INNOVATED TECHNOLOGY OF THE PERFORMANCE EVALUATION SYSTEM FOR ACADEMIC HEADS

Abstract: Advancement of technology is the language of the modern society. With the rapid evolution of computers where Internet of Things, Big Data, Cloud Computing and the like are the universal direction, appraisal and evaluation of human resources, in similar manner have to cope with such change. This paper tested an innovated technology system for the evaluation of academic heads in an educational institution. In the testing of this new technology utilization the researchers used the Technology Acceptance Model. The result showed that the respondents agreed to the usability of the features of the system, easy to use, and functional as desired. It was concluded that there is a need to shift from web-based design to a mobile application and adopt the Innovated Technology Model of the Academic Heads Performance Evaluation System using an Android platform that would operate through smartphones for evaluation. The new mobile application would help the employees evaluate their academic heads with lesser time consumptions which would lead to the productivity of every faculty for the benefit of all shareholders.

Key words: Innovated Technology, Performance Evaluation, Human Resources Management.

Language: English

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Classifiers: Management.

Introduction

Performance evaluation is always of imperative concern in every organization across the globe, even in the academic community, higher education institutions while managing its people and resources. It is considered as one of its primary duty, which is to evaluate whether it’s human capital, the employees, are performing well above organization’s expected target. Although higher education institutions depend upon both teaching and non-teaching staffs working on it, yet major responsibility comes upon the academic heads who are the source of leadership and academic direction of a department or the college. Therefore, the need for academic head evaluation compels higher educational institutions to have a systematic approach, to administer, evaluate and enhance academic heads' performance and leadership for the benefit of all shareholders. The performance evaluation is designed to guide the human resource department for possible promotions, salary increase, transfers, additional benefits and other incentives as well as helping poor performers to achieve and develop their potentials (Alston & Marschke, 2008).

In the academic community, academic heads’ performance evaluation has received renewed attention as a mean to improve schools. However, several
authors (e.g. Danielson and McGreal, 2000; Frase and Streshly, 1994; Heneman and Milanowski, 2003) notice the practice of performance evaluation often nothing more than a perfunctory exercise which takes a lot of time from the school administration and teachers. It is worth noting that people are the lifeblood of colleges and universities. If there are no students, faculty, administrators, and staff, there cannot be a college or university. People are their primary resource, and the development of these people is their reason for existence. Due to the paramount importance of the people who are in higher education, it is essential to understand how well this personnel is performing in their roles and if they are fulfilling the responsibilities for which they were hired (Flaniken, 2009).

Asian College of Technology International Educational Foundation, with its commitment to provide quality education always adheres to the general concept of performance evaluation to make sure that its academic personnel perform its duties and obligations and to maximize their potential. However, this tedious process as authors like Danielson and McGreal, (2000); Frase and Streshly, (1994); Heneman and Milanowski, (2003) noted that it takes time to accomplish and is therefore often the cause of the problem with slow processes and lack of time of to complete the evaluation, given the fact that it was mainly done prior to the first semester of the academic year 2016-2017 until the researcher, after the assessment of the process suggested for its automation.

It is a well-established fact that schools like Asian College of Technology, is moving towards a more modern approach such as e-learning, computer-aided instructions, evaluations, mobile applications and in several processes. The recent move to make it more accessible is to develop a mobile app and make it work using an Android platform and an Android Operating System that primarily use in smartphones.

The android applications have a preference for the web-based solutions because they are more transformative than the web and are growing at a much faster rate. The mobile application development space is dominated by the smartphones and among the smartphones, 84.7% comprised of Android-based devices (Amhad, 2016). Information Technology researchers across the continent have seen a massive increase in the use of mobile apps, particularly in the developing countries like the Philippines. It is essential to note that teachers at Asian College of Technology used smartphones in their daily activities. For lessons, presentations, assignments, and notes. It helps them to monitor students’ attendance regularly by just visiting the teachers’ portal. With these current trends, it is but rightful not to be dependent on ordinary desktop computers and laptops to perform obligations for the improvements of the school wherever they are.

Thus, the researcher assessed the innovated performance evaluation system of the academic heads of Asian College of Technology International Educational Foundation is using the famous Technology Acceptance Model (TAM) of Fred Davis (1989), the and proposed an Android application.

