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THE INFLUENCE OF TOP MANAGEMENT TEAM DIVERSITY AND NETWORKING TOWARDS FIRM INNOVATIVENESS IN ACHIEVING SUSTAINABLE FIRM PERFORMANCE

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ABSTRACT

The main objective of this study is to evaluate the relative influence of Top Management Team (TMT) diversity and networking on firm innovativeness, and their overall effect on sustainable firm performance, among Permodalan Nasional Berhad (PNB) invested companies in Malaysia. Moreover, it examined the mediating effect of firm innovativeness towards relationships of TMT diversity and networking with firm performance, and assessing the moderating effect of innovation types on the relationship between firm innovativeness and firm performance. The motivation of this study was driven by the inconclusiveness of previous research findings on the influence of TMT characteristics towards firm innovativeness. Furthermore, there were limited studies which examined the influence of firm innovativeness on sustainable firm performance, though the importance of innovation for long-term sustainability had been recognized by the Malaysian government. Data were collected through survey questionnaires which were randomly distributed to a sample of 96 PNB invested companies, with 47 percent response rate. They were analysed by employing PLS-SEM technique. Results obtained indicated that TMT diversity, TMT networking and firm innovativeness significantly enhanced sustainable firm performance, demonstrating the essential aspects to be considered by practitioners. Additionally, the mediating role of firm innovativeness between TMT networking and firm performance was established. Results also showed that process and organizational innovation moderated the relationship between firm innovativeness and firm performance. Novelty of this research was pioneering the overall impact of TMT diversity and networking, the mediating role of firm innovativeness, and the moderating effect of innovation types which explained 81 percent of variance in sustainable firm performance. Hence, attained results provided further explanations to the current literature and empirically extended the Upper Echelon Theory to include TMT diversity, TMT networking, mediating role of firm innovativeness, and moderating effects of innovation types towards sustainable firm performance. Finally, the research offers recommendations to management researchers, policymakers and PNB.

Keywords: Top Management Team diversity, Top Management Team networking, Firm innovativeness, Innovation, and Sustainable firm performance.

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ABSTRAK

Objektif utama kajian ini adalah untuk menilai pengaruh relatif kepelbagaian dan rangkaian Top Management Team (TMT) ke atas inovasi firma, serta kesan keseluruhannya ke atas prestasi yang mampan, di kalangan syarikat-syarikat yang dilabur oleh Permodalan Nasional Berhad (PNB) di Malaysia. Di samping itu, kajian ini menilai kesan pengantara inovasi firma ke atas hubungan kepelbagaian dan rangkaian TMT dengan prestasi firma, dan menilai kesan penyederhana jenis inovasi ke atas hubungan antara inovasi firma dan prestasi firma. Motivasi kajian ini didorong oleh hasil penyelidikan terdahulu yang tidak muktamad mengenai pengaruh ciri-ciri TMT ke atas inovasi firma. Selain itu, terdapat kajian yang terhad yang mengkaji pengaruh inovasi firma ke atas prestasi firma yang mampan, walaupun pentingnya inovasi untuk kemampanan jangka panjang telah diiktiraf oleh kerajaan Malaysia. Data dikumpulkan melalui soal selidik kajian yang diedarkan secara rawak kepada 96 syarikat yang dilabur oleh PNB, dengan 47 peratus kadar respons. Data telah dianalisis dengan menggunakan teknik PLS-SEM. Hasil kajian menunjukkan bahawa kepelbagaian TMT, rangkaian TMT dan inovasi firma mempunyai pengaruh yang signifikan terhadap prestasi firma yang mampan, menunjukkan aspek-aspek penting yang perlu dipertimbangkan oleh pengamal. Selain itu, peranan inovasi firma sebagai pembolehubah pengantara di antara kepelbagaian serta rangkaian TMT terhadap prestasi firma dibuktikan. Hasilnya juga menunjukkan bahawa inovasi proses dan inovasi organisasi adalah penyederhana kepada hubungan antara inovasi firma dan prestasi firma yang mampan. Penemuan baru kajian ini telah merintis kesan keseluruhan kepelbagaian dan rangkaian TMT, kesan perantara bagi inovasi firma, dan kesan penyederhana jenis inovasi yang menerangkan 81 peratus varians dalam prestasi firma yang mampan. Oleh itu, hasilnya memberi penjelasan lanjut kepada literatur semasa dan secara empiriknya melebarkan Teori "Upper Echelon" dengan merangkumi kepelbagaian TMT, rangkaian TMT, peranan perantara inovasi firma dan kesan penyederhana jenis inovasi ke atas prestasi firma yang mampan. Akhir sekali, kajian ini menawarkan cadangan-cadangan kepada penyelidik bidang pengurusan, pembuat dasar dan PNB.

