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**INVESTIGATING SERVICE RECOVERY
PERFORMANCE OF CALL CENTER EMPLOYEES IN
TELECOM SECTOR PAKISTAN**



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UUM
Universiti Utara Malaysia

DOCTOR OF PHILOSOPHY (MARKETING)
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CENTER EMPLOYEES IN TELECOM SECTOR PAKISTAN**



By
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**Thesis Submitted to
School of Business Management (SBM)
University Utara Malaysia
In Fulfilment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

Telecom call centres in Pakistan are facing the issue of poor employees' service recovery performance. This study was undertaken to investigate the contributing factors of internal marketing practices, role stressors, and workplace social support towards employee service recovery performance. It also tested the role of affective organisational commitment to mediate the link between the factors and service recovery performance. Besides, the moderating effect of customer orientation on the relationship between affective organisational commitment and service recovery performance was also examined. The theories of equity and the reformulation of attitude were integrated to explain the relationship between the variables in the research model. Survey data were gathered from a sample of 318 telecom call centre employees of five telecom companies operating in Pakistan. Using the PLS-SEM to analyse the data and test the hypotheses, the present study showed that employee rewards, employee training, role ambiguity, organisational support, and supervisor support were significantly related to service recovery performance. Moreover, the results revealed that affective organizational commitment mediated the relationship between internal marketing practices, role ambiguity, organizational support, supervisor support, and service recovery performance. Additionally, the results found that customer orientation moderated the relationship between affective organisational commitment and service recovery performance. The findings suggest that managers of the call centers develop internal marketing practices and workplace social support strategies to enhance an affective organisational commitment so that service recovery performance of call center employees could be improved. Moreover, the management should focus on developing a customer-oriented culture to enhance employees' service recovery performance in call centers in Pakistan.

Keywords: service recovery performance, affective organisational commitment, internal marketing practices, role stressors, workplace social support, call centres, Pakistan

ABSTRAK

Pusat panggilan telekom di Pakistan sedang menghadapi isu prestasi pemulihan perkhidmatan yang lemah dalam kalangan pekerjaanya. Kajian ini dijalankan untuk menyiasat faktor-faktor penyumbang kepada amalan pemasaran dalaman, penyebab tekanan peranan, dan sokongan sosial di tempat kerja terhadap prestasi pemulihan perkhidmatan pekerja. Kajian turut menguji peranan komitmen organisasi afektif sebagai pengantara yang menghubungkan faktor-faktor dan prestasi pemulihan perkhidmatan. Di samping itu, kesan penyederhana orientasi pelanggan terhadap hubungan antara komitmen organisasi afektif dan prestasi pemulihan perkhidmatan juga telah dikaji. Teori ekuiti dan teori perumusan semula sikap telah diintegrasikan untuk menjelaskan hubungan di antara pemboleh ubah-pemboleh ubah di dalam model kajian. Data kajian telah dikumpul daripada sampel yang merangkumi 318 orang pekerja pusat panggilan telekom dari lima buah syarikat telekomunikasi yang beroperasi di Pakistan. Dengan menggunakan PLS-SEM untuk menganalisis data dan menguji hipotesis, kajian ini menunjukkan bahawa ganjaran pekerja, latihan pekerja, kekaburan peranan, sokongan organisasi, dan sokongan penyelia adalah signifikan dengan prestasi pemulihan perkhidmatan. Selain itu, dapatan kajian mendedahkan bahawa komitmen organisasi yang afektif sebagai pengantara yang menghubungkan amalan pemasaran dalaman, kekaburan peranan, sokongan organisasi, sokongan penyelia, dan prestasi pemulihan perkhidmatan. Tambahan pula, keputusan kajian mendapati bahawa orientasi pelanggan menyederhanakan hubungan antara komitmen organisasi afektif dan prestasi pemulihan perkhidmatan. Hasil kajian juga mencadangkan agar para pengurus pusat panggilan membangunkan amalan pemasaran dalaman dan strategi sokongan sosial di tempat kerja untuk meningkatkan komitmen organisasi yang lebih berkesan supaya prestasi pemulihan perkhidmatan pekerja pusat panggilan boleh dipertingkatkan. Tambahan lagi, pihak pengurusan perlu memberi fokus untuk membangunkan budaya berorientasikan pelanggan bagi meningkatkan prestasi pemulihan perkhidmatan pekerja di pusat-pusat panggilan di Pakistan.

