CHAPTER - 4

RESULTS AND INTERPRETATION
A study of the Job Performance of the First-Line Supervisors in relation to Organizational Commitment and Organizational Climate, the following hypotheses were formulated and verified these on the basis of the findings and drawn the inferences.

4.1 JOB PERFORMANCE AND ORGANIZATIONAL COMMITMENT OF FIRST-LINE SUPERVISORS:

H_{a1}: Job Performance of the First-Line Supervisors is significantly correlated with Organizational Commitment.

The relationship between Job Performance and Organizational Commitment of First-Line Supervisors study is reported in Table 4.01.

The Table 4.01 reveals the obtained mean scores, Standard deviations, and correlation coefficient.

An inspection of Table 4.01 reveals that, the Job Performance of First-Line Supervisors is positively and very highly significantly correlated with Organizational Commitment.

The correlation coefficient of Job Performance of First-Line Supervisors with Organizational Commitment is r = 0.4722, (P < 0.001).
<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Performance with Commitment</td>
<td>50</td>
<td>10.01</td>
<td>0.4722***</td>
</tr>
</tbody>
</table>

N = 462, *** P < 0.001 very highly significant.
The independent variable, that is, Organizational Commitment affects the value of the dependent variable, i.e., Job Performance. The correlation coefficient values between Job Performance and Organizational Commitment variables are found to be positive and very highly significant $r = 0.4722$ ($P < 0.001$).

The reported study implies that the Organizational Commitment of First-Line Supervisors do believe in the acceptance of organizational goals and values. The Organizational Commitment of First-Line Supervisors establishes job relationship and devotion to their job.

The Organizational Commitment of the First-Line Supervisors make a positive involvement in an organization and Identity themselves psychologically with their work. The positive Organizational Commitment influences on First-Line Supervisors to work hard, to engage in consistent lines of activity and to attain overall organizational mission. They become loyal and develop a sense of belongingness to the organization. The Organizational Commitment and Job Performance of First-Line Supervisors go hand in hand.

The Organizational Commitment improves the employee attitudes. The commitment is a desirable quality and should be fostered among the employees. The Organizational Commitment increases the involvement of First-Line Supervisors in gaining their commitment to goals and
values of the organization. This leads to higher motivation and enhance performance.

Therefore, the Organizational Commitment of First-Line Supervisors is associated with Job Performance of the First-Line Supervisors.

The findings of the study are in agreement with the studies conducted by the following researchers.

The correlation coefficient between commitment to organizational performance of manager's immediate supervisors reported in the study by Meyer, Paunonen, Gellatly, Goffin and Jackson (1989) as positive and significant (P < 0.05).

Meyer, Allen and Smith (1993) in their study indicate that, the correlation between supervisor's Job Performance and Organizational Commitment is positive and highly significant r = 0.16, (P < 0.01).

Becker, Billings, Eveleth and Gilbert (1996) found out that commitment and Job Performance of supervisor was positively related.
The affective commitment of employees of food service organization was positively related to their measured Job Performance (Porter, et al., 1974).

Some research studies have demonstrated that the employee Organizational Commitment is positively related to work attitudes (Allen and Meyer, 1990; Caldwell, Chatman and O'Reilly, 1990; O'Reilly and Chatman, 1986).

There are some divergent studies as compared to our present study. Mathieu and Zajac's (1990) meta-analysis showed that the mean correlation between Organizational Commitment and performance has relatively little influence on performance, perhaps calculative commitment, which centres on the individual's exchange of involvement with organization, in return for Rewards and Inducement.

As noticed in the earlier para, the Job Performance of the First-Line Supervisors is positively and very highly significantly correlated with Organizational Commitment.
4.1.1 Highlights:

The following are some of the highlights of the findings related to Job Performance of First-Line Supervisors in relation to Organizational Commitment.

The independent variable, i.e., Organizational Commitment affect the value of the dependent variable that is, Job Performance. The correlation coefficient values between Job Performance and Organizational Commitment variables are found to be positive and very highly significant.

4.2 THE JOB PERFORMANCE AND ORGANIZATIONAL CLIMATE OF FIRST-LINE SUPERVISORS:

$H_{a2}$: Job Performance of the First-Line Supervisors is significantly correlated with the Organizational Climate.

The correlation between Job Performance and perception of Organizational Climate dimensions of the First-Line Supervisors is placed in Table 4.02: on nine dimensions, namely: Structure
(D1), Responsibility (D2), Reward (D3), Risk (D4), Warmth (D5), Support (D6), Standard (D7), Conflict (D4), and Identity (D9).

The obtained mean scores, Standard deviations and correlation coefficients of Job Performance and perception of Organizational Climate dimensions of First-Line Supervisors are presented in Table 4.02.

The Job Performance of First-Line Supervisors is positively and very highly significantly correlated with perception of seven Organizational Climate dimensions.

The correlation coefficient of Job Performance of First-Line Supervisors with seven Organizational Climate dimensions, namely: Structure (D1) - \( r = 0.3006 \), (\( P < 0.001 \)); Responsibility (D2) - \( r = 0.3154 \), (\( P < 0.001 \)); Reward (D3) - \( r = 0.2904 \), (\( P < 0.001 \)); Warmth (D5) - \( r = 0.3190 \), (\( P < 0.001 \)); Support (D6) - \( r = 0.2090 \), (\( P < 0.001 \)); Standard (D7) - \( r = 0.3398 \), (\( P < 0.001 \)) and Identity (D9) - \( r = 0.2385 \), (\( P < 0.001 \)) are positive and very highly significantly correlated.

