

THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT: WITH SPECIAL REFERENCE TO BRANDIX LINGERIE (PVT) LIMITED PLANT 03

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ABSTRACT

This study examines the impact of organizational support on the organizational commitment. For the purpose Brandix Lingerie (Pvt) limited –plant 3 was selected which suffers with an unexpected labor turnover issue; where the expected turnover rate is 3.5% per month and the actual is about 7% per month. This study directed at how the dimensions of perceived organizational support (Effort-Reward Expectancy, Leader-Member Exchange, Supervisory Support and Procedural Justice) contribute to organizational commitment and analyze what impacts most. To collect data a structured questionnaire was used and distributed among 245 employees who are experienced and not. The data was studied through correlations of variables via regression in order to answer for the Hypothesis of the study. The results indicated that all the considered dimensions of the perceived organizational support are positively contribute with the organizational commitment to change. And the analysis discloses that Supervisory Support as the main contributor and secondly Leader-Member Exchange results for change in organizational commitment in a higher proportion when compared with the other two factors of perceived organizational support respectively. It reveals that the interpersonal relationship of the leaders plays a major role in organizational commitment than the financial factors.

KEY WORDS: Dimensions of perceived organizational support, organizational commitment

Introduction

For the garment factories human resource is the most important resource and Machine operators (MO's) and Trainee machine operators (TMO's) take a unique place in the factories as their contribution is enormous to the organization.

While keeping MO's and TMO's in a most important place HR department initiates various retention strategies in most of the weeks through event calendar incurring both time and finance . However in the industry a high labour turnover rate has become normal and the considering firm in most of the months' Labour Turnover (LTO) rate of machine operators up whelm 7% and in some months it goes beyond 10%, though the policy is to maintain LTO rate not more than 3.5%

per month. The trend of the LTO rate shows an increasing trend month passes month and this situation proves the unsuccessfulness of the designed retention strategies and it indicates lack of organizational commitment of machine operators and trainee machine operators. Table 1 shows the LTO figures of the particular firm.

Table 1

Month	6	7	8	9
MOs	46	34	40	23
LTO%	6.90%	8.58%	11.60%	10.40%

Source-LTO Record 2011

According to the ERG theory of C.Alderfer secondary needs are at the top level and both primary and secondary needs arise simultaneously and the organization should be mindful to provide the both in order to make delighted employees. Further, the employees who are delighted with the organization are least possible to leave the organization. Therefore, to retaining employees is the most wanted thing in the company.

Research Problem

Considering the prevailing situation at the particular firm it is important to find out the actual reasons what may cause to a real organizational commitment in order to retain employees within the organization. Though the organization has already taken some actions to retain employees incurring financial and non financial resources still the factory suffers with an unmanageable labour turnover rates which goes beyond the expected level. According to Meyer, Allen, & Smith (1993) say that the three types of commitment are a psychological state “that either characterizes the employee’s relationship with the organization or has the implications to affect whether the employee will continue with the organization”. They have clearly stated that the three type of organizational commitment are directly affected on an employee’s decision to remain in the organization. Thus, organization commitment is a considerable factor for labour turnover. It is important note that organizational commitment has positive relationships between organizational commitment and employee behaviours such as higher employee retention and increased willingness to engage in citizenship behaviour. (R.Nehmeh, 2009) Therefore the organization should be well alert on what impact organizational commitment to retain machine operators within the firm and to keep the labour turnover rate at the expected level.

Research Objectives

1. To determine whether the Effort-Reward Expectancy affects on organizational commitment of machine operators.
2. To determine whether the Leader-Member Exchange affects on organizational commitment of machine operators.
3. To determine whether the Supervisory Support affects on organizational commitment of machine operators.
4. To determine whether the Procedural Justice affects on organizational commitment of machine operators.

Hypothesis of the study

H01; Effort-Reward Expectancies do not influence on organizational commitment.

HA1; Effort-Reward Expectancies do influence on organizational commitment.

H02; Leader-member exchange do not influence on organizational commitment.

HA2; Leader-member exchange do influence on organizational commitment.

