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## Effect of Work Motivation on Employee Job Satisfaction in the Context of Public Sector Organization

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**Abstract:** The present research aimed to establish the impact of work motivation on job satisfaction. A Self-developed questionnaire comprising a few measures was utilized to accumulate information from specialized and support workers who work in various segments of CEB. The study sample size is 285. The study used a simple random technique. The accumulated information was used to assess the model utilizing the PLS-SEM. The outcomes illustrated that the vital attribute of work motivation are motivation practices, leadership styles of managers, reward management, job expectations, and working environment. The study originated that all variables had a positive effect on job satisfaction. Among the factors, job expectations of employees and leadership style had an important influence, and the reward management had trifling job satisfaction. Besides, the paper offers thoughts for managers by pinpointing the critical factors influencing that encourage employees in CEB. This research has demonstrated how important it is to recognize associations between work motivation and job satisfaction in public sector organizations, particularly those owned by the government and operating as monopolistic electricity providers (CEB) in Sri Lanka. However, even though other disciplines have researched the interrelationships between motivation and job satisfaction, no empirical studies have been mentioned in past CEB-related research.

**Keywords:** job satisfaction, rewards, motivation, public sector.

### 公共部门组织背景下工作动机对员工工作满意度的影响

**摘要:** 本研究旨在衡量工作动机对拜蒂克洛区锡兰电力委员会员工工作满意度的影响。采用由多项措施组成的自我管理问卷, 从在不同部门工作的技术和支持员工收集数据, 如配电维护办公室、总工程师办公区、配电施工工程师官和分店区。应用简单的随机抽样技术从受访者那里获得 285 份答复。收集到的数据用于使用智能的方法测试模型。结果表明, 工作激励的本质特征是管理者的领导风格、激励实践、奖励管理制度、员工工作期望和工作环境。相比之下, 确定的结果是员工的工作满意度。所有五个变量对工作满意度都有积极影响。其中, 员工的工作期望和经理的领导风格影响最显着, 奖励管理制度对工作满意度的影响微乎其微。此外, 本研究通过指出影响员工激励的关键因素, 为管理者提供思路。

**关键词:** 动机, 奖励制度, 工作满意度, 公共部门, 结构方程模型。

## 1. Introduction

Living in the 21st century and adapting to society's steady development makes managers wonder how to

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hold their most essential workers. The term like motivation and job satisfaction are being looked nearer, and many of the present best managers are genuinely keen on their workers' thinking. Managers also accept that firms cannot run and accomplish their longing objectives and destinations without propelling their workers [1]. The motivated workers feel belonging, recognition with achievement, and effort to perform commendably well in their functions [27]. Incited workers can help make an organization seriously more worth-added and beneficial [1]. On the other hand, if the motivation is not designed well, it makes an incompetent and non-willing job performer.

Job satisfaction (JS) is a worker's sagacity of accomplishment and accomplishment in the job. JS is viewed as a mild or enthusiastic reaction towards different realities of one's activity. JS is not a unitary idea; instead, a personality can be generally happy with a single perspective. The JS is connected with motivation and affects workers to ensure maximum utilization of their efforts to reach organizational objectives [17].

Many workers measure their JS only based on the results of their efforts [20].

In the Sri Lankan context, organizations are primarily split into public and private sectors. The public sector is classified into various categories such as statutory boards, authorities, corporations, departments, etc. Further, it is perceived that employees' JS in the public segment is comparatively more excellent than private. Against this general tendency, it is now noted that the current level of job satisfaction is relatively low among non-executive employees in CEB. [21] show that employee satisfaction is lowering due to the increase in work-life conflict among CEB non-executive employees. CEB is afraid that this lowering level of job satisfaction among employees has prompted them to bring several workable measures, but nothing worked better [38]. Therefore, the motivational practices undertaken by CEB (Batticaloa district) need revision to work well to increase job satisfaction. In this way, the factors affecting employee job satisfaction can be dependent on many factors. A framework for enhancing employee satisfaction consists of five elements: managers' LS, MP, RMS, and JE of employees, and working environment, providing many insights to understanding the motivation practices of any given organization. The significance of job satisfaction of employees and work motivation is improving in the organization all the time. Numerous examinations have investigated the current pattern worldwide; however, not in a localized context.