The correlation coefficient of Job Performance of First-Line Supervisors with Organizational Climate dimensions namely:
TABLE - 4.02
The Correlation Coefficient Between Job Performance and Organizational Climate Dimensions of First-Line Supervisors

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Structure (D1)</td>
<td>62.40</td>
<td>7.903</td>
<td>0.306***</td>
</tr>
<tr>
<td>2</td>
<td>Responsibility (D2)</td>
<td>57.43</td>
<td>8.123</td>
<td>0.315***</td>
</tr>
<tr>
<td>3</td>
<td>Reward (D3)</td>
<td>53.33</td>
<td>8.319</td>
<td>0.290***</td>
</tr>
<tr>
<td>4</td>
<td>Risk (D4)</td>
<td>50.82</td>
<td>5.350</td>
<td>0.057 NS</td>
</tr>
<tr>
<td>5</td>
<td>Warmth (D5)</td>
<td>48.33</td>
<td>5.032</td>
<td>0.319***</td>
</tr>
<tr>
<td>6</td>
<td>Support (D6)</td>
<td>44.00</td>
<td>6.278</td>
<td>0.209***</td>
</tr>
<tr>
<td>7</td>
<td>Standard (D7)</td>
<td>54.57</td>
<td>6.295</td>
<td>0.339***</td>
</tr>
<tr>
<td>8</td>
<td>Conflict (D8)</td>
<td>41.40</td>
<td>5.714</td>
<td>0.047 NS</td>
</tr>
<tr>
<td>9</td>
<td>Identity (D9)</td>
<td>37.68</td>
<td>5.436</td>
<td>0.2385***</td>
</tr>
</tbody>
</table>

N = 462, *** P < 0.001 very highly significant.
Risk (D4) $r = 0.0597$ is positive and not significantly correlated. The Organizational Climate dimension Conflict (D8) $r = 0.0471$ is also not significantly correlated though positive.

The correlation coefficient between Job Performance and perception of overall Organizational Climate of First-Line Supervisors is reported in Table 4.03.

The obtained mean scores, Standard deviations and correlation coefficients of Job Performance and perception of overall Organizational Climate of First-Line Supervisors are presented in Table 4.03.

An inspection of Table 4.03 reveals that, the Job Performance and overall Organizational Climate of First-Line Supervisors are strongly correlated.

The correlation coefficient of Job Performance of First-Line Supervisors with overall Organizational Climate is $r = 0.5974$, $(P < 0.001)$ is positive and very highly significantly correlated.

The Job Performance of First-Line Supervisors in relation to overall Organizational Climate are linearly related. The
TABLE - 4.03

The Correlation Coefficient Between Job Performance and the Corresponding Overall Organizational Climate of First-Line Supervisors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Performance with overall</td>
<td>50</td>
<td>10.01</td>
<td>0.5974***</td>
</tr>
<tr>
<td>Corresponding Organizational</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate</td>
<td>50</td>
<td>10.02</td>
<td></td>
</tr>
</tbody>
</table>

N = 462, *** P < 0.001 very highly significant.
independent variable, i.e., overall Organizational Climate affect the value of the dependent variable, i.e., Job Performance of the First-Line Supervisors. The correlation coefficient values between Job Performance and overall Organizational Climate variables are found to be very strongly correlated.

The Organizational Climate includes perceived attributes of work environment determined by management and organizational practices that affect the Job Performance and behaviour of the First-Line Supervisors.

The Organizational Climate is associated with First-Line Supervisors positive effect towards job. The results have shown that climate dimensions have relation to First-Line Supervisor's performance except Risk and Conflict dimensions. The Organizational Climate is enduring quality of the internal environment of an organization that is experienced by the First-Line Supervisors, influences their performance. Organizational Climate refers to the psychological make up of the First-Line Supervisors in an organization. It influences their affective reactions and Job Performance.
Organizational Climate interacts among task, technology, Structure, people and power variables of the organization which produce work culture and Job Performance of the First-Line Supervisors.

Therefore, the perception of Organizational Climate dimensions of First-Line Supervisors is associated with Job Performance of the First-Line Supervisors.

The findings of the study are in agreement with the studies conducted by the following researchers.

A significant relationship between Job Performance and Organizational Climate has been found in numerous studies: Kaczka and Krik (1968); Dunnette, M. (1973); Frederickson, N. (1968); Hall and Lawler (1969); Pritchard and Karasick (1973); Friedlander and Greenburg (1971); Schneider, B. (1972); Cawsey, T. (1973); and Schneider and Hall (1972) have reported data indicating that Organizational Climate and Job Performance are related.

The studies by Argyris (1958, 1962); Barton (1961); Dill (1958); Forhand (1962); Lawrence (1968); Michael (1959), and Pelz
(1960), have emphasized the role of organizational environment on professional employee's productivity.

Likert (1967), served an analysis the relationship of a number of dimensions of Organizational Climate with productivity that wide range of findings were available in each of these dimensions to productivity. But there are some investigators who differed in estimating the contribution of each of these dimensions to productivity.

As noticed above, the Job Performance of the First-Line Supervisors is positively and very highly significantly correlated with seven Organizational Climate dimensions, namely : Structure (D1), Responsibility (D2), Reward (D3), Warmth (D5), Support (D6), Standard (D7) and Identity (D9).

The Job Performance of First-Line Supervisors is not significantly correlated with two Organizational Climate dimensions, namely : Risk (D4) and Conflict (D8).

The Job Performance of First-Line Supervisors is positively and very highly significantly correlated with overall Organizational Climate.
4.2.1 Highlights:

The following are some of the highlights of the findings relating to Job Performance of the First-Line Supervisors in relation to nine Organizational Climate dimensions and overall Organizational Climate.

The correlation coefficient of Job Performance of First-Line Supervisors with seven Organizational Climate dimensions, namely: Structure (D1), Responsibility (D2), Reward (D3), Warmth (D5), Support (D6), Standard (D7) and Identity (D9) are positive and very highly significantly correlated.

The correlation coefficient of Job Performance of First-Line Supervisors with Organizational Climate dimensions, namely: Risk (D4) and Conflict (D8) are not significantly correlated.

