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The Influence of Employees' Commitment on Organizational Performance in Nigeria

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Abstract

The research commences with the foundation of previous work that establishes that employee commitment does have an effect on organizational performance. The objective of the study was to establish the relationship between employee commitment (affective, normative and continuance) and organizational performance. The research was carried out through a quantitative methodology; using simple random sampling method in the selection of respondents. Analysis of data was carried out using multiple regression statistical technique and cues to findings were arrived at. The findings of the study provided that affective commitment; normative commitment and continuance commitment all have a significant effect on organizational performance. The study recommended that organizations must exhibit a high level of commitment to its employees if the organization is to get employees to be committed. Consequently, firms should keep their employees sufficiently satisfied by providing the key elements and solutions that solve their eminent pain point.

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1. Introduction

The Renowned performing companies perceive that employee commitment is a foremost contributing factor towards maintaining incessant success and composing value. Engaged employees are participative and energized about their work and perform in an aspect that will progress the organization's interest. An engaged workforce helps to optimize and retain talent for the long-term because the employees choose to continue, even when other employment opportunities exist. (Shahid & Shahid, 2013)

There is now a substantial body of evidence demonstrating the benefits to organizations of having a strongly committed workforce. Indeed, meta-analytic reviews of this research demonstrate that employees who are committed to an organization are less likely to leave (Mathieu & Zajac, 1990; Tett & Meyer, 1993), be good organizational citizens (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Riketta, 2002) and more likely to perform effectively (Cooper-Hakim & Viswesvaran, 2005; Riketta, 2002).

In today's competitive world, every organization is facing new challenges regarding sustained productivity and creating a committed workforce. In this day and age, no organization can perform at peak levels unless each employee is committed to the organization's objectives. For this reason, it is important to understand the concept of commitment and its feasible outcome as posited by Dixit and Bhati (2012).

One caveat, however, is that some forms of commitment are more beneficial than others. Commitments reflecting an affective attachment and involvement with the target have been shown to have greater benefit for that target than those based on concerns over social or economic costs (Cooper-Hakim & Viswesvaran, 2005; Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

Commitment is complex and continuous and requires employers to discover ways of enhancing the work life of their employees. All previous research works have shown the relevance and inter-dependency of the various determinants of employee commitment and have put in larger focus on establishing the impact of employee commitment on organizational performance itself, however no attempt has been made to assess or provide insight as to how the various variables to organizational performance can be maintained and managed effectively through the desired employee commitment that is consistent. More also, there still exist some ambiguities as to whether there could be a directly proportional effect of a firm's employees commitment to organizational performance. Hence, this gap is what this research hopes to fill. Accordingly, this study tries to find out the extent employees' commitment influences organizational performance in Nigeria.

2. Commitment and Employee Commitment

Before discussing its implications for employees, it is important to clarify what we mean by commitment and to identify its different forms and foci.

Commitment according to Jaw and Liu (2004) is not only a human relation concept but also involves generating human energy and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (Ramus & Steger 2000 cited in Jaw & Liu, 2004). Commitment is a force that binds an individual to a course of action of relevance to one or more targets (Meyer & Herscovitch 2001). Human resource system can facilitate the development or organizational competencies through eliciting employees' commitment to the firm (Arthur, 1994; Boxall & Macky, 2009). Hence, organizations with a fit business strategy, structure and practices and policy might perform better. Walton (1995) prescribed "commitment" as a distinctive strategy for HRM whose positive effect will be felt.

Commitment is considered to be the psychological immersion of an individual with his institute through a sense of belonging, ownership of organizational goals and being ready to accept challenges (Dolan, Tzafrir, & Baruch, 2005). Creating commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals (Briscoe & Claus, 2008; Fugate, Stank, & Mentzer,

2009). Performance of an organization is directly related to the commitment level of employees (Ivancevich, 2010). Committed employees will be able to perform their jobs more than management expectations (Bragg, 2002). High-level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2001).

We adopt the approach taken in the well-established three-component model (TCM: Meyer and Allen, 1991, 1997; Meyer & Herscovitch, 2001) and view commitment as “a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target” (Meyer, Becker, & Van Dick, 2006). This binding force can be experienced in different ways (i.e., can be accompanied by different mindsets), including an affective attachment and involvement with the target, a felt obligation to the target and an awareness of the costs associated with discontinuing involvement with the target. In their pure forms, these mindsets are referred to as affective (AC), normative (NC), and continuance (CC) commitment, respectively.