**Methodology**

There were a total of 172 respondents from the Asian College of Technology International Educational Foundation. These respondents were divided into three groups such as higher administration; academic heads, and the faculty (see Table 1). These respondents were asked to answer an adapted questionnaire which was modified according to the purpose of the study on the innovated academic head performance evaluation system (AHPES) and the perceptions of an ideal AHPES.

**Results and discussion**

**Features**

A key measure of the effectiveness of any proposed system is the accuracy and reliability of its information (Markgraf, 2016). According to mallbusiness.chron.com (a business website), the accuracy of the data a system uses and the calculations, it applies to determine the effectiveness of the resulting information. The sources of the data determine whether the information is reliable. Historical performance is often part of the input, and also serves as a good measure of the accuracy and reliability of its output accordingly.

**Table 3. Features of the System**

| FEATURES | ADM IN | AC AD | FAC UL T Y | INNO VA TED | ADM IN | AC AD | FAC UL T Y | PREVI OUS | TOT AL | D V |
|----------|--------|-------|-----------|-------------|--------|-------|-----------|-----------|--------|-----|
| 1. can easily access the system using smartphones | 2.25 | 2.23 | 2.24 | 2.24 (A) | 1.93 | 1.97 | 1.95 (A) | 1.95 (A) | 2.10 | A  |

**Impact Factor:**

| ISRA (India) | SIS (USA) | ICV (Poland) |
|-------------|-----------|---------------|
| 3.117       | 0.912     | 6.630         |
| ISI (Dubai, UAE) | PII (India) | SIF (Morocco) |
| 0.829       | 1.840     | 2.160         |
| GIF (Australia) | ESJI (KZ) | SJIF (Morocco) |
| 0.564       | 8.716     | 5.667         |
| JIF         | 1.500     | 0.350         |

Philadelphia, USA
As shown in Table 3, the average weighted mean of the features of the previous system used by Asian College of Technology was 1.99 which could be interpreted as Agree while the Innovated system, on the other hand, had an average weighted mean of 2.33 which could be interpreted as Agree. The result shows that users even though the interpretation shows that they agreed it can be noticed with careful observation of the results that users preferred the features of the Innovated Academic Heads Performance Evaluation System over the previously used system. This is in agreement with Cumiskey and Hjorth, (2013) that the new generation preferred the use of a mobile application to help them make the transaction easier with accurate results and better security.

**Functions**

Functions are usually among the major consideration in using a certain system. Table 4 shows the responses of the users on the functions of the system for both the previous and the innovated.

Adebayo (2007) explained that the existence of functions is needed to improve and enhance decision making on the issues affecting human and material resources. This includes the productivity an individual employee may attain by using certain management systems. That dedicated employee preferred to do things fast for them to move and do another.

### Table 4. Functions of the System

| Function | ADM IN | AC AD | FACUL TY | INNOVA TED | ADM IN | AC AD | FACUL TY | PREVI OUS | TOT AL | DV |
|----------|--------|-------|----------|------------|--------|-------|----------|----------|--------|----|
| 1 Can effectively complete evaluation using | 2.35   | 2.43  | 2.55     | 2.44 (SA)  | 2.09   | 2.10  | 2.11     | 2.10 (A) | 2.27   | Agree |

Legend:

SA - Strongly Agree
A - Agree
DA - Disagree
DV - Descriptive Value
Impact Factor:

|                | ISRA (India) = 3.117 | SIS (USA) = 0.912 | ICV (Poland) = 6.630 |
|----------------|----------------------|-------------------|----------------------|
|                | ISI (Dubai, UAE) = 0.829 | PIII (Russia) = 0.156 | PIF (India) = 1.940 |
|                | GIF (Australia) = 0.564 | ESJI (KZ) = 8.716 | IBI (India) = 4.260 |
|                | JIF = 1.500 | SJIF (Morocco) = 5.667 | OAJI (USA) = 0.350 |

|                                           | ![Image](image.png) |
|-------------------------------------------|---------------------|