The correlation coefficient of Job Performance of First-Line Supervisors with overall Organizational Climate is positive and very highly significantly correlated.
4.3 HIGH JOB PERFORMANCE AND ORGANIZATIONAL COMMITMENT OF FIRST-LINE SUPERVISORS:

$H_{a3}: \text{High Job Performance}^*$ group of First-Line Supervisors is significantly correlated with the corresponding Organizational Commitment. **

The association between high Job Performance group and corresponding Organizational Commitment of First-Line Supervisor's study is reported in Table 4.04.

The obtained mean scores, Standard deviations and correlation of coefficients are presented in Table 4.04.

An inspection of Table 4.04 reveals that, the high Job Performance group of First-Line Supervisors are positively and very highly significantly correlated with the corresponding

* For studying the Job Performance of First-Line Supervisors the median score is taken as the criterion for regrouping into high Job Performance group and low Job Performance group of the First-Line Supervisors.

** Further, scores regarding Organizational Commitment of First-Line Supervisors are also regrouped into two groups on the basis of corresponding scores of high Job Performance group and corresponding scores of low Job Performance group of First-Line Supervisors.
### TABLE - 4.04

The Correlation Coefficient Between High Job Performance and the Corresponding Organizational Commitment of First-Line Supervisors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Job Performance with Corresponding</td>
<td>57.47</td>
<td>7.806</td>
<td>0.3110***</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>53.57</td>
<td>8.577</td>
<td></td>
</tr>
</tbody>
</table>

N = 231, *** P < 0.001 very highly significant.
Organizational Commitment. The correlation coefficient of high Job Performance group of First-Line Supervisors with the corresponding Organizational Commitment is strongly related.

It reveals that, high Job Performance group of First-Line Supervisors in relation to corresponding Organizational Commitment are linearly related.

The independent variable, that is, Organizational Commitment affect the value of the dependent variable, i.e., high Job Performance. The correlation coefficient values between high Job Performance and corresponding organizational commitment variables are found to be positive and very highly significantly correlated $r = 0.3110$, $(P < 0.001)$.

The reported study reveals that, higher the Organizational Commitment, higher is the Job Performance of First-Line Supervisors. It implies that there is a positive association between high Job Performance and high Organizational Commitment.

The First-Line Supervisors who are highly committed to organization lead to positive attitudes towards organization,
strong desire to come to work and contribute towards Job Performance. The highly committed First-Line Supervisors would expand greater effort on the job. The highly committed First-Line Supervisors are those who strongly identify themselves with organization and are willing to exert high levels of effort on behalf of the organization. The most significant outcome is that higher the Organizational Commitment more stable is the workforce.

Therefore, the high Organizational Commitment of First-Line Supervisors is associated with high Job Performance.

The findings of the present study is in agreement with the studies conducted by the following researchers.

The findings by Mowday, Porter and Dubin (1974) suggest that highly committed employees perform better than less committed ones.

The employees who are highly committed to their organizations and who internalize the values and goals of these foci can be expected to perform at higher level than employees with less commitment. Therefore, it is found that high
commitment and high Job Performance go together (T.B. Becker; R.S. Billings; D.M. Eveleth and N.L. Gilbert, 1996).

L.R. Jauch; W.F. Glueck and R.N. Osborn, (1978), reported in their studies that the professional commitment is positively associated with research productivity. The greater the professional commitment, greater is the research productivity.

Therefore, the present study indicates that high Organizational Commitment implies high Job Performance of the First-Line Supervisors.

As mentioned earlier, the high Job Performance group of the First-Line Supervisors is positively and very highly significantly correlated with the corresponding Organizational Commitment.

4.3.1 Highlights:

The high Job Performance group of the First-Line Supervisors is positively and very highly significantly correlated with the corresponding Organizational Commitment. Therefore, the high Organizational Commitment implies high Job Performance of the First-Line Supervisors.
4.4. LOW JOB PERFORMANCE AND ORGANIZATIONAL COMMITMENT OF FIRST-LINE SUPERVISORS:

$H_{a4}$: Low Job Performance group of First-Line Supervisors is significantly correlated with the corresponding Organizational Commitment.

The association between low Job Performance group and the corresponding Organizational Commitment of First-Line Supervisor's study is reported in Table - 4.05.

The obtained mean scores, Standard deviations and correlation coefficients are presented in Table 4.05.

An inspection of Table 4.05 reveals that low Job Performance group of First-Line Supervisors are positively and very highly significantly correlated with the corresponding Organizational Commitment. The correlation coefficient of low Job Performance group of First-Line Supervisors with the corresponding Organizational Commitment is $r = 0.3858$, ($P < 0.001$) positive and very highly significant.
<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Job Performance with Corresponding Organizational Commitment</td>
<td>42.52</td>
<td>5.266</td>
<td>0.3858***</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>46.43</td>
<td>10.090</td>
<td></td>
</tr>
</tbody>
</table>

* N = 231, *** P < 0.001 very highly significant.
The independent variable, that is, low Organizational Commitment affect the value of the dependent variable, i.e., the low Job Performance.

Therefore, it indicates that lower the Organizational Commitment lower is the Job Performance of First-Line Supervisors.

As noticed above, the low Job Performance group of First-Line Supervisors is positively very highly significantly correlated with the corresponding Organizational Commitment.

4.4.1 Highlights:

The low Job Performance group of First-Line Supervisors is positively and very highly significantly correlated with the corresponding Organizational Commitment. Therefore, the low Organizational Commitment implies low Job Performance of the First-Line Supervisors.
4.5 HIGH JOB PERFORMANCE AND ORGANIZATIONAL CLIMATE* OF FIRST-LINE SUPERVISORS:

Has: High Job Performance group of First-Line Supervisors is significantly correlated with the corresponding Organizational Climate.

The association between high Job Performance group and the corresponding perception of Organizational Climate dimensions of First-Line Supervisor's study is reported in Table 4.06 on nine dimensions, namely: Structure (D1), Responsibility (D2), Reward (D3), Risk (D4), Warmth (D5), Support (D6), Standard (D7), Conflict (D8), and Identity (D9).