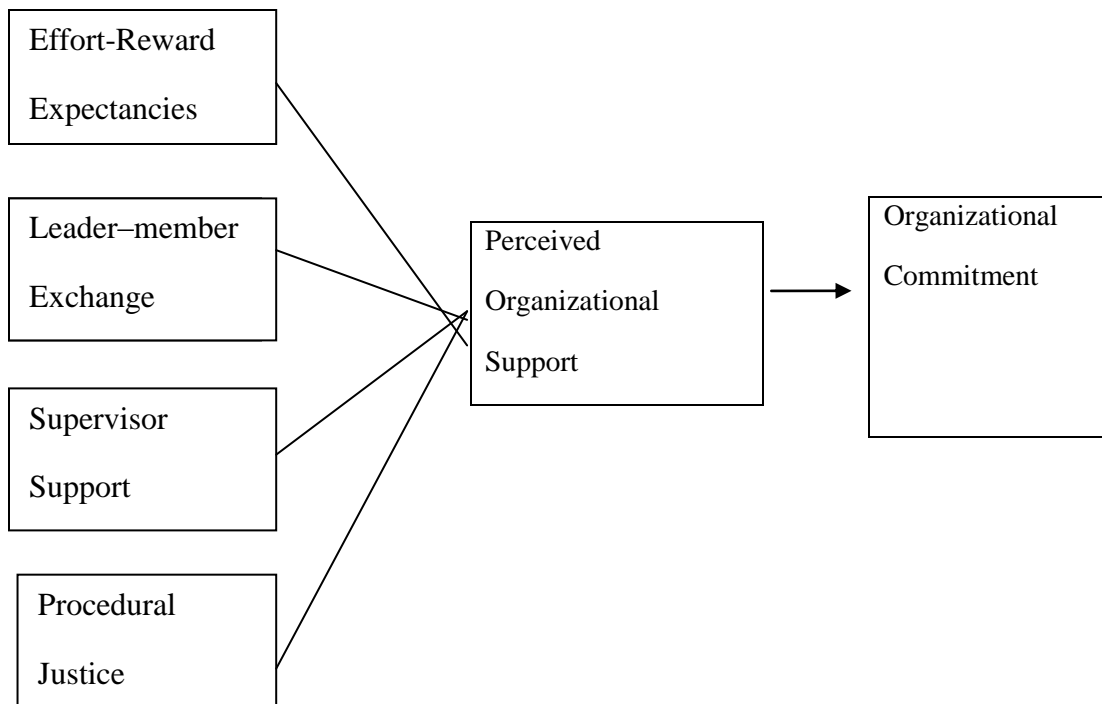
H03; Supervisor Support do not influence on organizational commitment.

HA3; Supervisor Support do influence on organizational commitment.

H0; Procedural justice do not influence on organizational commitment.

HA4; Procedural justice do influence on organizational commitment.

Conceptual Framework



Literature Review

Organizational Commitment

Meyer and Allen (1991) and Dunham et al (1994) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined by

Bolon in 1993. *Affective commitment* is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al, 1997, Meyer & Allen, 1993; O'Reilly & Chatman). Mowday et al (1979) *Continuance commitment* is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. *Normative commitment* (Bolon, 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace.

Perceived Organizational Support

According to organizational support theory, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. Organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies contribute more to POS if the employee believes that they result from the organization's voluntary actions, as opposed to external constraints such as union negotiations or governmental health and safety regulations (cf. Eisenberger et al., 1986; Eisenberger, Cummings, Armeli, & Lynch, 1997; Shore & Shore, 1995). Because supervisors act as organizational agents, the employee's receipt of favorable treatment from a supervisor should contribute to POS. The strength of this relationship depends on the degree to which employees identify the supervisor with the organization, as opposed to viewing the supervisor's actions as idiosyncratic (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, in press). POS should strengthen employees' beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment and performance, reduced turnover).

