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**THE ROLE OF WORK ENGAGEMENT IN PROMOTING
SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP
BEHAVIOR**



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(Management)**



**Pusat Pengajian Pengurusan
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ABSTRACT

Service-oriented organizational citizenship behavior (SO-OCB) is a form of the extra-role behavior performed by service employees when delivering services to customers. SO-OCB includes three dimensions, which are loyalty, service delivery and participation. In the context of private hospitals, nurses representing the hospital to deliver services to patients and nurses have the most frequent interaction with patients. Therefore, SO-OCB exhibited by nurses is imperative in warranting the outstanding service quality of the private hospitals. This study aims to examine the mediation role of work engagement between organizational resources (training, performance appraisal, and empowerment), social resources (co-worker support and patient cooperation) and SO-OCB among nurses in private hospitals. The sample of this study was nurses in Malaysian private hospitals. A total of 30,335 nurses working in 137 private hospitals in Malaysia were invited to participate in this study. However, only 15 private hospitals agreed to participate in this study. Hence, 345 nurses were involved in this study and 345 set of questionnaires were distributed. Of that, 324 set questionnaires were returned and 318 set of questionnaires were usable. Statistical Package for Social Sciences 22.0 (SPSS) and Partial Least Squares 2.0 (PLS) were used to analyse the data. The findings indicate that work engagement mediates all the hypotheses except the relationship which hypothesized between training and SO-OCB. Based on findings, suggestions and limitations of the study were put forward.

Keywords: SO-OCB, organizational resources, social resources and work engagement



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ABSTRAK

Gelagat kewarganegaraan organisasi berorientasikan perkhidmatan ialah satu bentuk tingkah laku peranan tambahan yang dilaksanakan oleh pekerja perkhidmatan apabila memberikan perkhidmatan kepada pelanggan. SO-OCB merangkumi tiga dimensi, iaitu kesetiaan, pemberian perkhidmatan, dan penyertaan. Dalam konteks hospital swasta, jururawat mewakili hospital untuk memberikan perkhidmatan kepada pesakit and jururawat mempunyai interaksi yang paling kerap dengan pesakit. Oleh itu, gelagat kewarganegaraan organisasi berorientasikan perkhidmatan yang dipaparkan oleh jururawat adalah sangat penting bagi menjamin kualiti perkhidmatan yang cemerlang di hospital swasta. Kajian ini bertujuan untuk meneliti keterlibatan kerja sebagai pengantara bagi sumber organisasi (latihan, penilaian prestasi, dan pemerksaan), sumber sosial (sokongan rakan sekerja dan kerjasama pesakit), dan gelagat kewarganegaraan organisasi berorientasikan perkhidmatan di kalangan jururawat di hospital swasta. Sampel kajian ini terdiri daripada jururawat di hospital swasta di Malaysia. Seramai 30,335 jururawat yang bekerja di 137 hospital swasta telah dijemput untuk menyertai kajian ini. Walau bagaimanapun, hanya 15 hospital swasta bersetuju untuk menyertai kajian ini. Oleh itu, 345 jururawat terlibat dalam kajian ini dan sebanyak 345 set soal selidik telah diedarkan. Daripada jumlah tersebut, 324 set soal selidik dikembalikan dengan 318 set soal selidik boleh digunakan. Perisian *Statistical Package for Social Sciences* (SPSS) dan *Partial Least Squares 2.0* (PLS) digunakan untuk menganalisis data. Dapatan kajian menunjukkan yang keterlibatan kerja menjadi pengantara bagi kesemua hipotesis kecuali bagi hipotesis hubungan antara latihan dan gelagat kewarganegaraan organisasi berorientasikan perkhidmatan. Berdasarkan dapatan kajian, cadangan dan batasan kajian telah dikemukakan.

