policies. For both questions, we also try to detect the influence of size. In this section we further develop a theoretical framework, leading to propositions. To be able to draw some conclusions, we try to relate organizational characteristics to the treatment of aging workforces and it's relationship to CSR (see Figure 1).

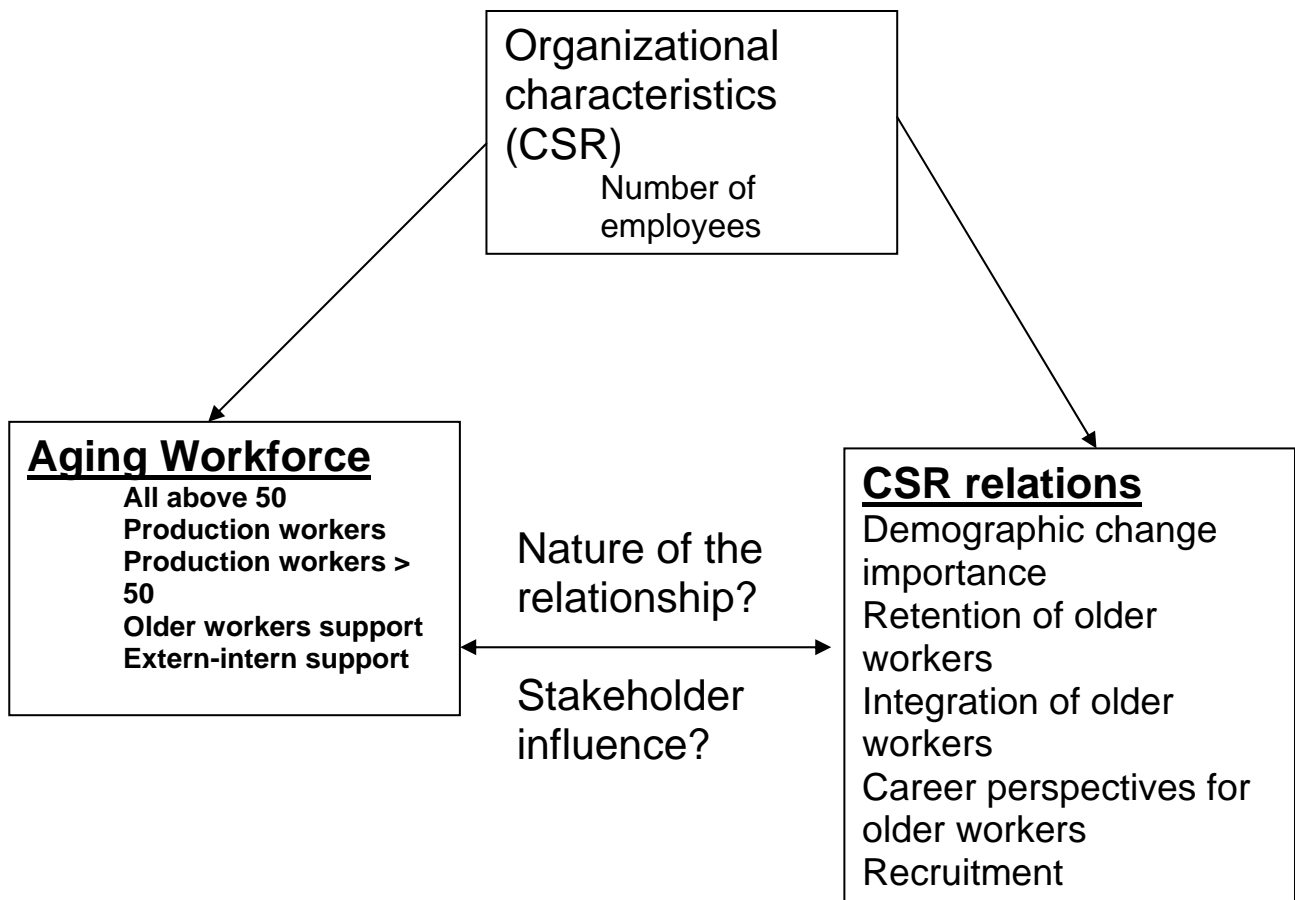


Figure 1: Conceptual Framework: The relationship of Organizational characteristics, aging workforces and CSR relations.