As a summary POS can be identified via effort-reward expectancies (Eisenberger et al., 1990), leader-member exchange (Settoon et al., 1996; Wayne, Shore, & Liden, 1997), supervisor support (Kottke & Sharafinnski, 1988; Malatesta, 1995; Shore & Tetrick, 1991) and procedural justice (Andrews & Kacmar, 2001; Rhoades et al., 2001) Rhoades and Eisenberger (2002)

Methodology

Population & Sample

Population

Population of this study is 314 machine operators including both experienced and on the job trainee machine operators. The composition of machine operators is 292 (93%) experienced machine operators and 22 (7%) on the job train machine operators.

Sample

A sample of 245 employees is selected to keep the certainty of 95% confidence level while keeping the margin of error below 3% and as the sampling method the researcher has gone with stratified sampling technique. The sample consists with two strata ; 228 experienced machine operators and 17 on the job trainees in order to represent 83% from the total population.

*Method of Data Collection**Questionnaire:*

For the purpose the researcher used two standard questionnaires and one is to identify the factors for organizational commitment which consists with 15 questions and the other questionnaire is to identify the degree of perceived organizational support which consists with 24 questions.

The researcher retrieved the format of a questionnaire from to determine the degree of organizational commitment via ; <http://www.psychology.uh.edu/pos/questionnaires.asp>

And for the perceived organizational support;

http://www.indiana.edu/~jlpweb/papers/an%20empirical%20assessment%20of%20org%20commitment_angle_perry_ASQ1981.pdf to identify the factors for organizational commitment.

Data Analysis Methods

The researcher has given the priority to a quantitative approach. The data analyzed in this study based on the questionnaires. The data collected and measured by the use of questionnaires are analyzed and evaluated by using the specialized statistics software specialized statistics software package of SPSS version 17 primarily to test hypothesis. Here the researcher conducted a Multiple Regression Analysis by considering the nature of the study.

Data Analysis*The Regression Model**Statistical assumption*

The researcher made an assumption “There is no any interrelationships between Independent Variables”. This facilitates the researcher to test a multiple regression.

$$oc = \beta_0 + \beta_1 e + \beta_2 l + \beta_3 s + \beta_4 p + et$$

Where,

β_0 - Constant

β - Co-efficient of independent variable

oc - Organizational commitment

e - Effort reward expectancy

l - Leader member exchange

s - Supervisory support

p - Procedural justice

Testing the Correlation

As the researcher wanted to test the correlation of each independent variable with the dependent variable to specify the most co related independent variables with the dependent variable the researcher has run the particular statistics program to identify whether a relationship is there in between the dependent variable and the independent variables.

Pearson Correlation Analysis:Table 2 **Correlations**

		OC	ERE	LME	PJ	SS
OC	Pearson Correlation	1	.215**	.287**	.259**	.652**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	245	245	245	245	245
ERE	Pearson Correlation	.215**	1	-.002	.034	-.007
	Sig. (2-tailed)	.001		.981	.592	.908
	N	245	245	245	245	245
LME	Pearson Correlation	.287**	-.002	1	-.008	.010
	Sig. (2-tailed)	.000	.981		.904	.876
	N	245	245	245	245	245
PJ	Pearson Correlation	.259**	.034	-.008	1	.071
	Sig. (2-tailed)	.000	.592	.904		.270
	N	245	245	245	245	245
SS	Pearson Correlation	.652**	-.007	.010	.071	1
	Sig. (2-tailed)	.000	.908	.876	.270	
	N	245	245	245	245	245

** . Correlation is significant at the 0.01 level (2-tailed).

According to the table 2 it is apparent that all the independent variables are highly correlated with the dependent variable at the confident level of 95%.

And the highest correlated independent variable with the dependent variable (OC) is Supervisory support (SS) with a 65% correlation. Secondly Leader member exchange (LME) 28%, next Procedural justice (PJ) 25% and Effort reward expectancy 21% correlated with the Organizational commitment. (OC)

Regression Analysis for Total Sample**Model Summary for Total Sample**Table 3 **Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.772 ^a	.596	.589	.1238953	1.445

a. Predictors: (Constant), procedural justice, leader member exchange, effort reward expectancy, supervisory support

b. Dependent Variable: organizational commitment

The model summary gives R Square value of 0.596. This indicates the impact of Independent Variables on Dependent Variable can be stated based on 59.6% accuracy level. Hence the predictions of this model are accurate nearly 60%.

