The Effects of Company Commanders’ Leader Prototypicality and Army Prestige on Platoon Leaders’ Identification with Their Company and Army

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Abstract

**Purpose:** In a military context, economic exchange has limitations to motivating their member, especially first-line military officers because they risk their lives in an extreme situation and the value of one’s life cannot be evaluated easily. Rather than an economic exchange approach, we adopted social identity theory to explore the way to motivate first-line military officers. Based on social identity theory, we tried to find several ways to motivate first-line military officers.

**Method:** We collected data by the survey. Before hypothesis testing, we conducted a confirmatory factor analysis and calculated Cronbach’s alpha to see the validity and reliability of the measurement. After verifying there is no problem in terms of validity and reliability of the measurement, we tested the hypothesis with a structural equation model.

**Results:** The effects of company commanders’ leader prototypicality and army prestige on platoon leaders’ identification with their company were proved to be statistically significant. And again platoon leaders’ identification with their company was shown to have a significant effect on platoon leaders’ identification with the army. Furthermore, army prestige influences not only platoon leaders’ identification with the army via identification with the company indirectly but also directly.

**Conclusion:** Because of the difficulties of evaluating one’s life even in the military context, the economic exchange approach has limitations in motivating first-line military officers. In the academic field, the social exchange approach is adopted as the alternative approach to economic exchange. Rather than the social exchange perspective, we adopted the social identity perspective which emphasizes the identification of self-interest and organizational interest to explore the way to motivate first-line military officers. The result of this study showed that some characteristics of middle-level military officers and the external image of the whole military organization, namely, the Korean Army have significant effects on organizational identification, which means that these two factors can be regarded as possible tools for motivating first-line military officers.

[Keywords] Identification, Prototypicality, Prestige, Social Identity Theory, Social Identification Theory

1. Introduction

For a nation to sustain itself, countless elements are required. Among the required elements, one of the most important elements may be an army. On the one hand, the army is necessary to protect the lives of the people, on the other hand, it is required to increase people’s interest. From every aspect, the military is indispensable to the country. Like any other organization, the military organization needs members who contribute to it for its goal. It is critical for organizational success to attract competent members and motivate them to achieve their goals[1][2].

Typical organizations adopt the economic approach that they compensate monetarily to the people who contribute to achieving organizational goals. They usually provide compensation...
according to the extent to which their members contributed. By doing so, they secure fairness within the organizations and maintain their members. Furthermore, they also motivate their members to involve in organizational goals more. Almost all organizations adopt this kind of economic approach for attracting, maintaining, and motivating their member, and military organization is not exceptional either. Military organizations attract, maintain, and motivate their members with this kind of economic approach[3]. However, there is a big difference between general organizations and military organizations. We can find the difference by looking simply into the roles of soldiers.

For military organizations to achieve their goal, their members, that is, soldiers inevitably confront the situation to kill enemies or to be killed by enemies which most people want to avoid. In the case that the members have to kill enemies, they can be motivated to carry their mission with more compensation although they are reluctant to do so. In other words, the economic methods are applicable for this case. However, the economic methods are difficult to apply for the case that they risk their lives. Thinking simply, it seems to make sense to compensate more in return for sacrificing their lives. To apply this approach, what matters is how much to compensate. To judge the extent to which they who are to sacrifice their lives for the organization are rewarded, first of all, the price of life should be evaluated. As we believe generally that the value of life is infinite, the evaluation of one’s life is extremely difficult. In the end, there are limits to applying an economic approach for military organizations even though they adopt it like other kinds of organizations.

In this vein, in the management of military organizations, new approaches beyond the existing economic approach which relies on monetary compensation for attraction, maintenance, and motivation of human resources should be explored. According to these practical needs, traditionally, military organizations have emphasized mental education that can make up for the shortcomings of the economic approach. This study is going to try a new challenge that can widen the way to motivate the members of the military organization from the social identity theory[4][5].