Kata kunci: Gelagat kewarganegaraan organisasi berorientasikan perkhidmatan, sumber organisasi, sumber social dan keterlibatan kerja

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
AVE	Average Variance Extracted
CI	Confidence Interval
COR	Conservation of Resources
CR	Composite Reliability
CWS	Co-worker Support
E	Empowerment
GDP	Gross Domestic Products
JD-R	Job–Demand-Resource
OCB	Organizational Citizenship Behavior
PA	Performance Appraisal
PC	Patient Cooperation
PLS	Partial Least Square
SECB	Service Employee Citizenship Behavior
SO-OCB	Service-oriented Organizational Citizenship Behavior
SPSS	Statistical Package for the Social Science
STPM	Sijil Tinggi Persekolahan Malaysia
T	Training
UAE	United Arab Emirates
WE	Work Engagement

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Malaysian service sector has become the key player to the growth of economy. Service sector accounted for the largest share of Malaysia's Gross Domestic Products (GDP) in 2016 which contributed RM595 billions or 53.8% from RM1,106.1 billions of Malaysia's GDP (Economic Planning Unit, 2016). According to Economic Planning Unit (2016), this sector will continue to growth at 6.9% per annum, and increasing its share to the GDP from 53.8% in 2016 to 56.5% in 2020.

In addition, service sector also plays a significant role in creating employment opportunity to Malaysian. According to Economic Planning Unit (2016), service sector contributed 60.8% of total employment in 2014, increased to 61% in 2015 and expected to contribute 62.5% of total employment by 2020. Since service sector is important to Malaysia GDP and employment opportunities, it is essential to focus on the development of this sector.

Within the service sector, healthcare industry is one of the players. In Malaysia, healthcare industry consists of public healthcare industry and private healthcare industry. Public healthcare industry is subsidized by the Government and majority of the Malaysian population is using this facility provided by the Government. Meanwhile, private healthcare industry is profit-oriented entities which

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Appendix A: List of 15 Private Hospitals Participated in this Study

No	Name of Private Hospital	Address	Number of Beds
1	Jesselton Medical Centre	Jalan Metro 2, Metro Town Off Jalan Lintas, Kota Kinabalu, Sabah.	29
2	Columbia Asia Hospital - Miri	Lot 1035-1039, Jalan Bulan Sabit, CDT 155 Miri, Sarawak.	32
3	Columbia Asia Hospital- Bukit Rimau	No. 3, Persiaran Anggerik Eria, Bukit Rimau, Seksyen 32, Shah Alam, Selangor.	41
4	Kota Bharu Medical Centre	PT 179-184, Jalan Sultan Yahya Petra, Lundang, Kota Bharu, Kelantan.	44
5	Pantai Hospital Manjung	Jalan PPMP 1, Pusat Perniagaan Manjung Point, Sri Manjung, Perak.	58
6	Oriental Melaka Straits Medical Centre	Pusat Perubatan Klebang, Melaka.	69
7	Pantai Hospital Sungai Petani	No. 1, Persiaran Cempeka, Bandar Amanjaya, Sungai Petani, Kedah.	80
8	Columbia Asia Hospital - Taiping	No. 5, Jalan Perwira, Taiping, Perak.	82
9	Perak Community Specialist Hospital	277, Jalan Raja Permaisuri bainun (Jalan Kampar), Ipoh, Perak.	84

No	Name of Private Hospital	Address	Number of Beds
10	KPJ Pahang Specialist Hospital	Jalan Tanjung Lumpur, Kuantan, Pahang.	88
11	KPJ Perdana Specialist Hospital	Lot PT 37 & 600, Seksyen 14, Jalan Bayam, Kota Bharu, Kelantan.	117
12	Putra Medical Centre	888, Jalan Sekerat Off Jalan Putra, Alor Setar, Kedah.	143
13	KPJ Penang Specialist Hospital	No. 570, Jalan Perda Utama, Bandar Perda, Bukit Mertajam, Pulau Pinang.	168
14	Pantai Hospital Ipoh	Lot No. 126, Jalan Tambun, Ipoh, Perak.	180
15	Hospital Fatimah	1 Lebuhraya Chew Peng Loon, Off Jalan Dato's Lau Pak Khuan, Ipoh Garden, Ipoh, Perak.	219

Appendix B: Questionnaire



The Role of Work Engagement in Promoting Service-oriented Organizational Citizenship Behavior

Dear Respondent,

Thank you for your participation in this survey. This survey is to investigate the service-oriented organizational citizenship behavior at your workplace. This questionnaire contains eight sections and will take approximately 15 minutes to complete. Information provided will be kept confidential and will be used purely for academic purpose. I do hope that you will complete all the questions. If you need further clarification regarding this research, please do not hesitate to contact me at below address and phone number.