The obtained mean scores, Standard deviations and correlation coefficients of Job Performance and perception of nine Organizational Climate dimensions of First-Line Supervisors are presented in Table 4.06.

* The scores regarding perception of Organizational Climate of the First-Line Supervisors are also regrouped into two groups on the basis of corresponding scores of high Job Performance group and corresponding scores of low Job Performance group of the First-Line Supervisors.
### TABLE - 4.06

The Correlation Coefficient Between High Job Performance and the Corresponding Organizational Climate Dimensions of First-Line Supervisors

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High Job Performance and Organizational Climate Dimensions</td>
<td>57.47</td>
<td>7.806</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Structure (D1)</td>
<td>64.06</td>
<td>7.246</td>
<td>0.1061</td>
</tr>
<tr>
<td>2.</td>
<td>Responsibility (D2)</td>
<td>59.36</td>
<td>8.373</td>
<td>0.2107**</td>
</tr>
<tr>
<td>3.</td>
<td>Reward (D3)</td>
<td>55.60</td>
<td>8.328</td>
<td>0.0667</td>
</tr>
<tr>
<td>4.</td>
<td>Risk (D4)</td>
<td>51.07</td>
<td>5.306</td>
<td>0.0858 NS</td>
</tr>
<tr>
<td>5.</td>
<td>Warmth (D5)</td>
<td>49.51</td>
<td>5.037</td>
<td>0.1835**</td>
</tr>
<tr>
<td>6.</td>
<td>Support (D6)</td>
<td>45.00</td>
<td>6.426</td>
<td>0.1165</td>
</tr>
<tr>
<td>7.</td>
<td>Standard (D7)</td>
<td>56.45</td>
<td>5.848</td>
<td>0.1276</td>
</tr>
<tr>
<td>8.</td>
<td>Conflict (D8)</td>
<td>41.64</td>
<td>6.164</td>
<td>0.0112 NS</td>
</tr>
<tr>
<td>9.</td>
<td>Identity (D9)</td>
<td>38.65</td>
<td>9.104</td>
<td>0.1465*</td>
</tr>
</tbody>
</table>

N = 231, ** P < 0.001 Highly Significant
* P < 0.05 Significant
High Job Performance group of First-Line Supervisors is positively and highly significantly correlated with perception of two dimensions. High Job Performance of First-Line Supervisors is positive and significantly correlated with perception of one dimension. The high Job Performance of First-Line Supervisors is not significantly correlated with perception of remaining six Organizational Climate dimensions.

The correlation coefficient of high Job Performance group of First-Line Supervisors with two Organizational Climate dimensions, namely :Responsibility (D2) $r = 0.2107$, ($P < 0.01$) and Warmth (D5) $r = 0.1835$, ($P < 0.01$) are positive and highly significantly correlated.

The correlation coefficient of Job Performance group of First-Line Supervisors with Identity (D9) dimension $r = 0.1465$ ($P < 0.05$), is positively and significantly correlated.

The correlation coefficient of high Job Performance group of First-Line Supervisors with six Organizational Climate dimensions, namely :Structure (D1), Reward (D3), Risk (D4), Support (D6), Standard (D7) and Conflict (D8) are positive and not significantly correlated.
An inspection of Table 4.07 reveals that Job Performance and perception of overall Organizational Climate of First-Line Supervisors group is strongly correlated.

The correlation coefficient of high Job Performance of First-Line Supervisor's group with overall corresponding perception of Organizational Climate of First-Line Supervisors is \( r = 0.5974 \), \( P < 0.001 \), positive and very highly significantly correlated.

High Job Performance of First-Line Supervisor's group in relation to perception of overall Organizational Climate is strongly related.

The independent variable, i.e., perception of the corresponding overall Organizational Climate of First-Line Supervisors affect the value of the dependent variable, i.e., high Job Performance. The correlation coefficient values between high Job Performance and perception of overall Organizational Climate variables are found to be very highly correlated. Organizational Climate research helps to understand human components within organization.
TABLE - 4.07

The Correlation Coefficient Between High Job Performance and the Corresponding Overall Organizational Climate of First-Line Supervisors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Job Performance with Overall Corresponding Organizational Climate</td>
<td>57.47</td>
<td>7.806</td>
<td>0.3293***</td>
</tr>
<tr>
<td></td>
<td>54.78</td>
<td>8.871</td>
<td></td>
</tr>
</tbody>
</table>

N = 231, *** P < 0.001 very highly significant.
The present study reveals that the higher perception of Organizational Climate seen as the greater the Job Performance. There are three climate dimensions variables that are significantly and positively related to high Job Performance of First-Line Supervisors. It indicates that these three dimensions are strongly related to high Job Performance. The other six dimensions are positively but not significantly correlated. But as per the perception of overall Organizational Climate of First-Line Supervisors affects strongly on high Job Performance.

It implies that the differences in Organizational Climate are the indicators of relative performance. Therefore, it indicates that higher the Organizational Climate greater is the Job Performance.

A significant relationship between high Job Performance and perception of Organizational Climate has been found in several studies; Kaczka and Kirk (1968), Dunnette, M. (1973), Frederickson, N. (1968), Hall and Lawler (1969), Pritchard and Karasick (1973), Friedlander and Greenburg (1971), Schneider and Hall (1972).

Friederickson, N. (1966) indicates that individuals who consistently perceived the climate had more predictable
performance than those individuals working in inconsistent climate. Friedlander and Margulies (1969) has shown that climate dimensions have relation to employee performance. McGregor, D. (1960) study implies that climate perception may result in people behaving similarly or differently. Ganguli (1961) studied leadership dimension of Organizational Climate. It showed its impact on productivity.

As mentioned above, the perception or Organizational Climate dimensions, Responsibility and Warmth are highly correlated with high Job Performance. The perception of Organizational Climate dimension, Identity is significantly correlated with high Job Performance of the First-Line Supervisors.

The high Job Performance of the First-Line Supervisor's group is positively and very highly significantly correlated with the corresponding perception of overall Organizational Climate.