High commitment work practice according to Guest (2003) is an approach to managing employees, which emphasizes is on the need to develop organizational commitment amongst employees based on the assumption that it will lead to positive outcomes such as low labour turn over, absenteeism, better motivation and improved performance. Several academic types of research on human resource management practices suggested that high commitment human resource practices will increase organizational effectiveness by creating a condition whereby employees become highly motivated and involved in the organizational activities aimed at achieving organizational goals (Arthur, 1994; Abu-Baker, 2010; Boxall & Macky, 2009).

Employee commitment has been variously conceptualized. To Meyer and Herscovitch, (2001), it is a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mindset that takes different forms and binds an individual to a course of action that is of importance to a particular target. Employee commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organizational attachment of the individual to the organization.

Sharma and Bajpai (2010) assert that employees are regarded as committed to an organization if they will continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels.

Akintayo (2010) posited that employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to the organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components.

2.1. Types of employee commitment

In this study, the three main types commitment will be discussed as it has been adopted by the researcher as the proxy for the independent variable which is employee commitment (affective commitment, normative commitment, and continuance commitment).

1. Affective commitment relates to how much employees want to stay in their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations (Allen & Meyer, 1990). Employees derive satisfaction from their work and their colleagues, and their work environment is supportive of that satisfaction.

Some researchers (eg Allen & Meyer, 1991) suggest that this is the most important form of commitment as it has the most potential benefits for organizations. Employees who have high affective commitment are those who will go beyond the call of duty for the good of the organization. In recent literature, this form of commitment has also been referred to as 'engagement' and is the form of commitment that is most usually measured by organizations (O'Malley, 2000). The development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards (Beck & Wilson 2000).

2. Normative commitment relates to how much employees feel they should stay in their organization. Employees that are normatively committed generally feel that they should stay at their organizations. Normatively committed employees feel that leaving their organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving. Reasons for such guilt vary but are often concerned with employees feeling that in leaving the organization they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can and do negatively influence the performance of employees working in organizations. (Allen & Meyer, 1990)

3. Continuance commitment relates to how much employees feel the need to stay in their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives and remuneration. A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organization. (Allen & Meyer, 1990)

3. Organizational Performance

Richard et al. (2009) posit that organizational performance can be measured through three basic outcomes which are financial performance, product market performance and return to the shareholders. Schneider, Hanges, Smith, and Salvaggio (2003) had found that micro-orientation on way to job attitude and performance relationship is somewhat puzzling, the interest of the employee attitudes had much of its motivation in the 1960s when organizational scientists such as Argyris (1964), Likert (1961), and McGregor (1960) purposed that the organizational performance is a result of the employee experience and commitment. Integrity has been explained as the best of the human state, the better the humans are committed to their tasks will lead to their better performance that results in better results (Comte-Sponville, 2001; Weiner, 1993; Chapman, & Galston, 1992; Dent, 1984; MacIntyre, 1984).

Bernadin (1995) cited in Armstrong (2003) is concerned that "performance should be defined as the outcome of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions". According to Chen and Barnes (2006), organizational performance means the "transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness)".

There are various ways to understand organization performance but in this study, it has been judged upon profitability and sales performance, which lead towards the growth of the organization.

4. Review of Prior Studies

Numerous factors have been found to inspire commitment. Earlier studies have different findings on how employee commitment influences organisational performance and this will be looked at below.

Dost, Zulfiqar, Noman, Wasim (2011) investigated the impact of employee commitment on organizational performance. On the bases of data which was collected from the three major cities of Pakistan (Lahore, Rawalpindi, Islamabad), it was acknowledged that organizational performance can be enhanced by involving employees in decision making that will ultimately increase their commitment in the organization.

Dixit and Bhati (2012) carried out a study about employee commitment and its impact on sustained productivity in Indian Auto-Component Industry using academic research papers and survey. The results of the study indicate that the employee's commitment (Affective, Normative, continuous) are significantly related to sustained productivity in Auto component industry. The research findings reveal that there exists a positive relationship between the three commitments- affective, continuance and normative commitment and sustained productivity of the organization. It has also been proved from the results that there exists a high degree of correlation between the three independent variables and sustained productivity the dependent variable.

Irefin and Mohammed (2014) examined the effect of employee commitment on organizational performance in Coca-Cola Nigeria Limited, Maiduguri, Borno State. Both descriptive and explanatory research methodologies were adopted in this study. The research hypotheses were tested using the Pearson correlation coefficient. The result shows that: the level of employee commitment of the staff of Coca-Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover etc.