Organizational characteristics

Although employees are a important for SME’s, there is little insight in the human resource policies of these group of companies (Bacon et al., 1996). More research has been done on aging workforces in organizations, independent of the size variable.

Recently, the literature on CSR in SME’s is growing. Much attention has been given to the relationship between age and performance (Rhodes, 1983) and between CSR and

performance (Margolis & Walsh 2003). The outcomes of this last area of research, the relationship of CSR and performance is disappointing. Because the concept is weakly defined and the outcomes of the research seem to be incomparable, Margolis & Walsh (2003) advocate more descriptive research. What is really happening in the interaction between a company and society? Within this research, the institutional context seems to be of growing importance (Campbell, 2007, De Graaf & Herkströter, 2007, Moon & Matten, 2008).

We assume that research on aging workforces offer relevant opportunities to further study the CSR-characteristics of companies such as SME's. One of the most challenging aspects for organizations dealing with an aging workforce is to define an older worker and what that phenomenon implies in terms of team performance (Kearny, 2008). It has lead to a lot of research with sometimes promising, sometimes mixed outcomes (Streb & Voelpel, 2009). For each organization the aging of its employees sets different challenges and demands particular counter-measures (Streb, Hilbig, & Voelpel, 2009). Therefore, instead of providing broad age conceptualizations such as biological age or psychological age (De Lange et al., 2006; Kooij et al., 2008; Sterns & Miklos, 1995), we concentrate on the functional age concept only, as this can be directly linked to performance (Sterns & Doverspike, 1989).

Aging workforce

Research on physical labor, mental fitness, and the competitiveness and overall performance of an aging workforce (Streb, Voelpel, & Leibold, 2008) has produced controversial findings: While there is no evidence of a significant decline in overall cognitive performance (Beier & Ackerman, 2005), older workers are in practice often considered costly, less flexible, less adaptable to new technology, and less willing to cooperate and learn new skills (Schalk & Van Veldhoven et al., 2009; Streb & Voelpel, 2009; Walker, 2006).

Although there have already been multiple studies into the older workforce's mental and physical abilities (e.g., Delgoulet & Marquie, 2002; Freudenthal, 2001; Reed, Doty, & May, 2005), our literature research indicates that there is a substantial gap in the research regarding an aging workforce's direct association with CSR.

Moreover, stereotyping with regard to aging workers being low on personal initiative and pro-active behaviours is rife (Van Veldhoven & Dorenbosch, 2008; Warr & Fay, 2001). It is less well known that training, practice and experience can enhance the physical and mental capacities of older workers and, consequently, increase their performance, allowing them to outperform their younger colleagues (Silverstein, 2008). Most relevant work concerning that matter seems to be published in the field of occupational psychology. In the context of their own study about age and gender diversity as determinants of performance in public organizations Wegge et al. (2008) provide a focused overview about seminal studies in the field and emphasize the work of Baltes (1997), Freund and Baltes (2002) and Kanfer and Ackerman (2004) who provide evidence about the potential for a process of selective optimization of age related weaknesses developing along the life span via compensation. These concepts refer mostly to inevitable age-related declines in fluid intelligence and adapted optimization of thinking and behavior of individuals. Studies on the group level are usually associated with the concepts of group age diversity and provide at best controversial results, although the general trend for group performance as the outcome variable is regarded to be negative (Wegge et al., 2008).

Propositions: Implicit CSR, human resources and stakeholders

Employees are a critical group of stakeholders of SME's and therefore should have a critical role in CSR-research focussing on HRM-policies (Jenkins 2006; Lepoutre & Heene, 2006). However, authors suggest that HRM-policies of companies are difficult to study. SME's lack

strategic planning and therefore most often do not formulate an explicit HRM-strategy. This does not have to imply that SME's do not have CSR-policies (Spence, 2007). We assume that SME's have implicit CSR policies. Hereby we use Moon and Matten's (2008) concept of implicit and explicit CSR. We adjust this understanding of CSR to SME's. Where Moon & Matten (2008) use institutional, mainly national, differences as starting point of their framework, their categorisation could be used in SME-research also. This categorisation is in line with the suggestions of other authors who suggest that CSR is mainly implicit (e.g. Graafland et al., 2003), although they often do not offer empirical data to make that point. Thus we formulate our starting propositions as follows:

Proposition 1. Within SME's, CSR-policies are not formalised

Proposition 2. When companies grow, more explicit CSR policies are formulated

The outcome of this last proposition could further shed light on size effect in CSR. The categorisation of Multinationals and SME's is very rough. With testing this proposition, we get more detailed information about the various categories, from very small companies (< 5 employees) to middle sized companies (roughly between 50 and 200).