According to social identity theory[4][5], people have several identities that define themselves, which can be divided into two groups. One is the identity that defines themselves apart from social belongings and the other is the identity that defines themselves on the social belongings. People may define themselves using only their own characteristics except for the social category they belong to. For example, we may define ourselves using physical characteristics like height, weight, the color of eyes, and so on. In contrast, we may define ourselves using social categories that we belong to. For example, when we introduce ourselves to a stranger, we usually use hometown, the schools that we graduated from, the workplace that we work for, and so on. At the early developmental stage of this theory, the researchers focused on the fact that there is a social identity that can be distinguished from self-identity. As the theory developed, the researchers widened the area of research interest. Gradually, they got interested in the effect of identifying their identity with a certain social category like an organization. This process is called identification. The more people identify with an organization, the more they are willing to contribute to the organization voluntarily because they identify the interest of the organization with their own interest[6]. This means that the identification with an organization has the same effects of motivating organizational members to contribute to the organization. In that the person who is once identified with the organization contributes to the organization boundlessly, the motivational effects of identification with the organization are more powerful than extrinsic motivation. As the knowledge about the effects of organizational identification accumulates, the research interest move to exploring the factors that enhance organizational members’ identification with their organization[5][7].

This study will explore the way to enhance military members’ identification with their military organization, adopting the social identity theory or organizational identity theory which were
developed mainly in a non-military context. Especially, this study focus on platoon leaders’ identification with their company and army. The platoon leader is in the first position that is given to the officer candidates who finished official military education and training. Accordingly, the establishment of their identity as a military officer is weak and the development of their identity as a military officer is critical both for their career success and for the military organization[8][9]. Because platoon leaders carry out their job mainly within their company, we assumed that platoon leaders’ identification with their company is strengthened first and next the strengthened identification with their company will influence platoon leaders’ identification with their whole military organization, namely, the army. In the process of development of two kinds of platoon leaders’ identification, we paid attention to two independent variables. One is leader prototypicality which is often investigated leader factor that can influence organizational identification. The other is organizational prestige which is one of the organizational variables that is known to influence organizational identification.

2. Literature Review and Research Model

2.1. The development of social identity theory

Social identity theory started from a minimal group experiment that was conducted to investigate intergroup differentiation[10]. The researchers were interested in the reason why people make a group with a minima cue even when making a group is not beneficial to the group member and the ingroup favoritism happens. After success in testing that minima cue that does not contribute to newly created group economically, making social category or group with minimal cue is accepted as natural in human behavior. Based on these findings, Tajfel first introduced the concept of social identity and define it as "the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership"(p. 292) [11]. As theory developed, the researchers got interested in the developmental process of social identity. Tajfel and Turner suggested social-psychological processes that consist of social categorization, social comparison, and social identification [12].

This theoretical development took place mainly in European psychology and they focused on academic interest. After the 1990s, American management researchers started to get interested in social identity theory and applied this theory to a more practical field. One salient movement was to narrow down the scope of social categories. As mentioned above, the original theory tried to discover why humans make social categories and segregate each other and considered the broad and high social categories like ethnics, nations, religion, and so on. But the American management researchers tried to apply this theory to the organizational phenomenon. For example, Ashforth and Mael narrowed down the scope of the social category to the organization and suggested organizational identity theory[5]. Mael and Ashforth did not suggest only theory level research but also conducted an empirical study that proved their proposed conceptual model[7]. They collected data for their empirical study by survey and also developed survey items, which are still being used by almost all organizational identity theory researches.

In 2000, the Academy of Management Review published a special issue on organizational identity and this special issue accelerated the studies on organizational identity and organizational identification. In 2005, Rikett published a meta-analysis study that compared organizational identification and other relevant concepts and concluded like the following[13]. First, Organizational identification is correlated with various attitudinal or behavioral variables that are used by organizational behavior researches. Second, Organizational identification is empirically distinctive from affective commitment which seems to be very similar. Third, the items of Ashforth and Mael are in wide use. Looking into Rikett’s meta-analysis study more deeply, we can see that organizational identification has various positive effects on organizations. First,
Organizational identification correlates with positive attitudinal variables like affective commitment, occupational attachment, workgroup attachment, job satisfaction, organizational satisfaction, intent to leave, and so on. Second, Organizational identification has significant effects on positive behavioral variables like absenteeism, in-role behavior, and extra-role behavior. Furthermore, in 2006, the Journal of Organizational Behavior also published a special issue on organizational identity and they focused on finding the difference between organizational commitment and organizational identification. Since then, organizational identity and organizational identification became central topics in organizational management research.