| System Function                                    | 2 | 3 | 4 | 5 | Mean |
|---------------------------------------------------|---|---|---|---|------|
| Can complete evaluation quickly using the system. | 2.50 | 2.20 | 2.36 | 2.35 (SA) | 2.00 | 2.00 | 2.00 | 2.00 (A) | 2.18 (A) | Agree |
| Can efficiently complete heads evaluation using the system | 2.68 | 2.03 | 2.35 | 2.35 (SA) | 2.03 | 2.00 | 2.00 | 2.01 (A) | 2.18 (A) | Agree |
| Became productive quickly using the system.        | 2.34 | 2.14 | 2.25 | 2.24 (A) | 1.95 | 2.00 | 1.97 | 1.97 (A) | 2.10 (A) | Agree |
| The information is effective in helping the user to complete the tasks and scenarios | 2.43 | 2.23 | 2.33 | 2.33 (A) | 1.75 | 2.31 | 2.03 | 2.03 (A) | 2.18 (A) | Agree |

| Mean | 2.46 | 2.21 | 2.37 | 2.34 (SA) | 1.96 | 2.08 | 2.02 | 2.02 (A) | 2.18 (A) | Agree |

Legend:
SA - Strongly Agree
A - Agree
DA - Disagree
DV - Descriptive Value

In Table 4, displays the responses of the users of the systems in the previous and the innovated as to the functions of the systems. In the previous system, it has an average mean of 2.02 which could be interpreted as AGREE while the innovated system users STRONGLY AGREED to its functions as they rated the predictors with an average mean of 2.34 (Strongly Agree). The difference as shown in the Table was clear that respondents summing up the two could do more regarding productivity than the previous system. The innovated system helped them to improve their productivity without sacrificing their other duties such as evaluating their academic heads for the betterment of the organization.

User Satisfaction
Impact Factor:

| Journal         | Impact Factor |
|-----------------|---------------|
| ISRA (India)    | 3.117         |
| ISI (Dubai, UAE)| 0.829         |
| GIF (Australia) | 0.564         |
| JIF             | 1.500         |
| SIS (USA)       | 0.912         |
| PHHII (Russia)  | 0.156         |
| ESJI (KZ)       | 8.716         |
| IBI (India)     | 4.260         |
| SJIF (Morocco)  | 5.667         |
| OAJI (USA)      | 0.350         |
| ICV (Poland)    | 6.630         |
| PIF (India)     | 1.940         |
| RIN (Russia)    | 0.156         |
| ESJI (KZ)       | 8.716         |
| SJIF (Morocco)  | 5.667         |
| OAJI (USA)      | 0.350         |

User satisfaction responses determine how satisfied are the users with the previous system given some certain criteria. The users’ responses to their satisfaction of the previous and the innovated system are displayed in Table 5.

Management theorists underscore the importance of satisfaction for success in any undertaking, whether its business or in information technology through management systems (Kennedy and Schneide, 2000). It is through the satisfaction that a user will continue to accept and use the systems.

### Table 5. User Satisfaction

| USER SATISFACTION | AD MIN | AC AD | FACULTY | INNOVATED | AD MIN | AC AD | FACULTY | PREVIOUS | TOTAL | DV |
|-------------------|--------|-------|---------|-----------|--------|-------|---------|----------|-------|----|
| 1 I am satisfied with how easy to use the system | 2.41 | 2.33 | 2.38 | 2.37 (SA) | 2.14 | 2.21 | 2.17 | 2.17 (A) | 2.27 (A) | Agree |
| 2 I feel confident in using the academic head performance evaluation system | 2.43 | 2.14 | 2.28 | 2.28 (A) | 2.00 | 2.09 | 2.04 | 2.04 (A) | 2.16 (A) | Agree |
| 3 I can accomplish the evaluation quickly using this system | 2.25 | 2.34 | 2.31 | 2.30 (A) | 2.00 | 2.02 | 1.99 | 2.00 (A) | 2.15 (A) | Agree |
| 4 I am satisfied with how the system functions | 2.47 | 2.01 | 2.25 | 2.24 (A) | 2.02 | 1.99 | 2.01 | 2.01 (A) | 2.13 (A) | Agree |
| 5 I can access the evaluation online at any time; thus provides convenience for me | 2.23 | 2.18 | 2.28 | 2.23 (A) | 1.97 | 2.08 | 2.01 | 2.02 (A) | 2.13 (A) | Agree |
| Mean | 2.36 | 2.20 | 2.30 | 2.29 (A) | 2.03 | 2.08 | 2.04 | 2.05 (A) | 2.17 (A) | Agree |

Legend:

SA - Strongly Agree
A - Agree
DA - Disagree

As shown in Table 5, users were still satisfied with the previous system with an average mean of 2.05 which could be interpreted as AGREE. However, it can be noticed that it differs as to the mean. With the innovated system, as to satisfaction level, users were satisfied with an average mean of 2.29 which could be interpreted as AGREE. However, much higher than the previous system.