In the literature on CSR in SME's, it is assumed that employees are even more important for small companies than for large companies (Jenkins, 2006; Mandl et al., 2007; Graafland et al., 2003; Spence, 2007). In this reasoning, governance characteristics are critical (Jenkins, 2006, Lepoutre & Heene, 2006). Given the ownership structure, which often means that the owner is a co-worker. Also the size and the role of personal contact in small companies seems

to underpin this relationship. Because they can not compete on scale and price, informal relationships are critical for the success of many SME's (Lepoutre & Heene, 2006; Spence, 2007). Mandl & Dorr (2007) report that application of a proactive employee strategy by European SME's resulted in a decrease of employee turnover and absenteeism. This could implicate critical attention for SME's on aging workforces. Herewith we address our next propositions:

Proposition 3. Stakeholders influence CSR-policies of companies

Proposition 4. The size of a company correlates with stakeholder's influence on CSR relations

When employees' engagement is important for SME's, given their informal nature and close cooperation between owner and worker, it could also have implications for the type of company and work which arise the question: would there be a difference between white and blue collar workers? Therefore, we propose that:

Proposition 5. Bigger companies with production workers, being more dependent on physical conditions and white collar workers, will have more HR-related CSR policies

As becomes clear, we had to detect propositions out of a limited amount of literature. This explains the importance and the limitations of our study. Having reviewed the literature, there seems to be little research on the HR component in CSR of SME's. This study explores the field empirically. The review explains the limitations also. Given limited insight, we had to work with very open formulated questions in the survey which means that the results of the tested relationships

are limited to become generalized. For stronger academic reasoning, more solid constructs need to be developed.

Method

This study examines the relationship of aging workforces and CSR in 201 Dutch SME's. The respondents are distributed over 64 (34%) micro businesses, 97 (52%) small businesses and 26 (14%) medium-sized businesses with a number of employees ranging from 1 to above 122. The businesses areas of those companies range from service providers to manufacturer and retail organizations.

Participants

Even though most companies were small businesses, the medium-sized organizations are the largest employers with a total of 2,567 employees whereas the small businesses employ 2,385 people. Micro enterprises appeared with only 339 employments in the field. In an attempt to examine the share of blue-collar workers, the survey shows that 113 out of the responding companies have production personnel, although only 34 businesses initially claimed being in the manufacturing industry. There are at least 2,314 workers employed or directly involved in production processes in these 113 firms. The additional employees referred to as production personnel in this research may as well be blue collar labor of other business areas. The overall number of people employed in the 201 organizations is 5,290. Out of these, 19.21% are above 50 (1016) in total and 26.97 % above 50 on the production lines. The respondents (201) consisted of 114 males and 86 females ranging in the occupation from general manager to team leader.

Instrument

A self-developed online questionnaire was randomly sent to managers, leaders and employees in Dutch organizations. The questionnaire contains 17 questions related to organizations' demographics and CSR-related issues, for example: (1) "how many people above 50 work on the production line? (2) Do you think that older people are integrated in your organization?" Respondents gave answers and assessments on a 10 point scale ranging from 1 = completely disagree until 10 = completely agree. Space for individual comments was distributed over all questions and at the end of the questionnaire.

Analyses

Data are analyzed by Pearson correlation and hierarchical regression analysis entering the control variable gender in the first step, continuing with the predictor "number of employees" in step two and then testing the influence of the predictor on the dependent variables (CSR relations).

Results

The means, standard deviations and correlations are presented in Table 1. As we can see from the table the size of a company (number of employees) is strongly positive significant related to people above 50, production workers, production workers above 50 and to retention as well as to career perspectives for older employees.