Yours Sincerely,

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Universiti Utara Malaysia
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Section A: Training

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 1=strongly disagree to 7=strongly agree.

No	Items	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
1	I received extensive formal training before I come into contact with patients.	1	2	3	4	5	6	7
2	I received on-going formal training on how to serve patients better.	1	2	3	4	5	6	7
3	I am formally trained to deal with patients' complaints.	1	2	3	4	5	6	7
4	I received on-going formal training on resolving patients' problems.	1	2	3	4	5	6	7
5	I received on-going formal training on our hospital's services.	1	2	3	4	5	6	7

Section B: Performance Appraisal

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 1=strongly disagree to 5=strongly agree.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My performance appraisal is based on input from multiple sources (superior, peers, myself, patients, etc).	1	2	3	4	5
2	My performance appraisal includes developmental feedback.	1	2	3	4	5
3	My performance appraisal is based on objective, quantitative results.	1	2	3	4	5

Section C: Empowerment

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 1=strongly disagree to 5=strongly agree.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In this hospital...						
1	the authority to make a decision is delegated to the person who is responsible to perform the task.	1	2	3	4	5
2	decisions are usually made at the level where the best information is available.	1	2	3	4	5
3	information is widely shared so that everyone can get the information he or she needs when it is needed.	1	2	3	4	5
4	everyone believes that he or she can have a positive impact.	1	2	3	4	5
5	every employee in our hospital attends both short and long-term planning processes.	1	2	3	4	5

Section D: Co-Worker Support

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 1=strongly disagree to 5=strongly agree.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In this hospital...						
1	we are like a family altogether with my colleagues.	1	2	3	4	5
2	teamwork is one places emphasis on rather than personal work.	1	2	3	4	5

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In this hospital...						
3	work environment is quite peaceful.	1	2	3	4	5
4	discrimination among the employees is never made.	1	2	3	4	5
5	there is always someone substituting me when I get medical leave or take a leave.	1	2	3	4	5

Section E: Patient Cooperation

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 1=strongly disagree to 7=strongly agree.

No	Items	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
In this hospital...								
1	patients always treat me with kindness and respect.	1	2	3	4	5	6	7
2	patients try to do things to make my job easier (patients are ready to accept rules and regulations of the hospital).	1	2	3	4	5	6	7
3	patients carefully observe and follow the policies of the hospital.	1	2	3	4	5	6	7
4	patients give me full cooperation when requested.	1	2	3	4	5	6	7
5	patients avoid requesting tasks that are not in my job scope.	1	2	3	4	5	6	7

Section F: Work Engagement

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 0=never to 6=always.

No	Items	Never	Almost Never	Seldom	Sometimes	Often	Almost Always	Always
1	At my work, I feel bursting with energy.	0	1	2	3	4	5	6
2	At my job, I feel strong and vigorous.	0	1	2	3	4	5	6
3	I am enthusiastic about my job.	0	1	2	3	4	5	6
4	My job inspires me.	0	1	2	3	4	5	6
5	When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
6	I feel happy when I am working intensely.	0	1	2	3	4	5	6
7	I am proud of the work that I do.	0	1	2	3	4	5	6
8	I am immersed in my work.	0	1	2	3	4	5	6
9	I get carried away when I am working.	0	1	2	3	4	5	6

Section G: Service-oriented Organizational Citizenship Behavior

Instruction: Please circle the number corresponding to your level of agreement with each statement below. The numbers range from 1=strongly disagree to 7=strongly agree.