Perception of the users on the innovated academic heads performance evaluation system as to tam
Seigel (2008) in citing Davis (1985) wrote that Technology Acceptance Model (TAM), a model that describes user determinants for technological acceptance based on perceived usefulness and perceived ease of use in deciding whether or not they will use the technology. In this study, users were asked to evaluate the innovated Academic Heads Performance Evaluation System of Asian College of Technology International Educational Foundation regarding perceived usefulness, perceived, ease of use and its behavioral intention to use the system.

**Perceived Usefulness**

Usefulness of an application refers to the comfort ability of the system to provide notifications and information to the user (Salman et al., 2014). In this study, the users were asked to evaluate the perceived usefulness of the innovated academic head performance evaluation system.

As presented in Table 6, the users find it comfortable using the innovated academic head performance evaluation system with an average mean of 3.06 which could be interpreted as **USEFUL**. The overall result of the survey supports Davis (1989) as cited by Sun et al. (2013) which specifically mentioned that the perceived usefulness would always rely on the degree to which a person using the system is comfortable and believes that it would enhance his or her performance. Further, the Since what users are up to here is to increase productivity as explained by Adebayo (2007) and that the proposed system will not hinder the effective performance of their duty. This observation is supported by the results given in Table 4, the functions of the system to which we could say that as perceived by the respondents in this study, with an interpretation of **STRONGLY AGREE**, we can conclude that the innovated system help them improve productivity which is one primary objective in developing a system like this Academic Heads Performance Evaluation System.

This implies that users perceived the innovated system as useful in improving the performance of their academic heads.

### Table 6. Perceived Usefulness

| Perceived Usefulness | VGE | GE | ME | LE | Mean | DV  |
|----------------------|-----|----|----|----|------|-----|
| 1  It is comfortable using the system | 74  | 68 | 27 | 3  | 3.24 | Useful |
| 2  Easy to learn how to use the system. | 54  | 99 | 18 | 1  | 3.20 | Useful |
| 3  The system gives error messages that clearly tell how to fix problems. | 53  | 78 | 34 | 7  | 3.03 | Useful |
| 4  Recovery is easy and quick. | 48  | 80 | 34 | 10 | 2.97 | Useful |
| 5  The information provided by this system is clear such as online help, on-screen messages, and other documentation. | 47  | 87 | 31 | 7  | 3.01 | Useful |
| 6  The organization of information on the system screens is clear. | 47  | 87 | 33 | 5  | 3.02 | Useful |
| 7  Using the interface of this system is more likeable. | 48  | 75 | 40 | 9  | 2.94 | Useful |
| **MEAN** |     |    |    |    | **3.06** | Useful |

**Legend:**

- VU - Very Useful
- U  - Useful
- SU - Somewhat Useful
- NU - Not Useful
Impact Factor:

- ISRA (India) = 3.117
- ISI (Dubai, UAE) = 0.829
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- JIF = 1.500
- SIS (USA) = 0.912
- PHHI (Russia) = 0.156
- ESJI (KZ) = 8.716
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- IBI (India) = 4.260
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Perceived Ease of Use

The users’ responses to the perceived ease of use are presented in Table 7.

Perceived ease of use as hypothesized by Davis (1993) and mentioned Seigel, (2008) refers to the degree to which the individual believes that using the system would require little or no mental and physical effort. This would mean that whether the use of the system would really easy and not to add burden on the part of the users (Marangunic’ and Granic, 2014). As shown in the Table, the average mean of the predictors was 3.08 which could be interpreted as **EASY TO USE**. It could be understood based on the given data presented in Table 7 that the Innovated system is easy to use and likable thus attract users to further use the system. The result presented in Table 7 could be interpreted about the features in Table 3 and functions in Table 4 which respondents agreed and preferred the innovated system.