2.2. Emergent of organization identification theory

As mentioned above, the empirical study of Ashforth and Mael[14] is one of the first systematic empirical studies. They tested their conceptual model that predicts the consequence and antecedents of the identification with the school or alumni. After graduation, one may keep their interest in their school and try to contribute to their school voluntarily. But the others may lose their interest in their school and be reluctant to contribute. Ashforth and Mael thought that the more identified with their school or alumni associate, the more they are inclined to contribute to their school. Furthermore, they explored the factors that strengthen alumni’s identification with their school. To test their hypothesis, they also invented survey items that measure organizational identification and another relevant concept. Inconsequent, they succeed in proving that the identification with their school increases alumni’s voluntary contribution and finding the antecedents of organizational identification like organizational prestige, organizational distinctiveness, and intra-organizational competition.

To identify with an organization means to define themselves borrowing the nature of the organization. In other words, to identify with an organization means to identify their own identity with organizational identity. Owing to this nature of organizational identification, the person who is identified with their organization shows the tendency to regard the interest of their organization as their own. Accordingly, those who are identified with their organization try to contribute to the organization because they believe that the success of an organization is their own success. These kinds of social phenomena can be found easily. Simply, let’s think of the expression of the sports fan who is watching the scene of their team beating the opposing team. What matters for my income if my cheering team win or not? But whether my cheering team win or is defeated influence us much. The strength of influence becomes more as the more identified with the cheering team. So it is comparatively easy to understand why organizational identification promotes members’ pro-social behavior to their organizations.

2.3. The antecedents of organizational identification

The reasons or the conditions in which someone becomes identified with organizations are very complicated and many researchers are trying to discover them. After intensive review, Hogg and Terry suggested the model for the self-categorization process that explains the consequence and antecedents of social categorization[14]. They coined the term, self-categorization, to explain the reason and process of identification. They argued that self-enhancement motivation and uncertainty reduction motivation take a critical role to accelerate identification. Although there is no benefit to identifying with an organization superficially, if looking in more deeply, those who want to identify with a certain organization can increase self-esteem or reduce the certainty about themselves by identifying with the target organization. In short, when people regard certain organizations seem to help enhance their self-esteem or reduce the uncertainty about themselves. When these arguments are applied for the empirical study of Ashforth and Mael, the independent variable of organizational prestige corresponds to self-enhancement motivation and intra-organizational competition corresponds to uncertainty reduction motivation.
Furthermore, Hogg and Terry emphasized the role of leadership in building organizational identification[14]. When a new organization is created, at least, more than one person take the role to make the cognitive boundaries of the new organization that make it distinct from other organization. This process starts from building up the prototypicality of the organization, which founders of leaders of the organization create and strengthen in most cases. Hence, the prototypicality of the leader, which means the extent to which the leader reflects the proper organizational image, is also a very important factor for developing organizational identification.

2.4. Research model and hypothesis

As discussed above, organizational identification is a very useful concept not only for the usual organization but also for military organizations. Rather, Considering the unconditional effects of identification with an organization, the usefulness is much more in the military organization than in any other type of organization. Although the importance of organizational identification is valid across all the ranks in the military, this study focuses on platoon leaders’ identification with their company as an immediate military unit they belong to and identification with the army as the whole military unit. As most platoon leaders carry their job belonging to their companies, they will recognize the whole army through companies. In other words, in their cognition, the image of their companies reflects the image of a whole military unit, namely, the army. Because of this reason, we expected as following.

H1: platoon leaders’ identification with their company will have a positive effect on their identification with the army.