Testing the Significance of the Model

Table 4 ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.425	4	1.356	88.351	.000 ^a
	Residual	3.684	240	.015		
	Total	9.109	244			

a. Predictors: (Constant), procedural justice, leader member exchange, effort reward expectancy, supervisory support

b. Dependent Variable: organizational commitment

Hypotheses for the Model

H₀ ; Model is not significant

H₁ ; Model is significant

P- value $0.000 < 0.05$

Therefore the researcher rejects the H₀ and accepted H₁. It proves that the model is significant at 95% confidence level.

Coefficients for Total Sample

Table 5

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.300	.233		1.286	.200
	effort reward expectancy	.150	.029	.213	5.180	.000
	leader member exchange	.193	.028	.282	6.878	.000
	supervisory support	.405	.026	.636	15.453	.000
	procedural justice	.171	.034	.209	5.075	.000

$oc = \beta_0 + \beta_1 e + \beta_2 l + \beta_3 s + \beta_4 p + et$

$oc = 0.3 + 0.15e + 0.193 l + 0.4s + 0.171p + et$

Hypothesis 1, 2, 3 and 4 are statistically significant Since P value is 0.000; ($P < 0.05$). Based on the B values the researcher has identified that the relationship between each independent variable and the organizational commitment as positive. Therefore the researcher rejects all the null hypotheses (H_0) and accepted the alternative hypotheses.

Conclusions

Study indicates the relative impact on dependent variable due to the changes of independent variables. If Effort- reward expectancy changes by one unit, organizational commitment would change by 0.15 units which correlate with the dependent variable by 21%. Same as if Leader-member exchange changes by one unit, organizational commitment would change by 0.193 units which correlates with the OC by 28%, if Supervisory support changes by one unit, organizational commitment would change by 0.4 units which correlates with OC by 65% and if Procedural justice changes by one unit, organizational commitment would changes by 0.171 units which correlates with the OC by 25%. And it is apparent that the most influential factor is Supervisory support to change the organizational commitment as the co efficient of Supervisory support gets a higher (0.4) when compared with the co efficient of the other variables.

Therefore the industry must develop strategies to build supervisor support via providing and increasing the assistance for job stressors and job control through supervisors. Therefore Human Resource Management practices should be aimed at how the supervisors should be educated on providing the assistance to the job stressors and in controlling the job for the machine operators. As the second contributor to the organizational commitment is Leader-member exchange, must be alert on the factors that affect on Leader –member exchange as well. As it influenced by factors such as ability and willingness, cognitive similarities, organizational communication, social exchanges and task characteristics the organization must concern on these aspects too. Then Procedural justice and last the Effort-Reward expectancy impact on organizational commitment. Since these factors also affect on organizational commitment and must pay the concentration on how to keep the fairness of the procedures and balance effort-reward respectively.

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Appendix 01

The Questionnaire

I hereby assure that the information you provide will remain strictly confidential and be used solely for my academic purposes.

A questionnaire on employee organizational commitment in Brandix Lingerie (pvt) ltd

➤ Sex :

Female

Male

➤ Age :

18-25

26- 34

35- 44

45 <

➤ Service Period :

Less than 2 months

2-4 months

4-6 months

6-8 months

More than 8 months

➤ Highest educational qualification :

Grade 1 to 8

Up to O/L

O/L passed

Up to A/L

A/L passed

Graduate

Please put “√” mark on what you agree most relevant to the particular questions.