Table 7. Perceived Ease of Use

| Perceived Ease of Use | VEU | EU | SEU | NEU | Mean | DV |
|-----------------------|-----|----|-----|-----|------|----|
| 1 Satisfied with how easy to use the system. | 55  | 84 | 32  | 1   | 3.12 | Easy to Use |
| 2 It is simple to use the system.       | 54  | 92 | 24  | 2   | 3.12 | Easy to Use |
| 3 It is easy to learn to use the system. | 50  | 92 | 27  | 3   | 3.15 | Easy to Use |
| 4 It is easy to find the information needed. | 48  | 82 | 39  | 3   | 3.1  | Easy to Use |
| 5 The information provides for the system is easy to understand | 54  | 81 | 34  | 3   | 3.02 | Easy to Use |
| 6 The interface of the system is pleasant | 48  | 82 | 37  | 5   | 3.08 | Easy to Use |
| 7 The system has all the functions and capabilities that the user is expecting to have. | 60  | 78 | 27  | 7   | 3.01 | Easy to Use |
| 8 I would find the system to be flexible to interact with | 55  | 78 | 28  | 11  | 3.11 | Easy to Use |
| **MEAN** |     |    |     |     | **3.08** | **Easy to Use** |

Legend:

- VEU - Very Easy to Use
- EU - Easy to Use
- SEU - Somewhat Easy to Use
- NEU - Not Easy to Use

Perceived ease of use as hypothesized by Davis (1993) and mentioned Seigel, (2008) refers to the degree to which the individual believes that using the system would require little or no mental and physical effort. This would mean that whether the use of the system would really easy and not to add burden on the part of the users (Marangunic’ and Granic, 2014). As shown in the Table, the average mean of the predictors was 3.08 which could be interpreted as **EASY TO USE**. It could be understood based on the given data presented in Table 7 that the Innovated system is easy to use and likable thus attract users to further use the system. The result presented in Table 7 could be interpreted about the features in Table 3 and functions in Table 4 which respondents agreed and preferred the innovated system.

With all the positive responds from the respondents of this study, it can be pointed out not mentioning the result of Table 5 (User Satisfaction) that all the respondents were satisfied and are therefore easy to use base on the features and its functions.

Behavioral Intention to Use

TAM postulates that user behavior in using any system is determined by the behavioral intent (Knight, 2004). This Behavioral intent is commonly termed as Behavioral Intention to Use Technology. It is defined as the degree to which a person has formulated conscious plans to perform or not perform some specified future behavior as explained by Davis (1989) and cited by Fathema, Shannon, and Ross (2015).

As displayed in Table 8, it presents the users' responses to the behavioral intention to use the innovated academic head performance evaluation system of Asian College of Technology International Educational Foundation.
Impact Factor:

| Publisher          | Impact Factor |
|--------------------|---------------|
| ISRA (India)       | 3.117         |
| ISI (Dubai, UAE)   | 0.829         |
| GIF (Australia)    | 0.564         |
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| SIS (USA)          | 0.912         |
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| PIF (India)        | 1.940         |
| IBI (India)        | 4.260         |
| OAJJ (USA)         | 0.350         |

In Table 8, it shows the users’ behavioral intention to use the innovated system which by the users’ perception got an average weighted mean of 3.20 which could be interpreted as HIGH ATTITUDE. This affirms that if users find a specific technology as a useful one (PU) as shown in Table 6, then they develop a positive intention of using it (Fathema, et al., 2015).

### Table 8. Behavioral Intention to Use (n=172)

| Behavioral Intention to Use | VHA | HA | LA | VLA | Mean | DV          |
|-----------------------------|-----|----|----|-----|------|-------------|
| 1. I intend to use the system in the future | 73  | 76 | 17 | 6   | 3.26 | Very High Attitude |
| 2. I expect my use of the system in the future | 55  | 93 | 19 | 5   | 3.15 | High Attitude     |
| 3. It is worth it to use the evaluation system | 70  | 78 | 19 | 5   | 3.24 | High Attitude     |
| 4. Given that I have access to the system at anywhere, I plan to use it | 67  | 78 | 20 | 6   | 3.20 | High Attitude     |
| 5. I predict I would use the system in the next two (2) semesters | 58  | 86 | 21 | 7   | 3.13 | High Attitude     |
| **Mean**                   |     |    |    |     | **3.20** | **High Attitude** |

Legend:

- VHA - Very High Attitude
- HA - High Attitude
- LA - Low Attitude
- VLA - Very Low Attitude

It could be said that the predictors had the same interpretation (basically the same behavioral intention to use) with regards to the overall average weighted mean. Further, Fathema et al. (2015) study further affirm our findings as shown in Table 8 that if users have the intention to use a specific technology then they use it.