Anwar (2016) investigated the relationship between employee commitment and sustained productivity in agricultural businesses. A quantitative method was used to analyze the study. A questionnaire was developed and distributed to 12 feed plants in Erbil. The sample size for the study was 71 participants. The researcher has taken affective commitment, normative commitment and continuance commitment as independent factors and sustained productivity as the dependent variable. The findings revealed that three independent factors (affective commitment, continuous commitment, and normative commitment) are positively related to sustained productivity. But the continuous commitment had the highest value, which indicates that many feed plants' employees are committed to their job because of remuneration and lack of alternatives. Also, the results revealed that all three independent factors are correlated with sustained productivity.

Bandula and Lakmini (2016) investigated the impact of employee commitment on job performance: based on leasing companies in Sri Lanka. Total 115 employees were surveyed and it's representing employees of Licensed Finance Companies (LFCs) and specialized Leasing companies (SLCs). The Data was analyzed by using the SPSS software package and it shows the result of the research which is primary and secondary research findings. The primary finding was express about the relationship between employee commitment and the job performance of the employees. According to the correlation test employee commitment was the influence of the employee job performance and hence it is proved that employee commitment is significantly correlated with the job performance. Furthermore, the analysis of data describes that employee commitment has significantly impacted on job performance. Furthermore, in this study continuance commitment is the most affected element of employee commitment to job performance.

5. Theoretical Framework

The theoretical framework will look into Becker's theory which has been formulated in the field of employee commitment and its impact on organisational performance.

5.1. The Side-Bet Period

The primal thinking is based on Becker's theory (1960) cited in Irefin and Mohammed (2014) conception that defined employee commitment as the side-bet theory. This approach was one of the earliest attempts to study a comprehensive conceptual framework about employee commitment from the perspective of the individual's relationship with the organization.

According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behaviour, committed employees are committed because they have totally hidden or somewhat hidden investments, "side-bets," they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refers to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization.

Becker's approach claimed that a close connection between employee commitment and employees' voluntary turnover behaviour exist. In fact, it identifies employee commitment as a major predictor in the explanation of voluntary turnover. This contention was supported by later research that followed Becker's theory. According to these studies, commitment should be measured by evaluating the reasons, if any, that would cause a person to leave his organization.

While the side-bet theory was abandoned as a leading commitment theory, the close relationship between employee commitment and turnover as advanced by Becker affected most of the later conceptualization of commitment and established turnover as the main behaviour that should be affected by employee commitment. The influence of the side-bet approach is evident in Meyer and Allen's Scale (1991), which might be named as the continuance commitment. This scale was advanced as a tool for the better testing of the side-bet approach and is one of the three dimensions of employee commitment outlined by Meyer and Allen (1991).

6. Hypotheses

Pursuant to the overall focus of the research, the set of activities hoped to guide the path towards achieving the results and desired outcomes of this study are stipulated below as the objectives of this research. Within the context of the research topic, the broad objective is to find the relationship between employees' commitment and organizational performance. The specific objectives of this study are as follows:

- Establish the relationship between affective commitment and organizational performance.
- Establish the relationship between normative commitment and organizational performance.
- Establish the relationship between continuance commitment and organizational performance.

Furthermore, in order to examine the relationship between the variables (employee commitment and organizational performance), the following hypotheses are postulated stated in its null form:

H0-1: There is no significant relationship between affective commitment and organizational performance.

H0-2: There is no significant relationship between normative commitment and organizational performance.

H0-3: There is no significant relationship between continuance commitment and organizational performance.

7. Materials and Methods

For the reason that prior findings are not conclusive enough, the phenomenon needs to be explored deeper from a quantitative basis to get insight and data from the employees' perspectives as a source of evidence from the real world context. Such information is usually gathered from an individual respondent (Brannick & Roche, 1997) chosen based on a set of criteria by which the phenomenon in question can be explored exhaustively. Hence this makes an experience survey research design strategy a pertinent fit which the study adopts. The survey was conducted from 20 April 2018 to 20 May 2018 via questionnaire distribution with a focus on the food and beverage industry in Nigeria. The questionnaire is a series of written questions a participant answers. It is one of the techniques of experience survey research.

The study employed the use of the Likert scales type questions. In order to force all questions into the same format, the 'item-specific question' was adopted, meaning that response options are specific to the survey question. This is because the seemingly simple agree/disagree construct has what is called an acquiescence response bias. This means that people who answer surveys, like to be seen as agreeable. So they will say they agree when given the choice, regardless of the actual content of the question. Obviously, this is a major problem if a research is trying to collect accurate data.

7.1. Sample

The random sampling was adopted for the study. This method is a pertinent fit because the sample from this procedure will be representative of the population since every member has an equal chance of being picked. Accordingly, great care was exercised to get a fair representation of the population as a sample.