Questionnaire 1

Factors affect on perceived organizational support	Totally Disagree	Disagree	Neither Agree nor Disagree	Agree	Totally Agree
1. Organization values my contribution to its well-being.					
2. Even Organization could hire someone to replace me at a lower salary it would not do so.					
3. Organization appreciates any extra effort from me.					
4. Organization strongly considers my goals and values.					
5. Organization would understand a long absence due to my illness.					
6. Organization would concern any complaint from me.					
7. Organization regards my best interests when it makes decisions that affect me.					
8. Help is available from the organization when I have a problem.					
9. Organization would understand my absence due to a personal problem					
10. Even Organization found a more efficient way to get my job done they would not replace me.					
11. Organization would forgive an honest mistake on my part.					
12. It would not take only a small decrease in my performance for Organization to want to replace me					
13. Organization feels there is more to be gained by employing me for the rest of my career					
14. If I were laid off, organization would not prefer to hire someone new rather than take me back.					
15. Organization is willing to help me when I need a special favour.					
16. Organization shows much concern for me.					
17. Organization cares about my opinions.					
18. Organization takes pride in my accomplishments at work.					

19. Organization not cares more about making a profit than about me.					
20. Organization would understand if I were unable to finish a task on time.					
21. If organization earned a greater profit, it would consider increasing my salary.					
22. Organization is concerned about paying me what I deserve.					
23. organization wishes to give me the best possible job for which I am qualified					
24. My supervisors are proud that I am a part of this organization.					

Questionnaire 2

Factors affecting the level of organizational commitment.	Totally Disagree	Disagree	Neither Agree nor Disagree	Agree	Totally Agree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
2. I talk up this organization to my friends as a great organization to work for.					
3. I feel much loyalty to this organization					
4. I would accept almost any type of job assignment in order to keep working for this organization.					
5. I find that my values and the organization's values are very similar					
6. I am proud to tell others that I am part of this organization.					
7. I could not just as well be working for a different organization as long as the type of work were similar					
8. This organization really inspires the best in me in the way of job performance.					
9. It would not take very little change in my present circumstances to cause me to leave this organization					

10. I am extremely glad I chose this organization to work for over others I was considering at the time I joined					
11. There's much to be gained by sticking with this organization.					
12. Often, I agree with this organization's policies on important matters relating to its employees					
13. I really care about the fate of this organization					
14. For me, this is the best of all organizations for which to work.					
15. Deciding to work for this organization was a not a definite mistake on my part					

Appendix 02

Questionnaire analysis

Ref.No	OC	ERE	LME	SS	PJ
1	3.666667	4	3.857143	3.8	4.5
2	3.866667	3.833333	3.428571	4	4.166667
3	3.866667	4.166667	4	4	4.333333
4	4.133333	4.166667	4.142857	3.6	4.333333
5	4.133333	4	4	4.2	4.5
6	4.133333	3.833333	4.428571	4	4
7	4.266667	4	4.142857	4.2	4.166667
8	4.333333	4	4.142857	4.4	4
9	4.2	4.166667	4.714286	4.2	3.833333
10	3.866667	3.833333	4.142857	3.8	3.833333
11	3.733333	3.5	4	4	4
12	3.8	3.333333	3.714286	3.8	4.166667
13	4.066667	4.666667	3.714286	3.8	4.5
14	4.133333	3.5	4.428571	4	4.5
15	4.066667	4	3.857143	3.6	4.5
16	4.066667	4	3.714286	3.8	4
17	4.133333	4	3.857143	4	4
18	3.933333	4.166667	3.571429	4.4	4
19	3.866667	4.166667	3.571429	4.4	4
20	4.2	4.166667	4	4.2	4