Also, the behavioral intention of the users to continually use the system could help in the future improvement of the innovated system.

### Summary of the perception of the users on the innovated academic heads performance evaluation system

In Table 9, from among the three indicators, perceived ease of use and behavioral intention to use. A system is said to be timely if it can deliver the needed task in a short period.

### Table 9. Summary of Results on the Perception of the Users on the Innovated Academic Heads Performance Evaluation System

| Perception                  | Average Mean | Interpretation  |
|-----------------------------|--------------|-----------------|
| Perceived Usefulness        | 3.06         | Useful          |
| Perceived Ease of Use       | 3.08         | Easy to Use     |
| Behavioral Intention to Use | 3.20         | High Attitude   |
| **Over all Mean =**         | **3.11**     | **Acceptable**  |

3.11 with a verbal interpretation of acceptable. The overall average mean implies that using TAM the system is acceptable to the users and the difference between the means only proves that users reserved a room for improvements and that the Innovated system could be improved depending on the users’ need.
Thus, improvements to perfect the innovated system must continue.

Significant difference between the previous and the innovated performance evaluation system

This section presents and interprets the results of the tests of the hypothesis. The data are presented in Table 10 showing the decision and the conclusion to the hypothesis.

Table 10. Result of the Test of Hypothesis at $\alpha = 0.05$ Level of Significance

|                                | Innovated | Previous |
|--------------------------------|-----------|----------|
| Mean                           | 2.320155  | 2.020543 |
| Variance                       | 0.004401  | 0.003085 |
| Observations                   | 15        | 15       |
| Pooled Variance                | 0.003743  |          |
| Hypothesized Mean Difference   | 0         |          |
| df                             | 28        |          |
| t Stat                         | 13.41128  |          |
| P(T<=$t$) one-tail             | 5.18E-14  |          |
| t Critical one-tail            | 1.701131  |          |
| P(T<=$t$) two-tail             | 1.04E-13  |          |
| t Critical two-tail            | 2.048407  |          |

Decision: Reject the Null Hypothesis

Table 10 presented the significant difference between the previous and the innovated Academic Heads Performance Evaluation System. The findings show that the difference could be traced back on the respondents’ experience with the previous and the innovated system based on the features, functions and user satisfaction shown in Tables 3, 4 and 5.

Thus, it is important to note that the difference exists between the functions and features of both systems which the respondents preferred to boost productivity as Adebayo’s (2007) findings would tell us that the existence of functions and a features are needed to improve and enhance decision whether or not to use or not to use a system. In deciding, it includes the productivity an individual employee may attain by using certain management systems. That dedicated employee preferred to do things fast for them to move and do another.

The decision as shown in Table 10 to reject the null hypothesis is supported by the different results mentioned earlier in the discussion of the features, functions and user satisfaction.

Conclusion

There is a need to shift from web-based design to a mobile application and adopt the Innovated Technology Model of the Academic Heads Performance Evaluation System using an Android platform that would operate through smartphones for evaluation. The new mobile application would help the employees evaluate their academic heads with lesser time consumptions which would lead to the productivity of every faculty for the benefit of all shareholders. This statement can be based on the result on the respondents’ perception using the famous Technology Acceptance Model of Davis (1989) which the researcher used to evaluate the innovated system which turns out that the innovated system is easy to use and very useful. With this, the respondents who will become the users of the system based on table 8 will positively use the system when it is fully implemented.
Impact Factor:

| Journal | Country | Impact Factor |
|---------|---------|---------------|
| ISRA (India) | = 3.117 |
| ISI (Dubai, UAE) | = 0.829 |
| GIF (Australia) | = 0.564 |
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| SJIF (Morocco) | = 5.667 |
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