Kata kunci: Kepelbagaian Top Management Team, Rangkaian Top Management Team, Inovasi firma, Inovasi, dan Prestasi firma.

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LIST OF ABBREVIATIONS

AIM	Malaysia Innovation Agency
BEC	Bumiputera Economic Community
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
EPU	Economic Planning Unit
FI	Firm Innovativeness
FP	Firm Performance
GDP	Gross Domestic Product
GEM	Global Entrepreneurial Monitor
GII	Global Innovation Index
GNI	Gross National Income
IP	Product Innovation
IR	Process Innovation
IO	Organizational Innovation
IM	Marketing Innovation
MINDA	Malaysian Directors Academy
MNSQ	Mean square
MOSTI	Ministry of Science, Technology and Innovation
MPC	Malaysia Productivity Corporation
NCII	National Corporate Innovation Index
OECD	Organization for Economic Co-peration and Development
PEMANDU	Performance Management and Delivery Unit
PLC	Public Listed Companies
PNB	National Equity Corporation (Permodalan Nasional Berhad)
SMEs	Small Medium Enterprises
TBL	Triple Bottom Line
TMT	Top Management Team

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CHAPTER ONE

INTRODUCTION

1.0 Introduction of the Chapter

This chapter consists of 10 sections starting with background of the study in section 1.1, problem statement in section 1.2, research objectives in section 1.3 and research questions in section 1.4. This is be followed by the significance of this research in section 1.5, scope of research in section 1.6 and limitations of research in section 1.7. Definition of key terms are presented in section 1.8 while the organization of thesis is presented in section 1.9. This chapter will end with section 1.10 which summarizes the whole chapter.

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1.1 Background of the Study

Developed and developing nations are presently faced with various challenges and opportunities due to globalization. As a result, businesses are intensely evolving for better competitive advantage in this increasingly global environment (Ulrich, Brockbank, Younger, Nyman & Allen, 2009). Over the years, Top Management Team (TMT) has been posited as a potential determinant of firm strategic decision for sustainable performance (Spreitzer & Porath, 2012), and extensive research shows positive relationship between innovativeness and firm's competitiveness in contemporary business environment (Katsikeas, Leonidou & Zeriti, 2016; Shabbir, 2015).

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APPENDICES

Appendix 1: List of Companies Invested by Permodalan Nasional Berhad (PNB)

No	Company
1	Aeon Co. (M) Berhad
2	Airasia Berhad
3	Aktif Lifestyle Corporation Berhad
4	Akzo Nobel Paints (Malaysia) Sdn Berhad
5	Amway (Malaysia) Holdings Berhad
6	Ansell N.P. Sdn Berhad
7	Apollo Food Holdings Berhad
8	Asia File Corporation Berhad
9	Aspac Lubricants (Malaysia) Sdn Berhad
10	Astro Malaysia Holdings Berhad
11	Axiata Group Berhad
12	Berjaya Auto Berhad
13	Bintulu Port Holdings Berhad
14	Boh Plantations Sdn Berhad
15	British American Tobacco (Malaysia) Berhad
16	Bumi Armada Berhad
17	Bursa Malaysia Berhad
18	Cabot (Malaysia) Sdn Berhad
19	Carrier International Sdn Berhad
20	Carsem (M) Sdn Berhad
21	Carter Realty Sdn Berhad
22	Ccm Chemicals (M) Sdn Berhad
23	Ccm Duopharma Biotech Berhad
24	Central Industrial Corporation Berhad
25	Cerebos (Malaysia) Sdn Berhad
26	Choo Bee Metal Industries Berhad
27	Cnlt (Far East) Berhad
28	Csm Corporation Berhad
29	Cyberview Sdn Berhad
30	Dialog Group Berhad
31	Digi.Com Berhad
32	Dutch Lady Milk Industries Berhad
33	E - Lock Corporation Sdn Berhad
34	Evermaster Group Berhad
35	Fec Cables (M) Sdn Berhad
36	Felda Global Ventures Holdings Berhad
37	Fiw Steel Sdn Berhad
38	Formosa Prosonic Industries Berhad