21	4	4	3.857143	4	4
22	3.8	3.666667	3.857143	4	4
23	3.733333	3.666667	3.571429	4	4.166667
24	3.8	3.666667	3.428571	3.8	4
25	3.733333	4.333333	3.428571	3.8	4
26	3.466667	3.5	3.857143	3.6	3.666667
27	4	4.166667	4.428571	3.8	4
28	4	3.833333	4.428571	4	4.166667
29	4.2	3.5	4.285714	4.2	4.166667
30	4.133333	4.5	4.142857	4.2	4.166667
31	3.866667	4.333333	3.571429	3.8	4.166667
32	3.866667	4	3.571429	3.8	3.833333
33	3.8	4	3.714286	3.6	3.833333
34	4.066667	3.833333	4	3.8	4.166667
35	3.533333	4	4	3.2	4.166667
36	3.8	4	3.428571	3.8	4
37	3.733333	4	4	3.6	4.333333
38	4	4.333333	3.714286	4	4.5
39	4.133333	4.333333	4	4.2	4.333333
40	4.133333	3.833333	4.285714	4	4
41	4	4.166667	4	3.4	4.5
42	3.933333	4.5	3.714286	4.2	4
43	3.933333	4	3.714286	4	4.166667
44	3.933333	3.833333	4.142857	4	4
45	3.933333	4.166667	3.714286	4	4.5
46	4	3.666667	3.857143	3.8	4.5
47	4	3.666667	3.428571	4	4.166667
48	4	4	4	3.8	4.166667
49	4.266667	4	3.857143	4.2	4.166667
50	4.466667	4.333333	4.142857	4.4	4.333333
51	4.333333	4.166667	3.714286	4.6	4.333333
52	4.333333	4.166667	4	4.4	4.333333
53	3.8	3.833333	3.285714	4	3.833333
54	4.066667	3.833333	3.714286	4.2	4.5
55	3.8	3.666667	4	4.2	4.333333
56	4	3.833333	3.714286	4.2	4.333333
57	4.066667	3.666667	4	4	4.5
58	4.133333	3.833333	4.142857	4	4.166667
59	3.8	3.5	4	4	4.333333
60	3.933333	3.333333	3.714286	4.2	4.333333
61	3.866667	3.5	3.571429	4.4	4

62	3.8	3.833333	3.571429	4.2	4.166667
63	3.8	3.333333	3.714286	4	4.166667
64	4	3.666667	4.571429	4	4.333333
65	4.133333	3.833333	4.285714	4.2	4.333333
66	3.933333	3.833333	3.714286	4	3.833333
67	3.933333	3.833333	3.857143	4	3.666667
68	4.066667	3.666667	3.571429	4.2	4.166667
69	4	3.833333	3.857143	4.2	4.333333
70	4.066667	4.166667	4.142857	4.2	4.5
71	4	3.833333	4	4.4	4
72	3.866667	4.166667	4	4	3.666667
73	4.266667	4.5	4.142857	4.2	4.166667
74	4.133333	4	3.714286	4.2	4
75	4.2	4.333333	4.142857	4.4	4.5
76	4.266667	4.166667	4.285714	4.4	4.333333
77	4.133333	4.333333	3.857143	4	4.166667
78	3.866667	4.166667	4	4	4.166667
79	3.933333	3.833333	3.857143	3.8	4.666667
80	4.133333	4.333333	4.142857	3.8	4
81	4.4	4.166667	3.857143	4.6	4.166667
82	4.466667	4	4	4.8	4.166667
83	4.133333	4	3.857143	4	4
84	4.133333	3.666667	4.285714	4.6	4
85	4.133333	4.166667	4.285714	4.4	4.166667
86	4.133333	4.5	4.857143	4.4	4
87	4	4.5	3.857143	4.6	3.833333
88	4	4	3.857143	4.2	3.833333
89	3.666667	3.5	3.571429	4	4.166667
90	4.4	4.166667	3.857143	4.4	4.166667
91	4.266667	4.333333	3.857143	4.4	4.333333
92	4.133333	4	3.857143	4	4.333333
93	4.133333	4.166667	3.857143	4.2	4.666667
94	4.2	4	3.714286	4.4	4.333333
95	4.066667	3.833333	4.285714	4	4.333333
96	4.2	4.5	3.857143	4.4	4.166667
97	4	4.166667	4.142857	4	4.166667
98	4.2	3.833333	3.714286	4.6	4.333333
99	4	4.166667	3.857143	4	4.5
100	4.4	4.166667	4.428571	4.4	4.166667
101	4.266667	4.166667	3.714286	4.6	3.833333
102	4.066667	4.5	4.428571	3.8	4.166667