The work condition itself of each company across the whole army will not very different. But we can expect the difference of company commanders will be big. As the stage of the career of platoon leaders is very short and their self-image as a military officer is not concrete yet, they may suffer from worry about future career success and wondering what the right ways of military offer are. Borrowing the idea of Hogg and Terry, there is enough possibility for platoon leaders to suffer from the uncertainty about self-identity as a military officer and wish to reduce this kind of uncertainty. If platoon leaders recognize their company commanders as proto-typical as successful military officers, the sense of belongingness to the company under the prototypical leader will drive them to reduce their sense of uncertainty about themselves as military officers. So, we expected as following

H2: The prototypicality of company commander will have positive effects on platoon leader’ identification with his or her company

As mentioned above, organizational prestige is very important for the development of organizational identification from the perspective of self-enhancement motivation. The public judgment about killing people, even though the people are the enemy, will be divided into two radically different judgments. One group may emphasize the behavior as killing a human and conclude it negatively. One group will evaluate their behavior very honorably on the assumption that they will be harmed by enemies if they do not commit murder. Although all the military members confront the ultimate situation like killing or being killed, they as military members are supposed to think of that issue. In the process of their thinking, social support is critical. If they feel they are being supported by society, they will enhance their self-esteem and enjoy belongingness to military organizations. Organizational prestige is one of the most representative pieces of information about how society thinks of its organization. So we can expect that platoon leaders’ perception of army prestige in the society will influence their identification with his or her company.

H3: Army prestige will have a positive effect on platoon leaders’ identification with the company.
H4: Army prestige will have a positive effect on platoon leaders’ identification with the army.

As above, we suggested a total of three hypotheses. If denoted in the picture, our research model is like the following.

Figure 1. Research model.

3. Research Methods

3.1. Data collection

As mentioned above, this study focused on platoon leaders among military organizational members and collected data with questionnaires. We sent enveloped questionnaires with return envelopes to 400 platoon leaders. Total 303 returned answers (return rate = 75%). After excepting an insincere response, 296 were included for analysis.

3.2. Measurement

This study asked answers to point one out of 7 Likert scales (1=“do not agree at all”, 4=“neutral”, 7=“agree very much”). The survey items were selected from peer reviewed and published journal articles. All of them were validated and adopted widely by a large number of studies.

**Platoon leader’s identification with Army**: This study adopted 5 items that were used in Mael & Ahforth's(1992) study[7]. This study changed the referent following the context of this study.

**Platoon leader’s identification with his or her company**: This study adopted 5 items that were used in Mael & Ahforth's(1992) study[7]. This study changed the referent following the context of this study.

**Organizational prestige of Army**: This study adopted 7 items that were used in Mael & Ahforth's(1992) study[7]. This study changed the referent following the context of this study.

**Leader prototypicality of company commander**: This study adopted the 6 items which were used in Gienssener, Van Knippenberg, & Sleebos’ study(2013)[15].
4. Results

4.1. Construct Validity and Reliability

To confirm the construct validity, this study conducted confirmative factor analysis with a structural equation model. Before confirmative factor analysis, we first conducted exploratory factor analysis for items refinement. We selected some items that showed higher factor loadings to non-relevant factors. In the process of conducting structural equation model analysis for confirmative factor analysis, we also excluded some items that decrease the model fit. Finally, we included 4 items for leader prototypicality, 5 items, organizational prestige, 4 items for identification with the company, and 4 items for identification with the army in confirmative factor analysis. The results are like Table 1. The recommended fit index satisfied the criterion and each factor was all significant statistically. With these results, we concluded that there is no problem from the perspective of validity.

Table 1. Model fit index of confirmative factor analysis.

<table>
<thead>
<tr>
<th>Model fit index</th>
<th>χ²</th>
<th>d.f.</th>
<th>TLI</th>
<th>CFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>266.049</td>
<td>113</td>
<td>.951</td>
<td>.960</td>
<td>.071</td>
</tr>
</tbody>
</table>

Based on confirmative factor analysis, we also see the reliability of measurement by calculating Cronbach’s alphas. As shown in Table 2, all the Cronbach’s alphas of variables satisfied the criterion. After checking there is no problem in measurement by seeing validity and reliability, conducted correlation analysis and structural equation model analysis for the hypothesis test.

Table 2. Reliability.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Leader prototypicality</th>
<th>Organizational prestige</th>
<th>Identification with company</th>
<th>Identification with army</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronbach’s alpha</td>
<td>.975</td>
<td>.709</td>
<td>.873</td>
<td>.892</td>
</tr>
</tbody>
</table>

4.2. Correlation analysis

The median of each variable is 4 because this study adopted a 7 Likert scale. The means of all the variables are higher than the median. Especially, two types of organizational identification are very high, which mean that all low-ranked military officers are well trained in term of attitude to the military. All the variables except Army prestige are over 5.6. On the contrary, army prestige which means their perception about how the society sees the army is lower comparatively.