Based on the studies research gap, the present research was intended to examine how LS, MP, JE, RMS, and WE improve job satisfaction in CEB in the Batticaloa district. This research strives to plead the following question:

*RQ:* What are the effects of a manager's LS, RMS, MP, JE, and working environment on employee job satisfaction?

Therefore, the study estimates the employee MP on JS in CEB in the Batticaloa district. Further, this study would facilitate additional research and examination of different ideas in this arena. It will also offer insight into the fact that how job satisfaction can be enhanced within establishments. Moreover, this study gives empirical acquaintance by providing evidence of the impact of motivation on employee JS in Sri Lankan public sector organizations, especially in CEB. This research will enable us to use as a spectrum for all public organizations to determine the cause of work motivation on employee JS and make HRM-related decisions to drive the organization towards its success.

The research is structured to explore the theoretical conditions and the study hypotheses, outline the methodology employed, present the results, and discuss. Lastly, it contributes conclusion and limitations of the study.

## **2. Theoretical Backdrop and Framing Hypothesis**

### **2.1. Relationship between WM and JS**

The theory of motivation is often linked to JS. Several studies in different areas have confirmed the association between WM and JS. Employees have to expend mainly of their time at work and need satisfaction at that place. Keeping this outlook, [33] examines the connection between WM and JS and concludes that WM improvements and JS improve. Similarly, prolific researchers have recognized in their decisions that JS relies on WM. [34] showed that WM influences the JS of university academics. Above all, JS is reached when employees are motivated to do work by their own will [16, 22]. The suggested model for this study reveals a relationship between motivation and JS, as suggested by [15, 32]. The authors pinpoint that specific factors like a manager's leadership style (LS), reward management system (RMS), employee job expectations (EJE), motivation practices (MP), and working environment (WE) commonly influence employee satisfaction. Figure 1 shows the research model. The relationship of JS with managers' LS, MP, RMS, EJE, and working environment are explained below.

### **2.2. Relationship between Manager's Leadership Style (MLS) and Job Satisfaction (JS)**

MLS in motivation has been regarded as an influential factor in employee JS. A study by [22] displayed that MLS in motivation can provide JS to employees. Similarly, [2] exhibited that MLS contributes to employees' JS in five-star hotels. In this way, [17] analyzed the link between LS and JS of library staff was revealed a positive relationship, which

means the better the LS found in an entity, the superior the level of JS feel by employees. Formulation of hypothesis:

*H1:* The better leadership style (LS), the higher the level of job satisfaction (JS).

### 2.3. Relationship between Motivation Practices (MP) and Job Satisfaction (JS)

Motivation and job satisfaction are indispensable components for holding employees, and in fact, motivation is a higher priority than JS [35]. [26] indicated that motivation is essential to drive workers to perform by fulfilling their desires. A few investigations have conducted the association between motivation and JS. [34] stated optimistic association between motivation and JS among a group of information specialists. Similarly, [18] confirmed that motivation has a significant optimistic association with JS. In educational institutions, the study revealed a concrete connection between motivation and JS of instructors [24]. Along these lines, the examination estimated that:

*H2:* The higher motivation leads to a higher-level JS.

### 2.4. Relationship between Hypothesis between the Reward Management System and Job Satisfaction

It is well acclaimed that both financial and non-financial rewards influence the motivation and JS of employees. Thus, organizations should opt for proper reward systems to increase employees' JS. [17] recommends that the reward system in which employees perform strongly impacts satisfaction. Many studies have shown positive links between the reward system and employee job satisfaction [8, 16]. Further, a study executed by [1] positive relationship between the rewards system and job satisfaction. Comparable outcomes were found in research done by [37], that employee's job satisfaction is positively predisposed by reward. [8] indicated that for non-managers, job satisfaction is influenced by more extrinsic rewards than intrinsic rewards. Thus, the following hypothesis is formulated.

*H3:* Better the reward management system higher the level of job satisfaction.

### 2.5. Relationship between Employee Job Expectations and Job Satisfaction

The expectations part contains inquiries regarding how the workers feel about the fate of /her work and his/her Expectations concerning it. The organization should structure the jobs with the goal that they will meet the worker's desires. Job satisfaction and disappointment not just rely upon the nature of the work; it also relies upon the expectations what the work supply to a worker. On the other hand, if the job disregards meeting such desires, employees will generally be disappointed. Baffled workers assume a

notable role in work dissatisfaction. One of the worker expectation components is job security at the workplace, implying that the likelihood of losing employment is very low. At the point when the job expectations are accomplished, workers will, in general, be satisfied. Moreover, [19] disclosed an optimistic association between work expectations and JS. Hence, it is hypothesized as under:

*H4:* Meeting employee job expectations leads to employee satisfaction.