4.5.1 Highlights:

The correlation coefficient of high Job Performance group of First-Line Supervisors with two Organizational Climate
dimensions, namely: Responsibility (D2) and Warmth (D5) are positive and highly significantly correlated.

The correlation coefficient of Job Performance group of First-Line Supervisors with Identity dimension is positively and significantly correlated.

The correlation coefficient of high Job Performance group of First-Line Supervisors with six Organizational Climate dimensions, namely: Structure (D1), Reward (D3), Risk (D4), Support (D6), Standard (D7) and Conflict (D8) are positive and not significantly correlated.

The correlation coefficient of high Job Performance group of First-Line Supervisors is positive and very highly significantly correlated. Therefore, it implies that differences in the organizational climate are the indicator of relative performance.
4.6 JOB PERFORMANCE AND ORGANIZATIONAL CLIMATE 
OF FIRST-LINE SUPERVISORS:

**H₀**: Low Job Performance group of First-Line 
Supervisors is significantly correlated with 
the corresponding Organizational Climate.

The relation between low Job Performance group and the 
corresponding perception of Organizational Climate dimensions 
of First-Line Supervisor's study has reported in Table 4.08, on 
nine dimensions, namely: Structure (D1), Responsibility (D2), 
Reward (D3), Risk (D4), Warmth (D5), Support (D6), 
Standard (D7), Conflict (D8) and Identity (D9).

The obtained mean sores, Standard deviations and 
correlation coefficients of Job Performance and perception of nine 
Organizational Climate dimensions of First-Line Supervisors are 
presented in Table - 4.08.

Low Job Performance group of First-Line Supervisors is 
positively and very highly significantly correlated with 
perception of five dimensions of Organizational Climate, two
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low Job Performance with Organizational Climate Dimensions</td>
<td>42.52</td>
<td>5.266</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Structure (D1)</td>
<td>60.74</td>
<td>8.195</td>
<td>0.3882***</td>
</tr>
<tr>
<td>2.</td>
<td>Responsibility (D2)</td>
<td>55.50</td>
<td>7.392</td>
<td>0.2221***</td>
</tr>
<tr>
<td>3.</td>
<td>Reward (D3)</td>
<td>51.06</td>
<td>7.681</td>
<td>0.2489***</td>
</tr>
<tr>
<td>4.</td>
<td>Risk (D4)</td>
<td>50.57</td>
<td>5.393</td>
<td>0.0328 NS</td>
</tr>
<tr>
<td>5.</td>
<td>Warmth (D5)</td>
<td>47.15</td>
<td>4.753</td>
<td>0.2904***</td>
</tr>
<tr>
<td>6.</td>
<td>Support (D6)</td>
<td>42.99</td>
<td>5.974</td>
<td>0.1729**</td>
</tr>
<tr>
<td>7.</td>
<td>Standard (D7)</td>
<td>52.69</td>
<td>5.794</td>
<td>0.2776***</td>
</tr>
<tr>
<td>8.</td>
<td>Conflict (D8)</td>
<td>41.15</td>
<td>5.578</td>
<td>0.0405 NS</td>
</tr>
<tr>
<td>9.</td>
<td>Identity (D9)</td>
<td>36.70</td>
<td>4.395</td>
<td>0.1854**</td>
</tr>
</tbody>
</table>

N = 231, *** P < 0.001 Very highly significant.
** P < 0.01 Highly significant.
* P < 0.05 Significant.
dimensions are highly correlated with perception of organizational climate dimensions, and two dimensions of Organizational Climate are not significantly correlated with Job Performance of the First-Line Supervisors.

The correlation coefficient of low Job Performance group of First-Line Supervisors with perception of the corresponding Organizational Climate dimensions, namely: Structure (D1) \( r = 0.3882 \) (P < 0.001), Responsibility (D2) \( r = 0.2221 \) (P < 0.001), Reward (D3) \( r = 0.2489 \) (P < 0.001), Warmth (D5) \( r = 0.2904 \) (P < 0.001), Standard (D7) \( r = 0.2776 \) (P < 0.001) are very highly significantly correlated.

The correlation coefficient of low Job Performance group of First-Line Supervisors with perception of the corresponding Organizational Climate dimensions, namely: Support (D6) \( r = 0.1729 \) (P < 0.01), and Identity (D9) \( r = 0.1854 \) (P < 0.01) are highly significantly correlated.

The correlation coefficient of low Job Performance First-Line Supervisors with two perception of the corresponding Organizational Climate dimensions, namely: Risk (D4) \( r = 0.0328 \) and Conflict (D8) \( r = 0.0405 \) are positive and not significantly correlated.
The perception of Organizational Climate of First-Line Supervisors, namely: Structure (D1), Responsibility (D2), Reward (D3), Warmth (D5) and Standard (D7) are very highly significantly correlated. The perception of Organizational Climate dimensions of First-Line Supervisors, namely: Support (D6) and Identity (D9) are highly significantly correlated. It indicates that lower the perception of Organizational Climate dimensions result lower the Job Performance.

An inspection of Table 4.09 reveals that low Job Performance and perception of overall Organizational Climate of First-Line Supervisors are strongly related.

The correlation coefficient of low Job Performance of First-Line Supervisors group with corresponding overall perception of Organizational Climate is, $r = 0.5556 \ (P < 0.001)$ positive and very highly significantly correlated.

The findings of the study are in agreement with the study conducted by Frederickson (1966) indicates that inconsistent climate perceptions were associated with lower organizational performance.

As noticed above, the perception of corresponding Organizational Climate dimensions, Structure (D1), Responsibility
### TABLE - 4.09

The Correlation Coefficient Between Low Job Performance and the Corresponding Overall Organizational Climate of First-Line Supervisors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Job Performance with Overall Organizational Climate</td>
<td>42.52</td>
<td>5.266</td>
<td>0.5556***</td>
</tr>
<tr>
<td>Climate</td>
<td>45.23</td>
<td>7.854</td>
<td></td>
</tr>
</tbody>
</table>

N = 231, *** P < 0.001 very highly significant.
(D2), Reward (D3), Warmth (D5) and Standard (D7) are very highly correlated with low Job Performance of the First-Line Supervisors.