No	Items	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
As a nurse in this hospital, I...								
1	tell outsiders this is a good place to work.	1	2	3	4	5	6	7
2	say good things about hospital to others.	1	2	3	4	5	6	7
3	generate favorable goodwill for the hospital.	1	2	3	4	5	6	7
4	encourage friends and family to use hospital's products and services.	1	2	3	4	5	6	7
5	actively promote the hospital's products and services.	1	2	3	4	5	6	7
6	follow customer service guidelines with extreme care.	1	2	3	4	5	6	7
7	conscientiously follows guidelines for patient promotions.	1	2	3	4	5	6	7
8	follow up in a timely manner to patient requests and problems.	1	2	3	4	5	6	7
9	perform duties with unusually few mistakes.	1	2	3	4	5	6	7
10	always have a positive attitude at work.	1	2	3	4	5	6	7

No	Items	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
As a nurse in this hospital, I...								
11	deliver exceptionally courteous and respectful to patients regardless of circumstances.	1	2	3	4	5	6	7
12	encourage co-workers to contribute ideas and suggestions for service improvement.	1	2	3	4	5	6	7
13	contribute many ideas for patient promotions and communications.	1	2	3	4	5	6	7
14	make constructive suggestions for service improvement.	1	2	3	4	5	6	7
15	frequently presents to others creative solutions to patient problems.	1	2	3	4	5	6	7
16	take home brochures to read up on products and services.	1	2	3	4	5	6	7

Section H: Personal Information

Instruction: Please tick (✓) or fill in appropriate space.

1. Gender:

Male	
Female	

2. Age:

Less than 30	
31-40	
41-50	
51-60	

3. Race:

Malay	
Chinese	
India	
Others (please specify)	

4. Marital Status:

Single	
Married	
Widow	

5. Highest Qualification:

Certificate	
Diploma	
Degree	
Others (please specify)	

6. Current Position:

Clinical Nurse Specialist	
Licensed Practical Nurse	
Nurse Practitioner	
Operating Room Nurse	
Registered Nurse	
Staff Nurse	
Others (please specify)	

7. Work Routine:

Normal Routine	
Shift	

8. Current Position Tenure:

More than 6 months, but less than 1 year	
1-5 years	
6-10 years	
11-15 years	
16-20 years	
More than 20 years	

End of questions. Thank you for your cooperation.

Appendix C: Respondents' Profile

i) Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	31	9.7	9.7	9.7
	Female	287	90.3	90.3	100.0
	Total	318	100.0	100.0	

ii) Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	129	40.6	40.6	40.6
	31-40	107	33.6	33.6	74.2
	41-50	48	15.1	15.1	89.3
	51-60	34	10.7	10.7	100.0
	Total	318	100.0	100.0	

iii) Race

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	209	65.7	65.7	65.7
	Chinese	58	18.2	18.2	84.0
	India	48	15.1	15.1	99.1
	Others	3	.9	.9	100.0
	Total	318	100.0	100.0	

Appendix C: Respondents' Profile (Continued)

iv) Marital Status

MS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	96	30.2	30.2	30.2
	Married	215	67.6	67.6	97.8
	Widow	7	2.2	2.2	100.0
	Total	318	100.0	100.0	

v) Highest Qualification

HQ					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	27	8.5	8.5	8.5
	Diploma	193	60.7	60.7	69.2
	Degree	91	28.6	28.6	97.8
	Others	7	2.2	2.2	100.0
	Total	318	100.0	100.0	

Appendix C: Respondents' Profile (Continued)

vi) Current Position

CP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clinical Nurse Specialist	27	8.5	8.5	8.5
	Licensed Practical Nurse	17	5.3	5.3	13.8
	Nurse Practitioner	4	1.3	1.3	15.1
	Operating Room Nurse	26	8.2	8.2	23.3
	Registered Nurse	122	38.4	38.4	61.6
	Staff Nurse	99	31.1	31.1	92.8
	Others	23	7.2	7.2	100.0
	Total	318	100.0	100.0	

vii) Work Routine

WR					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Normal Routine	128	40.3	40.3	40.3
	Shift	190	59.7	59.7	100.0
	Total	318	100.0	100.0	