103	4.2	4.333333	4.428571	4.4	4
104	3.866667	4.166667	4.571429	4.2	4
105	4.2	4	3.857143	4.2	4.333333
106	4.133333	3.833333	3.714286	4	4.333333
107	3.933333	4	3.714286	4.2	4.333333
108	3.933333	4	3.857143	4.2	4
109	3.733333	4	4.142857	3.6	3.833333
110	4	3.666667	4.285714	3.8	4.333333
111	3.6	3.666667	4	3.8	4.166667
112	3.933333	3.833333	4	4.2	4.166667
113	4	3.833333	4.428571	4.2	4
114	4.2	4	4.142857	4.2	4.166667
115	4.2	3.833333	4.428571	4	3.666667
116	3.933333	4.166667	4	4.2	4
117	4.2	4	4.285714	4	4.333333
118	4	3.833333	4	3.8	4.333333
119	4.066667	4	4.285714	3.8	4.166667
120	3.733333	4.166667	4.285714	3.4	4.166667
121	3.666667	4.166667	3.714286	3.4	4.166667
122	3.8	4	3.714286	4	4
123	3.866667	3.833333	4	3.6	4
124	4	4.5	4	3.8	4.333333
125	4.133333	4	4.142857	4	4.166667
126	3.866667	4.166667	4.142857	4	4
127	4.133333	4	4.714286	4.2	4.166667
128	4.266667	4.166667	4.285714	4	4.5
129	4.133333	4	3.857143	4	4.333333
130	4.133333	4	4.142857	4	4.666667
131	3.8	4	4	3.6	4.333333
132	3.666667	3.5	4.285714	4	4.333333
133	3.733333	4	3.857143	3.4	4.333333
134	3.866667	4	4.428571	3.2	4
135	3.866667	3.666667	3.857143	3.6	4.166667
136	3.866667	4	4.571429	3.8	4.166667
137	3.933333	4	4.142857	3.8	4.333333
138	4.2	4	3.571429	4.4	4.5
139	4.133333	4	4.142857	4.2	4.166667
140	4.133333	4.333333	4	4	4
141	4.133333	4.333333	4.428571	3.8	4.5
142	4.066667	4.166667	4.285714	3.8	4.166667
143	4.2	4.333333	4.285714	3.8	4.166667

144	3.8	4.333333	3.714286	3.6	3.833333
145	3.866667	3.5	4.428571	3.8	3.833333
146	3.866667	3.333333	4.428571	4	4
147	4.133333	3.833333	4.285714	4.4	4.166667
148	4	3.666667	4.428571	4.2	4.333333
149	4.133333	4.333333	4	4.2	4.5
150	4.066667	3.833333	4.142857	4.4	4.166667
151	4.2	4.166667	3.857143	4.6	4
152	4.133333	3.833333	3.857143	4.2	4.5
153	3.733333	3.833333	4	3.6	4.333333
154	4.133333	4.166667	4.285714	3.8	4.166667
155	3.933333	4.166667	3.857143	3.8	4.333333
156	3.733333	4	3.857143	3.4	4.333333
157	4.133333	4.333333	4.142857	4	4.333333
158	4.666667	4	4.428571	4.6	4.5
159	4.2	4.166667	4.285714	4.2	4.166667
160	4.133333	4.5	3.714286	4.2	4.5
161	4.2	4.166667	3.714286	4.6	4
162	4.133333	4.5	3.571429	4	4.333333
163	4.2	4.5	4	4.2	4.333333
164	3.866667	4.5	4.142857	4	3.833333
165	3.8	4.5	4	3.8	3.833333
166	3.933333	4.333333	4	3.6	4.333333
167	4	4.166667	4.142857	4	4.333333
168	3.866667	4	4.142857	3.8	4
169	3.733333	4.5	4	3.4	3.666667
170	3.933333	4.666667	4	4	3.833333
171	4.066667	4.333333	4.285714	4.2	3.833333
172	4.2	4.166667	3.857143	4.4	4
173	3.8	4.166667	4.571429	3.2	3.833333
174	4.2	3.833333	4.142857	4.2	4
175	4.066667	3.666667	4.428571	4.4	4.166667
176	4.066667	4.166667	3.714286	4	4.5
177	4	3.833333	4.285714	4.2	4.166667
178	3.933333	4.666667	4	4	4.166667
179	3.666667	4.5	3.857143	3.8	3.5
180	3.866667	4	4	3.6	4.333333
181	3.8	4.166667	3.857143	3.6	4.5
182	3.4	4.166667	3.714286	3.4	4.5
183	3.733333	4	4.142857	3.8	4.333333
184	3.866667	3.833333	4.571429	3.8	4.333333