The perception of the corresponding Organizational Climate dimensions, Support (D6) and Identity (D9) are highly correlated with low Job Performance of the First-Line Supervisors.

The perception of corresponding Organizational Climate dimensions, Risk (D4) and Conflict (D8) are not significantly correlated with low Job Performance of the First-Line Supervisors.

Therefore, it indicates that low Organizational Climate implies low Job Performance of the First-Line Supervisors.

4.6.1 Highlights:

The correlation coefficient of low Job Performance group of First-Line Supervisors with perception of corresponding Organizational Climate dimensions, namely: Structure (D1), Responsibility (D2), Reward (D3), Warmth (D5), Standard (D7) are very highly significantly correlated.

The correlation coefficient of low Job Performance group of First-Line Supervisors with perception of the corresponding
Organizational Climate dimensions, namely: Support (D6), Identity (D9) are very highly significantly correlated.

The correlation coefficient of low Job Performance group of First-Line Supervisors with perception of the corresponding Organizational Climate dimensions, namely: Risk (D4) and Conflict (D8) are positive and not significantly correlated.

The correlation coefficient of low Job Performance group of First-Line Supervisors with overall perception of Organizational Climate is positive and very highly significantly correlated.

Therefore, it indicates that low Organizational Climate implies low Job Performance of the First-Line Supervisors.

4.7 ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CLIMATE DIMENSIONS OF THE FIRST-LINE SUPERVISORS:

Ha7: Organizational Commitment of the First-Line Supervisors is significantly correlated with Organizational Climate.
The correlation between Organizational Commitment and Organizational Climate dimensions of the First-Line Supervisors is reported in Table 4.10 on nine dimensions, namely: Structure (D1), Responsibility (D2), Reward (D3), Risk (D4), Warmth (D5), Support (D6), Standard (D7), Conflict (D8) and Identity (D9).

The obtained mean scores, standard deviations and correlation coefficients of Organizational Commitment and perception of Organizational Climate dimensions of the First-Line Supervisors are presented in Table 4.10.

The correlation coefficient of Organizational Commitment of First-Line Supervisors with four Organizational Climate dimensions, namely: Responsibility (D2) \( r = 0.1897 \) (P < 0.001), Reward (D3) \( r = 0.2198 \) (P < 0.001), Standard (D7) \( r = 0.2038 \) (P < 0.001) and Identity (D9) \( r = 0.1996 \) (P < 0.001) are positive and very highly significantly correlated.

The correlation coefficient of Organizational Commitment of First-Line Supervisors with Warmth (D5) \( r = 0.1513 \) (P < 0.01) is positive and highly significantly correlated.

The correlation coefficient of Organizational Commitment of First-Line Supervisors with three climate dimensions, namely:
TABLE - 4.10

The Correlation Coefficient Between Organizational Commitment 
and Organizational Climate Dimensions of 
First-Line Supervisors

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Structure</td>
<td>(D1)</td>
<td>--</td>
<td>0.1174*</td>
</tr>
<tr>
<td>2.</td>
<td>Responsibility</td>
<td>(D2)</td>
<td>--</td>
<td>0.1897***</td>
</tr>
<tr>
<td>3.</td>
<td>Reward</td>
<td>(D3)</td>
<td>--</td>
<td>0.2198***</td>
</tr>
<tr>
<td>4.</td>
<td>Risk</td>
<td>(D4)</td>
<td>--</td>
<td>0.0138</td>
</tr>
<tr>
<td>5.</td>
<td>Warmth</td>
<td>(D5)</td>
<td>--</td>
<td>0.1513**</td>
</tr>
<tr>
<td>6.</td>
<td>Support</td>
<td>(D6)</td>
<td>--</td>
<td>0.1175*</td>
</tr>
<tr>
<td>7.</td>
<td>Standard</td>
<td>(D7)</td>
<td>--</td>
<td>0.2038***</td>
</tr>
<tr>
<td>8.</td>
<td>Conflict</td>
<td>(D8)</td>
<td>--</td>
<td>0.1071*</td>
</tr>
<tr>
<td>9.</td>
<td>Identity</td>
<td>(D9)</td>
<td>--</td>
<td>0.1996***</td>
</tr>
</tbody>
</table>

N = 462,  
*** P < 0.001 Very highly significant.  
** P < 0.01 Highly significant.  
* P < 0.05 Significant.
Structure (D1) $r = 0.1174 \ (P < 0.05)$, Support (D6) $r = 0.1175 \ (P < 0.05)$ and Conflict (D8) $r = 0.1071 \ (P < 0.05)$ are significantly correlated.

The correlation coefficient of Organizational Commitment of First-Line Supervisors is not significantly correlated with Organizational Climate dimension Risk (D4) $r = 0.0138$.

The correlation coefficient between Organizational Commitment and perception of overall Organizational Climate of First-Line Supervisors are reported in Table 4.11.

The obtained mean scores, Standard deviations and correlation coefficients of Organizational Commitment and perception of overall organizational climate of First-Line Supervisors are presented in Table 4.11.

An inspection of Table - 4.11 reveals that the Organizational Commitment and perception of overall Organizational Climate of First-Line Supervisors are positively and very highly significantly correlated $r = 0.3699 \ (P < 0.001)$. 
TABLE - 4.11

The Correlation Coefficient Between Organizational Commitment and Overall Organizational Climate of First-Line Supervisors

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment with Overall Organizational Climate</td>
<td>50.00</td>
<td>10.01</td>
<td>0.3699***</td>
</tr>
</tbody>
</table>

N = 462, *** P < 0.001 Very highly significant.
Therefore, it indicates that there is strong association between Organizational Commitment and perception of Organizational Climate.

Highly committed individuals to organization perceive the Organizational Climate to be more favourable for work. The higher the perception of Organizational Climate seen as the greater the Organizational Commitment.