The responses of 315 participants, out of a total of 1332 respondents who work in a company needing high employee commitment are used as valid data. The researcher used a known target population of 1332 (being the number of the company's employees used for the study). The sample size of 315 was determined using the Slovin's Formula given as follows: $n = N/(1+Ne^2)$. The demographics of the population surveyed are shown in Table 1 as follows:

Table 1. Features of the population surveyed

Features	Response Rate			
	Male (71.1%)	Female (28.9%)		
Gender	Male (71.1%)	Female (28.9%)		
Age	20 (46.1%)	30 (29.5%)	40 (17.2%)	50 & above (7.1%)
Education	SSCE (8.8%)	OND/NCE (25.3%)	HND/B.Sc. (58.8%)	PG (7.1%)
Position	JUNIOR (70.5%)	SENIOR (29.5%)		
Working period	0-5yrs (35.4%)	6-10yrs (32.5%)	11-15 (27.6%)	16yrs plus (4.5%)

7.2. Verification of the Validity and the Reliability of Variables

A validity analysis was conducted through Cronbach's alpha coefficient. The alpha coefficient for the twenty-five items on the questionnaire is 0.991, indicating a high level of internal consistency for our scale (Note that a reliability coefficient of 0.70 or higher implies a strong consistency). Appendix A shows the "item-total statistics" which presents the value that Cronbach's alpha would be if that particular item was deleted from the scale. We can see that removal of any question would result in a lower Cronbach's alpha. Therefore, it can be safe to say that the research instrument used in this study is reliable.

8. Test of Hypotheses

This study analyzed the effect of affective commitment, normative commitment and continuance commitment to organizational performance. The point of this study was to understand the relationship between multiple independent variables and the dependent variable, and hence the study used the multiple regression analysis to analyze data derived from the responses from respondents. The results of this analysis are shown below;

8.1. Presentation of Regression Result

Below is the regression output

8.1.1. Model Summary

Table 2. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 ^a	.793	.791	.434

a. Predictors: (Constant), Continuance commitment, Affective commitment, Normative commitment

b. Dependent Variable: Organization performance

This table shows a very high correlation and that the variables predict organizational performance. The R is called the multiple correlation coefficients this is because it's looking at the association of all of the variables together. Since the maximum value is 1 positive or negative, we can say for this study, the R has 0.890 which is high

The R² 0.793 which is squared of R means that 79.3% of the variance in organizational performance can be predicted by the combination of these 3 variables (continuance commitment, affective commitment, and normative commitment). Implying that 79.3% systematic variation in organizational performance is explained by continuance commitment, affective commitment, and normative commitment, only 20.7% is left unexplained.

The Adjusted R Square takes into consideration the number of observations and the number of predictor variables to make sure that things are not too inflated. The Adjusted R Square corrects any over-estimation of what is really happening in the population. The adjusted R² is given as 0.791. This means that adjusting for the degree of freedom, the adjusted R² explains approximately 79.1% systematic variation in the dependent variable this means our model have a better predictive ability.

8.1.2. ANOVA Table

Table 3. ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	219.305	3	73.102	388.173	.000 ^b
Residual	57.250	304	.188		
Total	276.555	307			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Continuance commitment, Affective commitment, Normative commitment

The assumption here is that Multiple R in the population = 0 (in other words the model cannot predict accurately the outcome). The table shows how well the model fits. therefore since the significant is much less than 0.5, which means a 5% error rate or 5% false positive rate, implying that there is a statistical significance for the model and the model does a good job on predicting the outcome better than just chance. The model indicates a very tight model and fits really well.

8.1.3. Coefficients Table

Table 4. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.811	.061		13.287	.000
1 Affective commitment	.212	.064	.259	3.328	.001
Normative commitment	.252	.117	.311	2.154	.032
Continuance commitment	.284	.117	.335	2.433	.016

a. Dependent Variable: Organization performance

Looking at the standardized coefficients (Beta), the continuance commitment makes the strongest contribution to explaining the outcome. However, the other variables values are slightly lower implying that they made less of a contribution but they still made a fairly good contribution. Each of the variables made a unique statistically significant contribution to the prediction of the outcome. With respect to the Beta-statistics showing the standardized coefficient of the result indicates that continuance commitment, affective commitment and normative commitment having values of .335, .311 and .259 respectively taken in their absolute form, are statistically significant in explaining organizational performance. This means that the independent variable (employee commitment) is an important determinant of organizational performance.