### 2.6. Relationship between Working Environment and Satisfaction

The functional outcomes are straightforwardly interlinked with the workplace. The more relaxed the workplace is helpful to increase the productivity of the workers. Further, the worker will favor work in a domain that is conducive for them [4]. The board must ensure that work is protected and working can be adaptable. In addition, job satisfaction is a form of worker reaction to workplace conditions [4]. Similarly, [39] displayed that satisfaction with the working environment is positively connected with work achievement. Hence, the hypothesis is formulated as below:

*H5:* The better the environment is higher the level of the satisfaction.



Fig. 1 Developed by authors according to [15, 32]

## 3. Methodology

This section describes the research framework, population, selection of the sample, and the process of the survey instrument.

### 3.1. Research Framework

The research attempts to analyze the result of WM on JS in CEB, Sri Lanka, employing a quantitative strategy, LSM, MP, RMS, EJE, and WE are taken as an IV. In contrast, employee satisfaction is taken as the DV. A self-administered survey was utilized to accumulate the data. Further, data were analyzed by applying PLS-SEM analysis using Smart PLS.

### 3.2. Population and Sampling

The population of interest was the cohort of technical and supporting service category of employees which comprise middle-level technical service, skilled technical service, clerical and allied service, driver service and office employee service at Ceylon Electricity Board in Batticaloa District which consisted of Three hundred ninety-five employees (395)

The sample size was determined through the sample size calculator. 99% confidence level was chosen as the researcher wanted to ensure the highest accuracy in the results. At a 5% confidence interval, the sample needed was 248. However, a 15% non-response rate was expected, and hence 285 (248 x 1.15) sample size was decided for this study. Thus, 285 (Technical service 132 + Supporting service 153) samples were selected using a simple random sampling method, as this study's population framework for the target population is known.

The study engaged 285 employees from the technical and supportive service unit of CEB, Batticaloa District. The majority of the respondent were male, 97.5%, and female 2.5%. The majority of workers are aged between 31-40 years, with 39.6%. The detailed table 1 below illustrates the information about respondents.

### 3.3. Survey Instrument

The survey for this study was carried out using a self-administered questionnaire comprising 37 items. Leadership style (07) items adopted from [15], Motivation practices (07) items adopted from [32], Reward system (04) items adopted from [32], Employee expectations (05) items adopted from [32], Working environment (04) items adopted from [32], and JS (10) items adopted [23]. The items on the questionnaire were responded to using a 5-point Likert scale.

Table 1 Profile

	Category	N	%
Gender	Male	278	97.5
	Female	7	2.5
Service Type	Technical Service	132	46.3
	Supporting Service	153	53.7
Age	21-30		
	31-40	113	39.6
	41-50	75	26.3
	> 50	47	16.5
Education Level	Less than ordinary level	8	2.8
	Ordinary level	91	31.9
	Advanced level	176	61.8
	Diploma/Adv. Diploma level	10	3.5

## 4. Results and Findings

This study opted for the partial least squares method of data analysis employing Smart PLS3.2.7 [30]. PLS-SEM broadly recognized systematic multivariate process applied to estimation path models. Smart PLS

is the complete programming for directing PLS-SEM examinations [13]; the reason for using Partial Least Square analysis (PLS) in this study is to confirm previous theories about the effect of JS and employees' work motivation. The appraisal results include a two-step approach: (1) the evaluation of measurement models; and (2) the evaluation of the structural model [12].

### 4.1. Evaluation of Measurement Model

It was evaluated by testing the convergent validity (CV), internal reliability, and discriminant validity (DV) [9]. The factor loading permits the assessment of item reliability. All loadings reflective indicators higher than 0.71 [10], except for the job satisfaction JS8 (0.554) item and Reward management R4 (0.649), which had a loading of less than 0.71 but > 0.4 [11]. Further, the lowest loading items such as Leadership style (03), L3, L4, and L6; Motivation practices (03), M2, M5, M6; Reward system (01), R3; Employee expectations (01), JE2; and Job satisfaction (06), JS1, JS5, JS6, JS7, JS9, JS10 dropped final analysis. However, these items retained other items that have accomplished preferred AVE [3].