The findings of the study are in agreement with the studies conducted by the following researchers. Azim and Bosiman (1975), Pennings (1976), Darke and Mitchell (1977) and Welesch (1978). These studies reported that there is relationship between Organizational Commitment and Organizational Climate.

As mentioned above, the Organizational Commitment of First-Line Supervisors is positively and very highly significantly correlated with four Organizational Climate dimensions, namely: Responsibility (D2), Reward (D3), Standard (D7) and Identity (D9).

The Organizational Commitment of First-Line Supervisors is positively and highly significantly correlated with Warmth (D5).
The Organizational Commitment of First-Line Supervisors is positive and significantly correlated with Structure (D1), Support (D6) and Conflict (D8).

The Organizational Commitment of First-Line Supervisors is not significantly correlated with Risk (D4).

The coefficient of correlation between Organizational Commitment and perception of overall Organizational Climate of the First-Line Supervisors in positive and very highly significantly correlated.

4.7.1 Highlights:

The correlation coefficient of Organizational Commitment of First-Line Supervisors with four Organizational Climate dimensions, namely: Responsibility (D2), Reward (D3), Standard (D7) and Identity (D9) are positive and very highly significantly correlated.

The correlation coefficient of Organizational Commitment of First-Line Supervisors with Warmth (D5) dimension is positive and highly significantly correlated.
The correlation coefficient of Organizational Commitment of First-Line Supervisors with three dimensions, namely: Structure (D1), Support (D6) and Conflict (D8) are significantly correlated.

The Organizational Commitment and perception of overall Organizational Climate of First-Line Supervisors are positively and very highly significantly correlated.

### 4.8 JOINT EFFECT OF ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CLIMATE ON JOB PERFORMANCE OF FIRST-LINE SUPERVISORS:

**H₀**: Joint effect of Organizational Commitment and perception of overall Organizational Climate on Job Performance of First-Line Supervisors is significant.

The joint effect of Organizational Commitment and perception of Organizational Climate on Job Performance of First-Line Supervisor's study has reported in Table 4.12.

The Multiple Regression Analysis was used to assess the relative contribution of predictor variables Organizational
<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>$R^2$</th>
<th>Regression Coefficient</th>
<th>Standard Error</th>
<th>F value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>0.43</td>
<td>0.2910</td>
<td>0.3792</td>
<td>173.15***</td>
<td>0.000</td>
</tr>
<tr>
<td>Organizational Climate</td>
<td>0.4896</td>
<td>0.3791</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*** P < 0.001 Very highly significant.

ndf1 = 2    ndf2 = 459
Commitment and perception of overall Organizational Climate on Job Performance of the First-Line Supervisors.

The obtained $R^2$ Standard error, F values, P values, and Regression coefficient of predictor variables of Organizational Commitment and perception of overall Organizational Climate on dependent variable i.e., Job Performance presented in Table 4.12.

The Regression coefficient of Organizational Commitment is 0.2910 and perception of overall Organizational Climate is 0.4896. The two predictor variables Organizational Commitment and perception of Organizational Climate, which put together turned out to be significant contributors to Job Performance of the First-Line Supervisors. Between both independent variables, perception of overall Organizational Climate contributes more than the Organizational Commitment on dependent variable, i.e., Job Performance of the First-Line Supervisors.

The coefficient of determinant $R^2 = 0.43$ indicated that the two independent variables Organizational Commitment and Organizational Climate put together are significant contributors to dependent variable Job Performance. These two predictor variables put together accounted for 43 per cent of the total variations on the dependent variable Job Performance of the First-Line Supervisors.
The $R^2$ value implied that, the independent variables, Organizational Commitment and perception of overall Organizational Climate together accounted 43 per cent of variations in the dependent variables Job Performance of First-Line Supervisors. Therefore, the $F = 173.15 (2,459)$ is very highly significant: ($P < 0.001$).

Since only 43 per cent of variations could be explained in the present study of two independent variables Organizational Commitment and perception of Organizational Climate together. It indicates that there are other unidentified variables contribution to the variation not included in the present study. The results revealed that the two selected predictor variables Organizational Commitment and perception of overall Organizational Climate could be significant causes for Job Performance of First-Line Supervisors.

As mentioned above, the predictor variables Organizational Commitment and perception of overall Organizational Climate put together are significant contributors to Job Performance of the First-Line Supervisors.
4.8.1 Highlights:

The two predictor variables Organizational Commitment and perception of overall Organizational Climate, which put together turned out to be significant contributors to Job Performance of First-Line Supervisors. These two predictor variables put together accounted for 43 per cent of the total variations on the dependent variable, i.e., Job Performance of First-Line Supervisors.

1.9 JOINT EFFECT OF THE CORRESPONDING ORGANIZATIONAL COMMITMENT AND PERCEPTION OF OVERALL ORGANIZATIONAL CLIMATE ON HIGH JOB PERFORMANCE OF FIRST-LINE SUPERVISORS:

$H_a$: Joint effect of the corresponding Organizational Commitment and perception of overall Organizational Climate on high Job Performance of First-Line Supervisors is significant.

The joint effect of the corresponding Organizational Commitment and perception of overall Organizational Climate on high Job Performance group of First-Line Supervisor's study is reported in Table 4.13.
The Multiple Regression Analysis was used to summarize the combined effect of predictor variables Organizational Commitment and perception of overall Organizational Climate on high Job Performance of the First-Line Supervisors.

The obtained $R^2$, Standard error, $F$ values, $P$ values and Regression coefficient of predictor variables corresponding Organizational Commitment and perception of overall Organizational Climate on dependent variable, i.e., high Job Performance presented in Table 4.13.

The Regression coefficient of the corresponding Organizational Commitment is 0.2264 and perception of overall Organizational Climate is 0.2398. The two predictor variables corresponding Organizational Commitment and perception of overall Organizational Climate when put together turned out to be significant contributors to high Job Performance of the First-Line Supervisors. Between both independent variables, perception of overall Organizational Climate contributes slightly more than the Organizational Commitment on dependent variable, i.e., high Job Performance of the First-Line Supervisors.