Focusing on the performance of the coefficients, it was observed that the coefficient for Affective commitment is positive (0.212) and statistically significant at 5% level ($p=0.001$) and this implies that Affective commitment has a significant effect on organizational performance. This does conform to the standard theoretical proposition which postulates and the findings of both Dixit and Bhati (2012) and Anwar (2016) that an increase in affective commitment increases organizational performance. The coefficient of 0.212 implies that a one unit increase in Affective commitment will lead to a 0.212 units increase in organizational performance.

Normative commitment is positive (0.252) and statistically significant at 5% level ($p=0.001$) and this implies that Normative commitment has a significant effect on organizational performance. However, rather than declining organizational performance, it was found to even improve it. This finding appears to be at variance with Allen & Meyer's (1990b) assumption. Nevertheless, the present finding conforms with the findings of Dixit and Bhati (2012) and Anwar (2016) that employees having normative commitment may not appear to be detrimental to their overall commitment to the organization.

Continuance commitment is positive (0.284) and statistically significant at 5% level ($p=0.001$) and this implies that Continuance commitment has a significant effect on organizational performance. However, rather than declining organizational performance, it was found to improve it as well. This finding appears to be at variation with Allen & Meyer's (1990b) assumption that employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, is unwilling to leave the organization thereby

affecting their commitment to the organization. Nonetheless, the present finding is in conformity with the findings of Dixit and Bhati (2012), Anwar (2016), Bandula and Lakmini (2016) that continuance commitment of employees may not appear to have an effect on their overall commitment to the organization.

8.2. Hypotheses testing

The t-value using Rule of thumb is used to test the hypotheses of the study. With respect to the t-statistics on table 4, using the rule of thumb (which states that when the t-value of the parameter estimate is greater than or equal to 2 then it is statistically significant in explaining the dependent variable but when it is less than 2, then it is not). The t-values show that continuance commitment having a value of 3.328, affective commitment having a value of 2.154 and normative commitment having a value of 2.433 respectively taken in their absolute form, are statistically significant in explaining organizational performance. This means that the independent variable (employee commitment) is significant and an important tool in achieving organizational performance. This finding conforms with the findings of Dost, Zulfiqar, Noman, Wasim (2011), Dixit and Bhati (2012), Anwar (2016), Irebin and Mohammed (2014).

9. Conclusions

It is evident that as firms become ubiquitous, there is a tense struggle and competition to attract and retain certain human capital (employees). The study was embarked upon with a view towards determining the significance of employee commitment on organizational performance. The results of the study bring out the fact that employee commitment is a predictor of organizational development. Enhancing employee commitment is vital for the effective functioning of an organization, and to ensure growth and expansion of the organization at a faster pace. Offering good financial and non-financial compensation and perhaps having a top notch on employee appraisal is good but most important is knowing employees, and by engaging with them, know what their pain points generally are and solving them accordingly as much as lies in the organization's capacity. This will help create an image in the mindset of the employees for which reason they would opt to remain with the organization and be steadfast in achieving the organization's objectives. In that way, an organization can retain its best employees and much likely increase it by virtue of the fact that a satisfied employee would be an advocate for other employee and potential employees who have similar pain points. Consequently, organizations must exhibit a high level of commitment (organisational commitment) to its employees if the organization is to get employees to be committed.

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Appendix A. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	55.1623	500.625	.799	.	.992
Q2	54.5974	477.622	.929	.	.991
Q3	54.9903	495.423	.855	.	.992
Q4	53.8084	488.351	.860	.	.991
Q5	55.1558	500.471	.802	.	.992
Q6	54.4383	478.540	.955	.	.991
Q7	54.1136	467.984	.947	.	.991
Q8	53.6558	469.073	.957	.	.991
Q9	54.5032	465.033	.890	.	.991
Q10	54.1851	473.858	.952	.	.991
Q11	54.4610	479.637	.925	.	.991
Q12	54.1786	467.222	.967	.	.991
Q13	54.6006	479.042	.932	.	.991
Q14	54.6104	483.398	.909	.	.991
Q15	53.7987	463.894	.954	.	.991
Q16	53.3571	471.116	.936	.	.991
Q17	53.5455	472.783	.946	.	.991
Q18	53.9740	466.696	.966	.	.991
Q19	54.4188	477.560	.902	.	.991
Q20	53.4545	471.102	.922	.	.991
Q21	53.7370	465.289	.960	.	.991
Q22	54.3149	474.979	.960	.	.991
Q23	53.9708	480.608	.881	.	.991
Q24	53.9675	469.204	.961	.	.991
Q25	53.8312	478.050	.918	.	.991