Appendix C: Respondents' Profile (Continued)

viii) Current Position Tenure

HLICP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More than 6 months, but less than 1 year	23	7.2	7.2	7.2
	1-5 years	103	32.4	32.4	39.6
	6-10 years	87	27.4	27.4	67.0
	11-15 years	40	12.6	12.6	79.6
	16-20 years	39	12.3	12.3	91.8
	More than 20 years	26	8.2	8.2	100.0
	Total	318	100.0	100.0	



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Appendix D: Results of Items Loading, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha Before Delete Items

i) Items Loading

	CWS	E	PA	PC	SO-OCB	T	WE
CWS1	0.779961						
CWS2	0.618616						
CWS3	0.445161						
CWS4	0.50116						
CWS5	0.580509						
E1		0.705231					
E2		0.69977					
E3		0.737852					
E4		0.517737					
E5		0.470657					
PA1			0.842721				
PA2			0.729364				
PA3			0.660912				
PC1				0.733316			
PC2				0.854033			
PC3				0.822701			
PC4				0.801975			
PC5				0.700247			
SOOCB1					0.597105		
SOOCB10					0.635211		
SOOCB11					0.613239		
SOOCB12					0.685286		
SOOCB13					0.677698		
SOOCB14					0.725586		
SOOCB15					0.672307		
SOOCB16					0.550299		
SOOCB2					0.777386		
SOOCB3					0.775572		
SOOCB4					0.726685		
SOOCB5					0.701461		
SOOCB6					0.70173		
SOOCB7					0.696988		
SOOCB8					0.647237		
SOOCB9					0.572556		
T1						0.749002	
T2						0.815533	

	CWS	E	PA	PC	SO-OCB	T	WE
T3						0.78529	
T4						0.743339	
T5						0.690589	
WE1							0.504097
WE2							0.745539
WE3							0.713642
WE4							0.729639
WE5							0.707266
WE6							0.54001
WE7							0.536365
WE8							0.630455
WE9							0.492058

ii) Average Variance Extracted (AVE), Composite Reliability (CR) and Cronbach's Alpha

	AVE	Composite Reliability	Cronbach's Alpha
CWS	0.355469	0.726445	0.574152
E	0.404204	0.76697	0.629512
PA	0.559652	0.790554	0.637541
PC	0.615494	0.888409	0.842225
SO-OCB	0.456075	0.930043	0.919531
T	0.574449	0.87061	0.815223
WE	0.396746	0.85238	0.80644

**Appendix E: Results of Items Loading, Average Variance Extracted (AVE),
Composite Reliability (CR), and Cronbach's Alpha After Deleted Items**

i) Items Loading

	CWS	E	PA	PC	SO-OCB	T	WE
CWS1	0.915283						
CWS2	0.815045						
E1		0.754412					
E2		0.755938					
E3		0.778632					
PA1			0.806756				
PA2			0.773294				
PA3			0.66895				
PC1				0.745075			
PC2				0.852935			
PC3				0.829737			
PC4				0.803572			
PC5				0.673531			
SOOCB10					0.614753		
SOOCB12					0.721339		
SOOCB13					0.71554		
SOOCB14					0.741489		
SOOCB15					0.649615		
SOOCB2					0.77013		
SOOCB3					0.771574		
SOOCB4					0.73285		
SOOCB5					0.710708		
SOOCB6					0.724519		
SOOCB7					0.726385		
SOOCB8					0.655313		
T1						0.755037	
T2						0.829413	
T3						0.78379	
T4						0.736055	
T5						0.671363	
WE2							0.757662
WE3							0.712208
WE4							0.786722
WE5							0.770514
WE6							0.612925

ii) Average Variance Extracted (AVE), Composite Reliability (CR) and Cronbach's Alpha

	AVE	Composite Reliability	Cronbach's Alpha
CWS	0.751021	0.8574	0.677781
E	0.582282	0.806987	0.642569
PA	0.565444	0.795075	0.637541
PC	0.614095	0.887671	0.842225
SO-OCB	0.507888	0.925	0.91139
T	0.572968	0.869734	0.815223
WE	0.533919	0.850425	0.779143



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Appendix F: Latent Variable Correlation