The Coefficient of determinant $R^2 = 0.16$ indicated that the two independent variables the corresponding Organizational


**TABLE - 4.13**

Multiple Regression of High Job Performance with Corresponding Organizational Commitment and Organizational Climate Variables of First-Line Supervisors

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>$R^2$</th>
<th>Regression Coefficient</th>
<th>Standard Error</th>
<th>$F$ value</th>
<th>$P$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>0.16</td>
<td>0.2264</td>
<td>0.05649</td>
<td>22***</td>
<td>0.000</td>
</tr>
<tr>
<td>Organizational Climate</td>
<td>0.2398</td>
<td>0.05462</td>
<td>*** P &lt; 0.001 Very highly significant.</td>
<td>ndf1 = 2</td>
<td>ndf2 = 228</td>
</tr>
</tbody>
</table>
Commitment and perception of overall Organizational Climate put together are significant contributors to dependent variable, i.e., high Job Performance group of the First-Line Supervisors. These two predictor variables put together accounted for 16 per cent of the total variations on dependent variable, i.e., high Job Performance of the First-Line Supervisors.

The $R^2$ value implied that the independent variables the corresponding Organizational Commitment and perception of overall Organizational Climate together accounted 16 per cent of variations in the high Job Performance group of the First-Line Supervisors. Therefore, the $F = 22$ (2,228) is very highly significant : $(P < 0.001)$.

Since only 16 per cent of variations could be explained in the present study of two independent variables the corresponding Organizational Commitment and perception of overall Organizational Climate together. It indicates that, there are other unidentified variables contributes to the variation not included in the present study. The results revealed that the two selected predictor variables the corresponding Organizational Commitment and perception of overall Organizational Climate could be significant causes for high Job Performance group of the First-Line Supervisors.
As noticed above, the predictor variables the corresponding Organizational Commitment and perception of overall Organizational Climate put together are significant contributors to high Job Performance group of the First-Line Supervisors.

4.9.1 Highlights:

The two predictor variables corresponding Organizational Commitment and perception of overall Organizational Climate when put together turned out to be significant contributors to high Job Performance of the First-Line Supervisors. These two predictor variable accounted for 16 per cent of the variations on dependent variable, i.e., Job Performance of the First-Line Supervisors.

4.10 JOINT EFFECT OF THE CORRESPONDING ORGANIZATIONAL COMMITMENT AND PERCEPTION OF OVERALL ORGANIZATIONAL CLIMATE ON LOW JOB PERFORMANCE OF FIRST-LINE SUPERVISORS:

Ha₀: Joint effect of the corresponding Organizational Commitment and perception of overall Organizational Climate of First-Line Supervisors is significant.
The joint effect of corresponding Organizational Commitment and perception of overall Organizational Climate on low Job Performance group of First-Line Supervisors study has reported in Table - 4.14.

The Multiple Regression Analysis was used to study the joint effect of predictor variables Organizational Commitment and perception of overall Organizational Climate on low Job Performance of First-Line Supervisors.

The obtained $R^2$, Standard error, F value, P values and Regression coefficient of predictor variables the corresponding Organizational Commitment and perception of overall Organizational Climate on dependent variable low Job Performance group of First-Line Supervisors presented in Table 4.14.

The Regression coefficient of corresponding Organizational Commitment is 0.1355 and perception of overall Organizational Climate is 0.2939. The joint effect of predictor variables, namely: the Corresponding Organizational Commitment and perception of overall Organizational Climate are significant contributors to low Job Performance group of First-Line Supervisors. Between the independent variables, perception of overall Organizational Climate contributes more than the Organizational Commitment on
**TABLE - 4.14**

Multiple Regression of Low Job Performance with Corresponding Organizational Commitment and Organizational Climate Variables of First-Line Supervisors

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>$R^2$</th>
<th>Regression Coefficient</th>
<th>Standard Error</th>
<th>F value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>0.1355</td>
<td>0.0283</td>
<td>0.3717</td>
<td>67.44***</td>
<td>0.000</td>
</tr>
<tr>
<td>Organizational Climate</td>
<td>0.2939</td>
<td>0.0326</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*** P < 0.001 Very highly significant.

ndf1 = 2  ndf2 = 228
dependent variable low Job Performance of the First-Line Supervisors.

The Coefficient of determinant $R^2 = 0.3717$ indicated that the two independent variables corresponding Organizational Commitment and perception of overall Organizational Climate put together are significant contributors to dependent variable, i.e., low Job Performance of the First-Line Supervisors. These two predictor variables together accounted 37.17 per cent of the total variations in the dependent variable, i.e., low Job Performance of First-Line Supervisors.

The $R^2$ value implied that the independent variables corresponding Organizational Commitment and perception of overall Organizational Climate together accounted 37.17 per cent of the variations in the low Job Performance of the First-Line Supervisors. Therefore, the $F = 67.44 (2,228)$ is very highly significant ($P < 0.001$).

Since 37.17 per cent of variations could be explained in the present study of two independent variables corresponding Organizational Commitment and perception of overall Organizational Climate together. It implies that, there are other unidentified variables contributes to the variation not included in
The present study. The results revealed that the two selected predictor variables corresponding Organizational Commitment and perception of overall Organizational Climate could be significant causes for low Job Performance group of the First-Line Supervisors.

As it is noticed above, the predictor variables the corresponding Organizational Commitment and perception of overall Organizational Climate put together are significant contributors to low Job Performance of the First-Line Supervisors.

4.10.1 Highlights:

The joint effect of predictor variables, namely: the corresponding Organizational Commitment and perception of overall Organizational Climate are significant contributors to low Job Performance group of the First-Line Supervisors. These two predictor variables put together accounted 37.17 per cent of the total variations on the dependent variable, i.e., low Job Performance group of the First-Line Supervisors.