CR and AVE measured the reliability of the reflective constructs. The CR evaluated the measure of inside consistency [10]. As shown in Table 2, the results specified that the CR for whole constructs exceed the cut-off (0.8) [9]. Motivation practices (0.919); manager's leadership style (0.906); employee job expectations (0.900); working environment (0.860); reward system(0.827) and job satisfaction(0.818) – thus showing the high internal consistency of the measures. Furthermore, AVE scores exceed > 0.50, indicating the construct measures' CV. Table 2 describes the items loading, convergent validity (AVE), and composite reliability.

Lastly, Discriminant validity is checked through the Fornell-Larker criterion, cross loading of the observed variables, and hetero-trait/mono-trait correlation. Appendix 1 illustrates the cross loading and what every latent variable calculates. To accomplish DV, the score not be > 0.90 [14]. All the scores of the present research are < (0.90), substantiating the distinctiveness of whole constructs, shown in table 4—further, the variance inflation factor < 5 no multicollinearity [9]. Table 3 shows the VIF value for the constructs.

Table 2 Results of items loading, CV, and CR

Constructs-Latent	Items	Loading	AVE	Cronbach's Alpha	CR	rho_A
Manager's Leadership style	L1	0.91	0.71	0.865	0.906	0.906
	L2	0.917				
	L5	0.803				
	L7	0.725				
Motivation practices	M1	0.907	0.743	0.885	0.919	0.944
	M3	0.677				
	M4	0.918				

Continuation of Table 2						
Reward system	M7	0.922				
	R1	0.825	0.602	0.673	0.818	0.71
	R2	0.84				
	R4	0.649				
Employee expectations	JE3	0.84	0.644	0.861	0.9	0.867
	JE1	0.827				
	JE5	0.816				
	JE4	0.775				

  

Working environment	JE2	0.75				
	WE1	0.747	0.608	0.791	0.86	0.816
	WE2	0.722				
	WE3	0.921				
Job satisfaction	WE4	0.71				
	JS2	0.727	0.551	0.716	0.827	0.739
	JS3	0.869				
	JS4	0.783				
	JS8	0.554				

Table 3 Correlations and DV results

	M	S	EJE	JS	MLS	MP	RMS	WE
Employee Job Expectations	2.673	0.965	0.802	1.518				
Job satisfaction	3.33	0.69	0.676	0.742	1.404	1.507	1.292	1.236
Manager's Leadership Style	2.84	0.931	0.42	0.57	0.842			
Motivation Practices	3.38	0.724	0.435	0.521	0.419	0.862		
Reward Management System	3.053	0.696	0.313	0.363	0.268	0.043	0.776	
Working Environment	3.164	0.713	0.342	0.499	0.255	0.287	0.283	0.78

Notes: M - Mean; S - SD; EJE - Employee Job Expectations; JS - Job satisfaction; MLS - Manager's Leadership Style; MP - Motivation Practices; RMS - Reward Management System; WE - Working Environment.

Table 4 Hetero-Trait/Mono-Trait Ratio (HTMT)

	EJE	JS	MLS	MP	RMS	WE
Employee Job Expectations						
Job satisfaction	0.85					
Manager's Leadership Style	0.465	0.69				
Motivation Practices	0.461	0.636	0.451			
Reward Management System	0.44	0.522	0.327	0.346		
Working Environment	0.404	0.601	0.272	0.201	0.418	

Notes: EJE - Employee Job Expectations; JS - Job satisfaction; MLS - Manager's Leadership Style; MP - Motivation Practices; RMS - Reward Management System; WE - Working Environment.

#### 4.2. Structural Model and Hypothesis Testing

The structural model examines the constructs' predictive capabilities and causal relationships [10]. The bootstrapping method was employed to estimate the statistical implication of the hypothesized form [6].

Table 5 displays the results of PLS. All five hypotheses are supported by the data. The results show that MLS has positive significant impact on employee JS (H1:  $\beta = 0.238$ ,  $p < 0.01$ ), as MP (H2:  $\beta = 0.202$ ,  $p < 0.01$ ), RMS (H3:  $\beta = 0.130$ ,  $p < 0.01$ ), whereas EJE has a strongest impact on JS (H4:  $\beta = 0.373$ ,  $p < 0.01$ ) and WE (H5:  $\beta = 0.216$ ,  $p < 0.01$ ).