The correlation between the organizational identification is highest compared with other correlations (r=.566, p<.01). The correlation between two independent variables is second highest (r=.338, p<.01). The correlations among independent variables and dependent variables are lower than the previous two correlations but all statistically significant.

Table 3. Mean, standard deviation, and correlation.

<table>
<thead>
<tr>
<th>No.</th>
<th>Variables</th>
<th>Mean</th>
<th>S.D.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age</td>
<td>23.581</td>
<td>2.572</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>.033</td>
<td>.180</td>
<td>-.211**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Education</td>
<td>1.007</td>
<td>.086</td>
<td>-.020</td>
<td>-.225**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3. The result of structural equation model analysis

This study conducted structural equation model analysis for the hypothesis test. We set the model like <Figure 1>. Adding to it, we included age, gender, and education as control variables in the model. The model fit index is like <Table 4>. As all the model fit indexes satisfy the recommended criterion, we see the significance of each.

Table 4. Model fit index of structural equation model analysis for the hypothesis test.

<table>
<thead>
<tr>
<th>Model fit index</th>
<th>$\chi^2$</th>
<th>d.f.</th>
<th>TLI</th>
<th>CFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>291.877</td>
<td>153</td>
<td>.954</td>
<td>.963</td>
<td>.058</td>
</tr>
</tbody>
</table>

Table 5. Result of structural equation model analysis for the hypothesis test.

<table>
<thead>
<tr>
<th>Path</th>
<th>Coefficient</th>
<th>S.E.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification with company</td>
<td>Identification with army</td>
<td>.954**</td>
</tr>
<tr>
<td>Leader prototypicality</td>
<td>Identification with company</td>
<td>.139**</td>
</tr>
<tr>
<td>Army prestige</td>
<td>Identification with company</td>
<td>.111*</td>
</tr>
<tr>
<td>Army prestige</td>
<td>Identification with army</td>
<td>.193**</td>
</tr>
<tr>
<td>Age</td>
<td>Identification with company</td>
<td>-.004</td>
</tr>
<tr>
<td>Gender</td>
<td>Identification with company</td>
<td>.055</td>
</tr>
<tr>
<td>Education</td>
<td>Identification with company</td>
<td>.434</td>
</tr>
<tr>
<td>Age</td>
<td>Identification with army</td>
<td>-.024</td>
</tr>
<tr>
<td>Gender</td>
<td>Identification with army</td>
<td>-0.300</td>
</tr>
<tr>
<td>Education</td>
<td>Identification with army</td>
<td>-0.439</td>
</tr>
</tbody>
</table>

Note: *p<.05, **p<.01.

Hypothesis 1 predicted the path between platoon leader’s identification with company and platoon leader’s identification with the army. The path is statistically significant as this study predicted (b=.954, p<.01). The path of hypothesis 2 which predicted the effects of Leader prototypicality on platoon leader’s identification with the company is also statistically significant (b=.139, p<.01). Hypothesis 3 and 4 predicted the effects of organizational prestige of the army. First, the effect of organizational prestige of the army on platoon leader’s identification with the company is statistically significant (b=.111, p<.05). And next, its effect on platoon leader’s identification with the army is also is statistically significant (b=.193, p<.01). At least statistically, All the hypotheses that this study proposed were supported.
5. Discussion and Conclusion

5.1. Summary

At first, this study points out the characteristics of military organization that make it difficult to attract, maintain, and motivate their members. Therefore, the management of military organization has to figure out further solution beyond the traditional economic approach that compensation according to the extent to which their members contributed. Most of military organizations try to find out other better solutions including mental education.

In this vein, this study tried to accelerate such efforts from the perspective of social identity theory or organizational identification theory. According to social identity theory or organizational identification theory, the person who is identified with a certain organization takes the goal of the organization as their own and voluntarily contributes to achieving the organizational goal. As the effects of organizational identification are also very useful, this study explored some promising ways to enhance military members’ identification with their military organizations.