This indicates various relationships. If the company is bigger, respondents seem to be more aware of the importance of the issue and answer that they consider workers above 50 as a target group for policies related to the size of the organization. Since SME's characteristics are associated with the employment of CSR, the retention of older workers and the career perspectives are core issues for organizations. This might be explained by the fact that an aging workforce is

considered as a critical construct that lead to high qualifications of employees complementing CSR practice. Referring to this, we can conclude that the level of organization's treatment of older employees indicates the application of implicit CSR policy to address stakeholder's issues seriously (Matten & Moon, 2008).

Insert Table 1 about here

Our propositions were tested by hierarchical regression analysis. The influence of the company size (number of employees) on aging workforce and CSR relations was tested. As we can see from Table 2 almost all size-categories of companies predict a strong association with people above 50. The highest variance (approximately 92%) was achieved in the category with 93-121 employees and therefore, these results support our underlying assumption that bigger organizations have a stronger sensitivity to older employees and perceive them as a proxy for CSR more intensively than smaller organizations do.

The size effect on the attention of companies for a specific CSR topic could shed light on what Matten & Moon (2008) call the explicit CSR. Are bigger companies more active, or are they able to make CSR policies more explicit?

When we further look at the data, the outcomes suggest the bigger companies are better in making CSR policies more explicit. Surprisingly, if it comes to production workers above 50, only the category of organizations with less than 5 employees achieved a variance of 20% that they take care of their older work force. Only the small companies really seem to do substantial things for elderly employees.

Regarding the appearance of a relevant CSR policy in organizations and whether the policy is explicit or implicit we could not find statistical relevance. As we can see from Table 2

there is some influence of company's size on policies available in organizations but not that much strong. Therefore, our **first, and second proposition** that in SME's CSR policies are not formalized and more implicit than explicit, is confirmed. In contrast, our **fifth proposition** that bigger companies with production workers have more CSR policies is not confirmed.

Insert Table 2 about here

The company size as a predictor for CSR relations achieved statistically significant variance (approximately 17%) for retention of older workers in the size category in which 35-63 people are employed. For the integration of older workers the variance achieved 27% for companies in the category with less than 5 people employed. Interestingly, this is a relevant finding because it seems that small companies (less than 63 employees) handle the retention and integration of older employees more carefully than bigger companies do. That indicates that the influence of stakeholders on organization's CSR policy is more present in smaller companies than in companies with more than 63 employees.

For the rest of the size categories we found no statistically relevant relationships between the number of people employed and CSR relations. From that we can conclude that in SME's with less than 63 employees the relationship among workers lead to more intimacy and a higher quality level of the relationship (Hogg, 2001). Our **third and fourth proposition** that stakeholders influence CSR relations and that the size of the company correlates with stakeholder's influence.

Insert Table 3 about here

Conclusions

The present study was designed to examine the relationship between SME's CSR policies and its association with aging workforces as company's proxy. Our findings suggest that in general all companies are very sensitive with regard to the aging workforce phenomenon.

Our results suggest that middle sized organizations seem to stronger associate an aging workforce with CSR than small companies, but that smaller companies do more. The implicit un-codified character of CSR in SME's was partly confirmed since smaller companies were less ambitious, but more active in practice. Referring to implicit or explicit CSR policies (Matten & Moon, 2008) we could not find statistically significant relationships with the size of a company.

Summarizing, we can say that bigger companies state more often that aging is important, but they do not have more policies on aging. The smallest companies seem to be most active in this respect. Bigger companies also are more aware of stakeholder influence, where small companies hardly seem to be aware of stakeholder influence, or are unfamiliar with the question on this terrain (the role of outside pressure).

We have done an exploratory study, which has important limitations. As have been mentioned before, we detected propositions out of a limited amount of literature and developed a small and very straight forward survey based on these insights. The value of this approach is, to further develop both the existing research concepts and explore research paths. We think that employer – employees relationships should get more attention in CSR research.

We would like to draw some extra attention to one outcome. The results suggest that very small companies (< 5) are more attached to their workers. Also, this result questions the institutional context. Within the Netherlands employers are partly responsible for the health of their employees. If they are no longer able to work, the employer has to pay part of the costs. This could

make small companies more careful because one worker that is ill for a long time can really be a burden.