	CWS	E	PA	PC	SO-OCB	T	WE
CWS	1						
E	0.410007	1					
PA	0.274638	0.412052	1				
PC	0.194044	0.340671	0.253051	1			
SO-OCB	0.384243	0.47181	0.481711	0.343499	1		
T	0.254245	0.462858	0.554723	0.258411	0.480331	1	
WE	0.322425	0.475275	0.390863	0.323216	0.493364	0.360113	1



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Appendix G: Cross Loading

	CWS	E	PA	PC	SO-OCB	T	WE
CWS1	0.91528	0.380389	0.256849	0.22045	0.321731	0.223962	0.322117
CWS2	0.81505	0.326814	0.215963	0.096527	0.35627	0.219798	0.223943
E1	0.227295	0.75441	0.300618	0.260848	0.308497	0.370654	0.353789
E2	0.423217	0.75594	0.262769	0.235194	0.366234	0.346074	0.335657
E3	0.296415	0.77863	0.371477	0.280815	0.401771	0.344389	0.394439
PA1	0.111929	0.324856	0.80676	0.203112	0.341688	0.457679	0.361362
PA2	0.302798	0.342394	0.77329	0.165992	0.429947	0.445772	0.299209
PA3	0.258626	0.24957	0.66895	0.224484	0.320887	0.319223	0.167718
PC1	0.187505	0.281361	0.211642	0.74508	0.276371	0.227697	0.290314
PC2	0.127767	0.253517	0.196223	0.85294	0.279102	0.190016	0.235022
PC3	0.132781	0.276462	0.21864	0.82974	0.272523	0.19826	0.297385
PC4	0.248572	0.281853	0.189336	0.80357	0.32253	0.207197	0.229203
PC5	0.040388	0.233317	0.162382	0.67353	0.178517	0.184177	0.181973
SOOCB10	0.276254	0.305996	0.253335	0.167422	0.61475	0.308813	0.305928
SOOCB12	0.340891	0.365877	0.359673	0.139185	0.72134	0.393623	0.358604
SOOCB13	0.41111	0.385547	0.383106	0.184201	0.71554	0.380439	0.356035
SOOCB14	0.367891	0.347867	0.398089	0.237219	0.74149	0.358963	0.365286
SOOCB15	0.214895	0.277729	0.386029	0.241588	0.64962	0.325888	0.302877
SOOCB2	0.311002	0.386443	0.397832	0.265575	0.77013	0.374541	0.434124
SOOCB3	0.251288	0.380568	0.359685	0.306234	0.77157	0.359105	0.402396
SOOCB4	0.258831	0.345266	0.345294	0.31627	0.73285	0.317104	0.331773
SOOCB5	0.152937	0.323788	0.292042	0.358473	0.71071	0.332372	0.330781
SOOCB6	0.158932	0.294812	0.294577	0.234395	0.72452	0.32586	0.358628
SOOCB7	0.309167	0.338454	0.309432	0.241587	0.72639	0.326508	0.3333
SOOCB8	0.213846	0.256674	0.326581	0.246715	0.65531	0.292708	0.306347
T1	0.142953	0.312523	0.423513	0.130669	0.339224	0.75504	0.241623
T2	0.324021	0.431462	0.470513	0.165323	0.4423	0.82941	0.368568
T3	0.183813	0.385414	0.420415	0.238761	0.309876	0.78379	0.252364
T4	0.170607	0.299133	0.391139	0.271397	0.345068	0.73606	0.25398
T5	0.062801	0.292112	0.387383	0.19268	0.364346	0.67136	0.20168
WE2	0.265866	0.389284	0.332088	0.402341	0.372385	0.289847	0.75766
WE3	0.109804	0.339341	0.199989	0.353729	0.305621	0.184253	0.71221
WE4	0.297493	0.356335	0.296421	0.174908	0.33706	0.249457	0.78672
WE5	0.270855	0.350532	0.311105	0.144418	0.435382	0.266001	0.77051
WE6	0.213873	0.291524	0.271879	0.087432	0.338828	0.322871	0.61293