[9] propose that besides portraying significant connections, researchers report (R2), effect size (f2), and Q2). Moreover, the model explains 64.2 % of the variance in employee JS by the antecedents of WM. Following, f2 indicates effect size 0.35, 0.15, and 0.02 respectively. It stated that strong, moderate, and weak [7]. The results of f2 demonstrate that employee job expectations average to a huge effect on employee JS (f2 = 0.242). In contrast, MLS (f = 0.115), WE (f = 0.107) have weak to medium effect, whereas motivation practices (f = 0.077) and RMS (0.037) weak to small effect. The results of Q2 revealed that the model has significance since  $Q2 > 0$  [11].

Table 5 The results of structural model assessment

Hypothesis	Paths	$\beta$	T-Value	Results
H1	Manager's Leadership Style -> Job satisfaction	0.238	6.246	Supported
H2	Motivation Practices -> Job satisfaction	0.202	6.17	Supported
H3	Reward Management System -> Job satisfaction	0.13	3.191	Supported
H4	Employee Job Expectations -> Job satisfaction	0.373	9.599	Supported
H5	Working Environment -> Job satisfaction	0.216	8.321	Supported

Table 6 Results of R2, Q2, and f2

Latent constructs	Determination	Latent constructs
Coefficient	Predict relevance (R2)	of coefficient
JS	64.2	JS
MLS	-	MLS
MP	-	MP
RMS	-	RMS

Notes: JS - Job satisfaction; MLS - Manager's Leadership Style; MP - Motivation Practices; RMS - Reward Management System; EJE - Employee Job Expectations; WE - Working Environment.

## 5. Discussion and Implications

### 5.1. Discussion

The study examines the affiliation between work motivation and employee job satisfaction among 285 technical and supportive employees of CEB, Sri Lanka.

The results of structural analysis are proved that all the five work-motivation factors influence employee job satisfaction. The level of influence differs among them. The variables can be categorized in descending order based on level of influence as employee job expectations, manager's leadership style, working environment, motivation practices, and reward management system. These findings align with some previous research, like the study by [5, 25] showed that remuneration, management, work environment, in-service training, tasks, and supervision positively affect job satisfaction.

The results of this study have disclosed that the employee job expectations have a more positive important impact on employee JS at CEB, Batticaloa district. [19] also support these findings. The employee feels that their job is highly secure regarding security [36]. Similarly, the general job security and the hope of an employee working at CEB, Batticaloa district, can lead a successful life.

The results showed that the manager's leadership style has a significant optimistic effect on the employee's JS. While employees maintain a good relationship with their superiors, they focus on employee jobs and responsibilities at CEB. Moreover, the managers should direct the subordinates towards developing the skills and working abilities; however, this quality of managers needs further improvements, as supported by [31]. In addition to this, it was also observed that communication with direct supervisors, sharing information, and sharing necessary knowledge with employees needs to be improved at CEB to enhance employee job satisfaction further.

Further, the study also indicated that the working environment positively affects employee satisfaction at CEB, Batticaloa district. Employees highly believe that the working environment is safe and occupational health care facilities are up to the requirements. Further, the safety of tools and equipment needed to work is also at a satisfactory level.

The results also indicated that the motivation practices prevailing at CEB in the Batticaloa district are satisfactory, except appreciation at work. It shows that immediate supervisors lack enthusiasm in appreciating their subordinates who accomplish their duties on time. Appreciation culture needs to be improved at CEB because the motivation figures an entity more effective. After all, motivated workers are consistently in scan for improved practices to accomplish a work, so it is significant for organizations to energize the inspiration of their representatives [29]. Other than that, employees' willingness to work, being optimistic in

feeling about their future success with the organization, fulfilling basic needs, receiving meaningful recognition, flexibility in work schedules and responsibilities, and getting assistance from the supervisors to get essential work-related pieces of training on time is at a high level which shows a positive picture about motivation practices at CEB.

Further, the reward management system at CEB, Batticaloa district, is also at a satisfactory level. It shows that the employees receive a good salary. In contrast, many employees perceive that the salary level is the same compared to other employees of the same category working in other organizations. However, special concern was noted with non-financial rewards such as flexible working hours, long lunchtime, extra vacation days, health care plan, and insurance plan motivating them. However, it is noted that non-financial rewards are available at CEB; however, employees are not much inspired by them.