Furthermore, our results suggest also some practical implications. Individuals, working together for a long time, develop a strong relationship that enables them to lower the power distance and to develop high quality level of social exchanges (Graen, 2003). This might be a critical determinant in CSR-related issues. Long term social ties seem to impact CSR importantly. This sheds another light on the company size discussion in CSR-literature.

For further empirical research, we would also like to suggest the use of more and more complex 'CSR-proxies'. We think it enables us to get a more empirical and descriptive insight in how companies and stakeholders interact and how they deal with the social responsibilities that appear in these relationships.

Word Count: 4.435

Table 1: Mean, Standard Deviation and Correlations

	Mean	SD	Gender	Number of employees	All people above 50	Production workers	Production workers above 50	Older workers support	Extern-intern support	Demographic change importance	Retention of older workers	Integration of older workers	Career perspectives of older workers	Recruitment of older people
Gender	1.43	.496	-											
Number of employees	29.02	36.63	.042	-										
All people above 50	5.85	11.41	.055	.671**	-									
Production workers	13.45	23.15	-.023	.772**	.543**	-								
Production workers above 50	5.28	14.50	-.021	.237**	.342**	.238**	-							
Older workers support	1.92	.271	-.164*	-.127	-.112	-.029	-.028	-						
Extern-intern support	1.46	.519	-.220	.315	-.049	.144	.217	.033	-					
Demographic change importance	3.87	2.93	.006	.069	.130	.103	.190*	-.092	.662**	-				
Retention of older workers	1.10	.296	-.104	.159*	.088	.273**	.126	-.082	.076	.273**	-			
Integration of older workers	8.61	2.53	.022	.088	.007	.034	.010	.007	.297	-.117	.040	-		
Career perspectives of older workers	1.03	.173	.036	.354**	.172*	.553**	.313**	-.249**	.529*	.144	.386**	.041	-	
Recruitment of older people	1.81	.436	-.005	-.017	-.006	-.107	-.072	.097	-.120	.001	-.047	.060	-.172*	-

* Correlation is significant at the 0.05 level (1-tailed).
** Correlation is significant at the 0.01 level (1-tailed).

Table 2: Regression of company size (number of employees) on aging workforce

Dependent variables	All people above 50			Production workers			Production workers above 50			Policy for older workers			Explicit-implicit policies		
	β	R ²		β	R ²		β	R ²		β	R ²		β	R ²	
<i>Number of employees</i>															
<=5	.540**	.292		.315†	.099		.449†	.202		.000	.000		.000	.000	
6-34	.548**	.300		.406**	.165		-.062	.004		.053	.003		-	.031	
35-63	.331†	.109		.215	.046		.163	.027		.047	.002		.274	.075	
64-92	.823	.677		-.001	.000		1.000	1.000		.000	.000		.000	.000	
93-121	.957*	.916		-.116	.014		.277	.077		.000	.000		.000	.000	
122+	.213	.045		-.043	.002		.523	.274		-.234	.055		.000	.000	

Significance: **p<0.01; *p<0.05; †p<0.10

Table 3: Regression of company size (number of employees) on CSR relations

Dependent variables	Demographic change importance			Retention of older workers			Integration of older workers			Career perspectives of older workers			Recruitment of older workers		
	β	R ²		β	R ²		β	R ²		β	R ²		β	R ²	
<i>Number of employees</i>															
<=5	.250	.062		.000	.000		.523*	.274		.000	.000		-.263	.069	
6-34	.088	.008		.081	.007		.142	.020		.000	.000		-.070	.005	
35-63	.175	.030		.407*	.166		.130	.017		.202	.041		.073	.005	
64-92	1.000	1.000		.000	.000		.000	.000		.000	.000		.000	.000	
93-121	1.000	1.000		.000	.000		-.500	.250		.000	.000		1.000	1.000	
122+	.603	.364		.258	.067		-.354	.125		.258	.067		-.200	.040	

Significance: **p<0.01; *p<0.05

Please note: data with 1.000 have statistically no relevance due to insufficient responses

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