Kata kunci: prestasi pemulihan perkhidmatan, komitmen organisasi afektif, amalan pemasaran dalaman, penyebab tekanan peranan, sokongan sosial di tempat kerja, pusat panggilan, Pakistan.

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LIST OF ABBREVIATIONS

AOC	Affective organizational Commitment
IM	Internal Marketing
CC	Call Centers
CS	Career Satisfaction
CSR	Customer Service Representative
EE	Emotional Exhaustion
ES	Employee Satisfaction
FLE	Frontline Employee
FY	Fiscal Year
GDP	Gross Domestic Product
JP	Job Performance
JS	Job Satisfaction
OC	Organizational Commitment
CS	Coworker Support
PLS	Partial Least Squares
OS	Organizational Support
SS	Supervisor Support
PTA	Pakistan Telecommunication Authority
RA	Role Ambiguity
RC	Role Conflict
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Sciences
SRP	Service Recovery Performance
VB-SEM	Variance based SEM
CB-SEM	Co-variance based SEM
VIF	Variance Inflated Factor

CHAPTER ONE

RESEARCH OVERVIEW

1.0 Introduction

This chapter presents the background of this research, followed by the problem statement that justifies the present study. Next, the research questions, the research objectives, the scope of the study, the significance of this research, and the definition of key terms are elaborated.

1.1 Background of Study

The growth of global businesses and the development of modern technology have contributed to the rise of a service-dominated economy all over the world (Nissan, Galindo, & Méndez, 2011). The service sector is identified as a crucial contributor to accelerating economic growth and furthering economic development in developed and developing countries (Gani & Clemes, 2013; Li, Clemes, & Gani, 2015), including the Asian countries (Gani & Clemes, 2010).

Previously, the service sector was considered as a residual tertiary sector after the manufacturing sector and the agricultural sector in many developing countries (Gani & Clemes, 2013). However, during the last two decades, the importance of the service sector to the economy was significantly increased compared to the industrial and agriculture sectors in many countries for various reasons, such as lower capital requirements, rapid effects on economic growth, and ease of relocating the business to other places. Also, technological innovations and advancements have aided much in the evolution of the service sector (Li et al., 2015).

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Appendixes

Appendix A: Proposed Questionnaire



**Pusat Pengajian
Pengurusan Perniagaan**
SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

Dear Sir/Madam,

My name is Munawar Javed Ahmad, a PhD candidate in the School of Business Management, University Utara Malaysia. I am conducting an academic research study as part of my PhD studies. I shall be thankful for your contribution in the treasury of knowledge through responding to this questionnaire.

The information provided will be strictly kept confidential and used for academic purpose only, by the researcher.

Thank you for your cooperation.

Munawar Javed Ahmad
Matric: 900823
School of Business Management
University Utara Malaysia

SECTION A:

Demographic information

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

1. Gender

- a. Male ☐ b. Female ☐

2. Marital status

- a. Married ☐ b. Single ☐

3. Age group

- a. Below 25 ☐ b. 26-30 ☐
c. 31- 40 ☐ d. 41-50 ☐
e. Above 50 ☐

4. Highest level of education

- a. Diploma ☐ b. Bachelors ☐
c. Masters ☐ d. PhD ☐

5. Salary/pay in Rs. (Monthly)

- a. 10,000- 15,000 ☐ b. 16,000- 25,000 ☐
c. 26,000- 35,000 ☐ d. 36,000 and above ☐

6. Job tenure

- a. 1 year- 2 years ☐ b. 3 year- 5 years ☐
c. 6 year- 7 years ☐ d. 8 year- 10 years ☐

SECTION B:

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 5-point Likert Scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Internal communication	1	2	3	4	5
1. There is an internal communication program for all employees in my organization.					
2. All communication materials reflect a consistent style in my organization.					
3. Messages that I receive are aligned with business wide communication.					
4. My organization communicates a clear brand image to me.					
5. Employees at all levels understand the direction and key priorities of my organization.					
Employee rewards	1	2	3	4	5
6. If I improve the level of service I offer customers, I will be rewarded					
7. The rewards I receive are based on customer evaluations of service					
8. Employees in this firm are rewarded for serving customers well					
9. Employees of this firm are rewarded for dealing effectively with customer problems					
10. I am rewarded for satisfying complaining customers.					
Employee training	1	2	3	4	5
11. Employees in this firm receive continued training to provide good service					
12. Employees in this firm receive extensive customer service training before they interact with customer					
13. Employees of this firm receive training on how to serve customers better.					
14. Employees of this firm are trained to deal with customer complaints.					
15. Employees of this firm receive training on dealing with customer problems					
16. Employees in this firm receive training on how to deal with complaining customers					

Employee Empowerment	1	2	3	4	5
17. I am encouraged to handle customer problems by myself.					
18. I do not have to get management's approval before I handle customer problems.					
19. I am allowed to do almost everything to solve customer problems.					
20. I have control over how I solve customer problems					
Role ambiguity	1	2	3	4	5
21. I have clear, planned goals and objectives for my job.					
22. I know exactly what is expected of me.					
23. I know what my responsibilities are					
24. I feel certain about the level of authority I have					
Role Conflict	1	2	3	4	5
25. When completing a task, I get conflicting information from two or more people.					
26. Sometimes I need to bend a rule or policy in order to carry out my job.					
27. I do things that are often accepted by one person but not accepted by others					
28. I have to deal with and satisfy too many different people.					
Emotional exhaustion	1	2	3	4	5
29. I feel exhausted at the end of the workday.					
30. My work requires a lot of emotional energy.					
31. When I get up in the morning I look forward to coming into work.					
32. Working with people all day is hard for me.					
33. I feel emotionally drained by my work.					
Organizational support	1	2	3	4	5
34. My firm values my contributions to its well-being.					
35. My firm strongly considers my goals and values.					
36. My firm is willing to help me when I need a special favor.					
37. My firm shows very little concern for me.					
38. My firm care about my opinions.					
39. My firm takes pride in my accomplishments at work.					

Coworker support	1	2	3	4	5
40. I receive help and support from my coworkers.					
41. I feel I am accepted in my work group.					
42. My coworkers are understanding if I have a bad day.					
43. My coworkers back me up when I need it.					
44. I feel comfortable with my coworkers.					
Supervisor support	1	2	3	4	5
45. My supervisor helps CSR's do their job well.					
46. My supervisor helps CSR's to handle their jobs smoothly in conjunction with others					
47. My supervisor helps CSR's to achieve high job performance.					
48. My supervisor is interested in CSR's welfare.					
Service recovery performance	1	2	3	4	5
49. Considering all the things I do, I handle dissatisfied customers quite well.					
50. I don't mind dealing with complaining customers.					
51. No customer I deal with leaves with problems unresolved.					
52. Satisfying complaining customers is a great thrill to me.					
53. Complaining customers, I have dealt with in the past are among today's most loyal customers					

SECTION C:

Affective organizational commitment	1	2	3	4	5
54. I find that my values and the firm's values are very similar.					
55. I really care about the future of this firm.					
56. I am proud to tell others that I work for this firm.					
57. I am willing to put in a great deal of effort beyond that normally expected in order to help the firm to be successful					
58. For me, this is the best of all possible organizations for which to work					

SECTION D:

Customer service orientation of the firm	1	2	3	4	5
59. My firm measures customer satisfaction on a regular basis					
60. My firm understands its customers' needs.					
61. My firm sets objectives in terms of customer satisfaction.					
62. My firm is totally committed to serving its customers well.					
63. My firm attempts to create value for the customers					

**THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS
GREATLY APPRECIATED.**



Appendix B: Descriptive Statistics for Demographic Variables

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	249	78.3	78.3	78.3
Female	69	21.7	21.7	100.0
Total	318	100.0	100.0	

M-status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	185	58.2	58.2	58.2
Single	133	41.8	41.8	100.0
Total	318	100.0	100.0	

Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25	21	6.6	6.6	6.6
25-30	201	63.2	63.2	69.8
31- 40	91	28.6	28.6	98.4
41-50	5	1.6	1.6	100.0
Total	318	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	10	3.1	3.1	3.1
Bachelors	140	44.0	44.0	47.2
Masters	168	52.8	52.8	100.0
Total	318	100.0	100.0	

Salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 16,000- 25,000	20	6.3	6.3	6.3
26,000- 35,000	140	44.0	44.0	50.3
36,000 and above	158	49.7	49.7	100.0
Total	318	100.0	100.0	

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
1-2	17	5.3	5.3	5.3
3-5	154	48.4	48.4	53.8
Valid 5-7	122	38.4	38.4	92.1
7-10	25	7.9	7.9	100.0
Total	318	100.0	100.0	



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Appendix C: Common method Variance.

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.374	30.752	30.752	19.374	30.752	30.752	5.374	8.530	8.530
2	3.807	6.043	36.795	3.807	6.043	36.795	4.780	7.587	16.117
3	3.596	5.708	42.503	3.596	5.708	42.503	3.638	5.775	21.892
4	2.902	4.606	47.109	2.902	4.606	47.109	3.567	5.662	27.554
5	2.472	3.924	51.033	2.472	3.924	51.033	3.361	5.335	32.889
6	1.735	2.755	53.788	1.735	2.755	53.788	3.304	5.244	38.132
7	1.703	2.704	56.492	1.703	2.704	56.492	3.290	5.223	43.355
8	1.477	2.344	58.836	1.477	2.344	58.836	3.284	5.213	48.568
9	1.348	2.140	60.976	1.348	2.140	60.976	3.058	4.854	53.422
10	1.291	2.049	63.024	1.291	2.049	63.024	2.948	4.679	58.102
11	1.232	1.956	64.980	1.232	1.956	64.980	2.928	4.647	62.749
12	1.130	1.793	66.774	1.130	1.793	66.774	2.536	4.025	66.774
13	.987	1.566	68.340						
14	.902	1.432	69.772						
15	.873	1.386	71.158						
16	.853	1.354	72.512						
17	.823	1.307	73.819						
18	.787	1.249	75.068						
19	.739	1.173	76.241						
20	.724	1.149	77.390						
21	.669	1.063	78.453						
22	.650	1.031	79.484						
23	.629	.998	80.482						
24	.605	.961	81.443						
25	.561	.891	82.334						
26	.545	.865	83.199						
27	.518	.822	84.021						
28	.499	.792	84.814						
29	.486	.771	85.585						
30	.472	.749	86.334						
31	.455	.723	87.057						
32	.445	.706	87.763						
33	.437	.694	88.457						
34	.410	.651	89.108						

35	.394	.625	89.734					
36	.379	.601	90.335					
37	.368	.585	90.920					
38	.349	.554	91.473					
39	.333	.529	92.002					
40	.328	.521	92.523					
41	.318	.505	93.028					
42	.312	.496	93.524					
43	.304	.482	94.006					
44	.287	.456	94.462					
45	.275	.437	94.899					
46	.271	.429	95.328					
47	.267	.423	95.752					
48	.241	.383	96.135					
49	.237	.376	96.511					
50	.236	.374	96.886					
51	.222	.353	97.238					
52	.213	.338	97.577					
53	.205	.325	97.902					
54	.193	.306	98.208					
55	.176	.279	98.487					
56	.170	.270	98.757					
57	.159	.252	99.008					
58	.151	.240	99.249					
59	.143	.227	99.476					
60	.118	.188	99.664					
61	.113	.180	99.843					
62	.075	.119	99.962					
63	.024	.038	100.000					

Extraction Method: Principal Component Analysis.