This study thought that developing identification with military organizations are most necessary for platoon leader and focused on the possible factors that can influence platoon leaders’ identification with their military organizations. Based on the theory, we expected the leader prototypicality of company commando as platoon leader’ immediate supervisor and the organizational prestige of army as the whole military organization will increase platoon leaders’ identification with their companies. Furthermore, this study expected also that the organizational prestige of army and platoon leaders’ identification with their companies will increase platoon leaders’ identification with the army. All four hypotheses were supported statistically.

5.2. Implications

Reflecting the history of war, winning or losing a war seems to depend on physical and monetary factors at a single glance. However, if we look a little deeper into the issue, we can find easily that there are some more important factors beyond physical and monetary factors[16][17]. To highlight this problem, this study argued that the economic approach for maintaining and motivating military members has critical limits owing to the difficulty in evaluating the price of life. Providing appropriate compensation is indeed fundamental to promoting organizational justice and the extrinsic motivation of military members. Nevertheless, as the members of military organizations confront the situation that they have to sacrifice their lives voluntarily or to kill alive life of enemies, the management of military organizations should help them overcome the situations.

As mentioned above, the more identified with organization, the more take organizational goal as their own. It means that organizational identification increases the possibility of members’ voluntary contribution to their organization. Identifying with military organizations can help solve the problems of military organizations mentioned above. As a result, the management of military organizations has enough reason to explore the ways to promote members’ identification with military organizations. This study suggested two ways to promote members’ identification with military organizations based on theory and proved them empirically. One is leader prototypicality and the other is organizational prestige of the army. This study also proved the effects of the antecedents empirically. With these results, this study can give practical implications as followings.

The activity for the military organization to promote members’ organizational identification can be directed in two ways; externally and internally. In short, the organizational prestige of the army corresponds to the external way and leader prototypicality corresponds to the internal way[18][19]. Generally, before one decides to enter an organization, he or she considers many factors and one of the important factors is their social image when they enter the organization.
When they think the membership of the organization contributes to enhancing their social image, they are willing to join the organization. As organizational prestige mean the extent to which society views the organization positively, the higher organizational prestige is, the higher it will enhance their social image. Furthermore, organizational prestige not only promotes the entrance of new members but also strengthens members’ adherence to the organizational goal. Hence, the management of military organizations has enough reason to invest more in refining the organizational prestige of the army.

Most newcomers to an organization may feel ambiguous about their future in the organization and what they are expected to do exactly. As argued in social identity theory, when membership of a certain organization helps them define their own identity, they are more identified with the organizations[20]. Leader prototypicality can contribute to enhancing newcomers’ organization. First, leader prototypicality strengthens the organizational identity and makes it clear that the organization becomes more distinct from others. This increased distinction helps the new members reduce their uncertainty about themselves by joining. Second, the leader with strong prototypicality can influence the new members directly. As argued in social learning theory, most people learn through vicarious learning even without direct stimulus. Company commanders’ prototypicality can give guide what behaviors or the ways of thinking in the unit are proper and reduce the uncertainty about themselves. In this vein, the management of military organizations must try to enhance middle-level officers who can take the role of bridge between a fungal organization and a private organization.

6. References

6.1. Journal articles


6.2. Books


7. Appendix

7.1. Authors contribution

<table>
<thead>
<tr>
<th>Initial name</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead Author</strong></td>
<td>- Set of concepts ☑</td>
</tr>
<tr>
<td>SA</td>
<td>- Design ☑</td>
</tr>
<tr>
<td></td>
<td>- Getting results ☑</td>
</tr>
<tr>
<td></td>
<td>- Analysis ☑</td>
</tr>
<tr>
<td></td>
<td>- Make a significant contribution to collection ☑</td>
</tr>
<tr>
<td></td>
<td>- Final approval of the paper ☑</td>
</tr>
<tr>
<td></td>
<td>- Corresponding ☑</td>
</tr>
<tr>
<td><strong>Corresponding Author</strong></td>
<td>- Play a decisive role in modification ☑</td>
</tr>
<tr>
<td>YI</td>
<td>- Significant contributions to concepts, designs, practices, analysis, and interpretation of data ☑</td>
</tr>
<tr>
<td></td>
<td>- Participants in Drafting and Revising Papers ☑</td>
</tr>
<tr>
<td></td>
<td>- Someone who can explain all aspects of the paper ☑</td>
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