185	3.866667	4.166667	4	3.8	3.833333
186	3.933333	4.166667	4.142857	4	3.833333
187	4.066667	4.5	3.857143	3.8	4.333333
188	4.133333	4	4.142857	4	4.666667
189	3.8	4.166667	4.142857	3.2	4.333333
190	3.733333	4.333333	3.428571	3.4	4.166667
191	4.266667	4.333333	4.142857	4	4.333333
192	3.933333	3.833333	4	4	4
193	4	4	4	4.2	3.833333
194	3.933333	4.5	4.285714	4	4.166667
195	4.066667	4.166667	4.142857	4	4.333333
196	3.933333	4.333333	4	3.8	4
197	4	4	4.285714	3.8	4.166667
198	3.866667	4.5	3.571429	3.6	4
199	3.533333	4	3.857143	3.2	3.666667
200	3.666667	4	3.857143	3.8	3.833333
201	3.666667	4	3.571429	3.8	3.833333
202	3.866667	4.166667	3.857143	4	4
203	4	4.166667	4.428571	3.8	4
204	4.266667	4	4.285714	4	4
205	4.066667	4	4	3.6	4.166667
206	4.066667	4.5	4.142857	3.6	4.5
207	4.066667	4	4	4	4.5
208	3.8	3.666667	4.142857	3.6	4
209	3.8	3.833333	4	3.8	4
210	4.133333	4	4.142857	4.2	4.166667
211	4.2	4.5	3.714286	4.2	4
212	4.066667	4.666667	4.285714	3.8	4.5
213	3.8	4.333333	3.857143	3.4	4.5
214	4	4.166667	4	4	4.166667
215	4.066667	4	3.714286	3.8	4.666667
216	4.066667	3.833333	3.857143	3.8	3.833333
217	3.933333	3.833333	4.142857	4	4.166667
218	3.933333	4	3.571429	4.4	4.333333
219	4.066667	4.333333	4	4.2	4
220	4	4	4.142857	4	4
221	4.066667	3.5	4.714286	4.2	4
222	4.2	4.166667	4.428571	3.8	3.833333
223	3.933333	3.666667	4.142857	3.6	3.5
224	4.066667	4	4.285714	3.8	4.166667
225	3.933333	4.166667	4	3.8	4.666667

226	4	4.333333	4.142857	3.8	4
227	3.933333	4	4.142857	3.8	4
228	4.266667	4.166667	4.285714	4.2	4
229	4.066667	3.833333	3.857143	4	4
230	4.333333	4	4.285714	4.2	3.833333
231	4.266667	4.166667	4.428571	4.4	4.333333
232	4.2	4.333333	4.428571	4	4.166667
233	4.333333	4.166667	4	4.2	4.5
234	4.466667	4.166667	4.285714	4.6	4.666667
235	4.2	3.833333	4.571429	4	4.5
236	4.266667	4.166667	4	4.2	4.5
237	4.2	4	4	4.2	4.5
238	4	4.166667	4.142857	3.6	4
239	4.133333	4.166667	4.285714	3.8	4.333333
240	4.2	4	4.285714	4	4.166667
241	4.066667	4	4.428571	3.8	4.333333
242	3.733333	4.166667	4.285714	3.4	4.166667
243	4	3.666667	4	3.8	4.166667
244	3.866667	3.666667	4.142857	3.6	4.166667
245	3.866667	4	3.857143	3.8	3.833333

Performance rating Scale

Very Poor	Poor	Average	Good	Excellent
1	2	3	4	5