Appendix D: Cross loadings

Discriminant Validity (cross loadings)

	AOC	CO	CS	EE	ER	ET	EX	IC	OS	RA	RC	SRP	SS
AOC													
1	0.847	0.569	0.035	0.478	0.578	0.599	0.203	0.304	0.532	0.599	0.318	0.663	0.572
AOC													
2	0.84	0.578	0.046	0.453	0.563	0.565	0.252	0.253	0.489	0.557	0.354	0.648	0.573
AOC													
3	0.847	0.576	0.04	0.435	0.525	0.503	0.216	0.323	0.516	0.534	0.292	0.665	0.505
AOC													
4	0.857	0.58	0.061	0.439	0.567	0.531	0.218	0.281	0.512	0.567	0.332	0.687	0.572
AOC													
5	0.746	0.486	0.036	0.387	0.455	0.434	0.135	0.186	0.331	0.455	-0.2	0.528	0.411
CO1	0.484	0.787	0.028	0.287	0.4	0.497	0.24	0.395	0.33	0.408	-0.32	0.531	0.368
CO2	0.598	0.887	0.071	0.39	0.532	0.657	0.252	0.375	0.453	0.512	0.432	0.66	0.523
CO3	0.56	0.871	0.035	0.366	0.476	0.622	0.221	0.369	0.489	0.5	0.364	0.596	0.537
CO4	0.606	0.876	0.061	0.369	0.487	0.623	0.293	0.42	0.457	0.514	0.432	0.596	0.526
CO5	0.537	0.699	0.057	0.259	0.444	0.426	0.192	0.332	0.319	0.466	0.274	0.515	0.443
CS1	0.024	0.084	0.72	0.046	0.063	0.066	0.057	0.046	0.082	0.01	0.017	0.03	0.012
CS2	0.011	0.044	0.697	0.041	0.07	0.044	0.008	0.042	0.085	0.023	0.032	0.02	0.002
CS3	0.045	0.072	0.866	0.052	0.094	0.034	0.139	0.007	0.028	0.015	0.032	0.066	0.035
CS4	0.044	0.015	0.796	0.023	0.082	0.105	0.019	0.007	0.042	0.021	0.039	0.016	0
CS5	0.053	0.044	0.795	0.007	0.101	0.001	0.215	0.031	0.052	0.004	0.079	0.082	0.087
EE1	0.443	0.365	0.033	0.799	0.386	0.437	0.066	0.124	0.36	0.379	0.253	0.441	0.413
EE2	0.392	0.325	0.003	0.737	0.324	0.425	0.035	0.056	0.347	0.41	0.217	0.412	0.403
EE3	0.391	0.279	0.041	0.761	0.318	0.375	0.084	0.019	0.315	0.34	0.231	0.39	0.396
EE4	0.386	0.264	0.047	0.747	0.324	0.369	0.016	0.061	0.309	0.351	-0.2	0.346	0.341
ER1	0.543	0.451	0.138	0.309	0.848	0.469	0.166	0.248	0.469	0.462	0.242	0.6	0.415
ER2	0.511	0.494	0.08	0.405	0.839	0.497	0.182	0.229	0.422	0.509	0.266	0.565	0.443
ER3	0.546	0.494	0.081	0.373	0.851	0.554	0.157	0.208	0.438	0.563	-0.28	0.574	0.467
ER4	0.614	0.498	0.08	0.43	0.869	0.474	0.196	0.226	0.457	0.578	-0.32	0.597	0.491
ET1	0.466	0.55	0.034	0.406	0.439	0.79	0.193	0.287	0.424	0.448	0.326	0.549	0.481
ET2	0.575	0.602	0.087	0.43	0.522	0.856	0.211	0.233	0.492	0.491	0.385	0.609	0.533
ET3	0.537	0.559	0.053	0.46	0.474	0.84	0.267	0.193	0.455	0.52	0.423	0.576	0.59
ET4	0.541	0.589	0.061	0.492	0.515	0.856	0.17	0.185	0.487	0.482	0.398	0.614	0.498
ET5	0.561	0.599	-0.02	0.434	0.503	0.861	0.199	0.194	0.433	0.479	0.411	0.602	0.539
EX1	0.226	0.234	0.13	0.086	0.149	0.183	0.799	0.149	0.132	0.193	0.366	0.202	0.208
EX2	0.216	0.255	0.104	0.085	0.17	0.211	0.775	0.103	0.156	0.234	0.328	0.243	0.214
EX3	0.173	0.22	0.126	-0.02	0.121	0.177	0.77	0.212	0.084	0.167	0.344	0.168	0.265
EX4	0.146	0.191	0.113	0.052	0.162	0.165	0.748	0.186	0.132	0.275	0.315	0.198	0.195
EX5	0.188	0.209	0.141	0	0.186	0.208	0.757	0.219	0.107	0.237	0.366	0.208	0.245
IC1	0.272	0.364	0.034	0.116	0.252	0.2	0.201	0.779	0.092	0.199	0.278	0.247	0.189
IC2	0.264	0.342	0.08	0.082	0.185	0.18	0.16	0.745	0.076	0.286	0.176	0.271	0.206