### 5.2. Theoretical Implication

This paper contributes to the investigation arena in the following ways: First, providing insights for researchers who are interested in exploring job satisfaction by measuring the constructs that are potentially influential on work motivation in a public sector context. Second, this study enhances the body of literature in the Sri Lankan setting, experiencing an absence of studies identified with work motivation and job satisfaction among public sector employees.

### 5.3. Practical Implication

Even though that study indicated to test theoretically confirmed hypotheses, the decisions have several critical implications for public sector organizations. Especially, the senior management of CEB can identify the motivating factors that are helpful to improve employee satisfaction. The study findings serve as a blueprint for reorganizing work-related activities, aiming high for employee motivation and enabling employee satisfaction in the future.

## 6. Conclusion, Limitations, and Future Directions of Research

### 6.1. Conclusion

Motivation is the most crucial part of HRM, and many organizations use various strategies to retain their human resources. Literature evidenced that a high level of motivation pushes a greater level of job satisfaction. On that ground, factors affecting employee job satisfaction can depend on five factors: manager's leadership style, job expectation from employees, motivation, reward management, and working environment. As the researcher believed that these five categories do not equal employee job satisfaction, this research focused on finding the corresponding weights or gravity of these five classifications on employee job

satisfaction. The researcher was interested in identifying to what extent the five factors have affected employee job satisfaction based on the study of the Ceylon Electricity Board in Batticaloa district. The overall purpose is to evaluate the impact of motivation on JS. It was found out that all the five work motivation factors influence employee job satisfaction. Among them, the strongest influence is made by employee job expectation at CEB, Batticaloa district, whereas the lowest influence is made by the reward management system of CEB, Batticaloa district. This research has attracted consideration to the associations between work motivation and job satisfaction, especially those controlled by the government and monopolistic electricity providers in Sri Lanka. The study mentioned above has contributed great insight and ascertainment to the management of CEB in recognizing employee satisfaction and the typical factors that influence it. It is undeniably true that these two variables, i.e., Motivation and Job Satisfaction, altogether affect the presentation of a worker just as the association. Consequently, concentrating on the connection between these two factors unarguably becomes a subject of prime significance and incredible interest for investigation and further research.

## 6.2. Limitations and Future Direction of Research

The present study analyzed the impact of WM on JS of employees Ceylon Electricity Board. It may be extended to various other service industries, which rely on employees' work motivation extensively. This study can be enlarged by including the other variables such as co-worker support, workload, stress level, fair policies and practice, creativity at the job, and personal interests, which determine the employee job satisfaction that can facilitate to enhance the findings of this study. Further examinations should be possible in different areas in Sri Lanka in a similar setting, which can also approve this research's findings.

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Appendix 1 Cross loading

	EJE	JS	MLS	MP	RMS	WE
JE1	0.827	0.59	0.23	0.299	0.221	0.156
JE2	0.75	0.531	0.385	0.306	0.256	0.399
JE3	0.84	0.603	0.528	0.462	0.089	0.264
JE4	0.775	0.473	0.21	0.204	0.426	0.245
JE5	0.816	0.493	0.305	0.46	0.313	0.325
JS2	0.558	0.727	0.393	0.394	0.128	0.425
JS3	0.582	0.869	0.482	0.335	0.438	0.479
JS4	0.486	0.783	0.391	0.371	0.319	0.281
Continuation of Appendix 1						
JS8	0.347	0.554	0.422	0.476	0.157	0.261
L1	0.335	0.564	0.91	0.457	0.135	0.307
L2	0.472	0.519	0.917	0.25	0.357	0.147
L5	0.347	0.493	0.803	0.435	0.272	0.247

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L7	0.207	0.237	0.725	0.213	0.092	0.11
M1	0.519	0.561	0.386	0.907	0.038	0.204
M3	0.102	0.243	0.318	0.677	-0.177	0.11
M4	0.414	0.491	0.451	0.918	0.001	0.399
M7	0.327	0.409	0.278	0.922	-0.105	0.23
R1	0.206	0.337	0.212	-0.084	0.825	0.274
R2	0.284	0.283	0.258	0.023	0.84	0.367
R4	0.26	0.203	0.144	-0.029	0.649	-0.066
WE1	0.309	0.503	0.28	0.13	0.222	0.747
WE2	0.251	0.366	0.126	0.369	0.207	0.722
WE3	0.268	0.359	0.255	0.24	0.241	0.921
WE4	0.182	0.196	0.024	0.165	0.201	0.71