IC3	0.23	0.406	0.025	0.038	0.192	0.252	0.148	0.724	0.123	0.213	0.212	0.251	0.164
IC4	0.247	0.291	0.027	0.046	0.189	0.172	0.13	0.703	0.059	0.197	0.209	0.181	0.124
IC5	0.186	0.263	0.057	0.024	0.158	0.135	0.169	0.731	0.066	0.172	0.184	0.207	0.139
OS1	0.427	0.347	0.045	0.326	0.382	0.359	0.146	0.08	0.721	0.371	0.155	0.454	0.339
OS2	0.406	0.317	0.006	0.323	0.347	0.445	0.175	0.007	0.725	0.334	0.215	0.441	0.344
OS3	0.437	0.424	0.015	0.356	0.422	0.391	0.118	0.125	0.767	0.416	0.196	0.534	0.377
OS4	0.471	0.408	0.015	0.33	0.417	0.45	0.06	0.101	0.779	0.391	0.185	0.483	0.372
OS5	0.428	0.364	0.062	0.3	0.387	0.394	0.112	0.105	0.744	0.37	0.217	0.477	0.368
RA1	0.534	0.502	0.013	0.363	0.527	0.462	0.271	0.305	0.388	0.838	0.406	0.59	0.53
RA2	0.551	0.478	0.012	0.398	0.543	0.491	0.207	0.209	0.406	0.873	0.325	0.599	0.552
RA3	0.567	0.518	0.013	0.453	0.517	0.506	0.265	0.225	0.437	0.869	0.387	0.589	0.572
RA4	0.61	0.508	0.024	0.457	0.55	0.522	0.247	0.273	0.502	0.865	0.328	0.639	0.574
RC1	0.309	0.411	0.025	0.276	0.307	0.425	0.387	0.221	0.259	0.367	0.853	0.365	0.411
RC2	0.342	0.365	0.058	0.269	0.298	0.426	0.393	0.278	0.235	0.383	0.867	0.369	0.454
RC3	0.322	0.383	0.027	0.253	0.279	0.354	-0.37	0.239	0.211	0.336	0.85	0.352	0.339
RC4	0.216	0.309	0.018	0.166	0.168	-0.32	0.328	0.219	-0.13	0.293	0.742	0.217	0.272
SRP1	0.648	0.638	0.075	0.462	0.607	0.618	0.222	0.274	0.578	0.571	0.363	0.847	0.57
SRP2	0.627	0.541	0.065	0.463	0.584	0.587	0.201	0.21	0.535	0.599	0.319	0.826	0.577
SRP3	0.64	0.591	0.054	0.479	0.562	0.614	0.25	0.231	0.567	0.588	0.343	0.839	0.645
SRP4	0.674	0.594	0.034	0.419	0.584	0.59	0.283	0.322	0.564	0.633	0.393	0.852	0.635
SRP5	0.534	0.475	0.056	0.267	0.415	0.399	0.096	0.253	0.3	0.425	0.174	0.664	0.378
SS1	0.571	0.497	0.03	0.491	0.48	0.562	0.287	0.198	0.411	0.611	0.356	0.63	0.854
SS2	0.528	0.486	0.038	0.392	0.412	0.51	0.223	0.204	0.388	0.49	0.373	0.564	0.843
SS3	0.53	0.522	0.059	0.422	0.463	0.514	0.248	0.194	0.411	0.52	0.397	0.565	0.840
SS4	0.544	0.477	0.055	0.425	0.454	0.544	0.228	0.176	0.425	0.57	0.416	0.623	0.857