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39	Fraser & Neave Holdings Berhad
40	Gamuda Berhad
41	Gas Malaysia Berhad
42	Genting Plantations Berhad
43	Globetronics Technology Berhad
44	Goodyear Malaysia Berhad
45	Guthrie Holdings Limited
46	Hap Seng Plantations Holdings Berhad
47	Hartalega Holdings Berhad
48	Heitech Padu Berhad
49	Hock Seng Lee Berhad
50	Hock Sin Leong Group Berhad
51	I&P Group Sdn Berhad
52	Icon Offshore Berhad
53	Ihh Healthcare Berhad
54	Ijm Corporation Berhad
55	Ijm Plantations Berhad
56	Inari Amertron Berhad
57	Ioi Corporation Berhad
58	Ioi Properties Group Berhad
59	Kaf Securities Sdn Berhad
60	Kawamotors (Malaysia) Sdn Bhd
61	Kig Glass Indusrial Berhad
62	Kim Fashion Knitwear (Malaysia) Sdn Berhad
63	Kossan Rubber Industries Berhad
64	Kpj Healthcare Berhad
65	Kuala Lumpur Kepong Berhad
66	Kulim (Malaysia) Berhad
67	Lafarge Malaysia Berhad
68	Lam Soon (M) Berhad
69	Leader Steel Holdings Berhad
70	Lingkaran Trans Kota Holdings Berhad
71	Lpi Capital Berhad
72	Mah Sing Group Berhad
73	Malaysia Airports Holdings Berhad
74	Malaysia Marine & Heavy Engineering Holdings Berhad
75	Malaysian Pacific Industries Berhad
76	Maxis Berhad
77	Mbm Resources Berhad
78	Media Prima Berhad
79	Mesiniaga Berhad
80	Midf Property Berhad
81	Mimaland Sdn Bhd

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82	Misc Berhad
83	Mmc Corporation Berhad
84	Mondi Kuala Lumpur Sdn Berhad
85	Msm Malaysia Holdings Berhad
86	Mycron Steel Berhad
87	Ncb Holdings Berhad
88	Nestle (Malaysia) Berhad
89	Nikko Electronics Berhad
90	Padini Holdings Berhad
91	Panelex Sdn Berhad
92	Percon Corporation Sdn Berhad
93	Perisai Petroleum Teknologi Berhad
94	Pernec Corporation Berhad
95	Petronas Chemicals Group Berhad
96	Petronas Dagangan Berhad
97	Petronas Gas Berhad
98	Pmsb Management Services Sdn Berhad
99	Pnb Capital Holdings Sdn Berhad
100	Pnb Commercial Sdn Berhad
101	Pnb Development Sdn Berhad
102	Pnb Equity Resource Corporation Sdn Berhad
103	Pnb International Limited
104	Pnb Merdeka Ventures Sdn Berhad
105	Polymate Holdings Berhad
106	Pos Malaysia Berhad
107	Ppb Group Berhad
108	Prestariang Berhad
109	Projek Lintasan Kota Holdings Sdn Berhad
110	Prolintas Shah Alam Sdn Berhad
111	Puncak Niaga Holdings Berhad
112	Ql Resources Berhad
113	Renesas Semiconductor (Malaysia) Sdn Berhad
114	S P Setia Berhad
115	Sapurakencana Petroleum Berhad
116	See Sen Chemical Berhad
117	Shell Refining Company (Federation Of Malaya) Berhad
118	Sime Darby Berhad
119	Southern Plastic Holdings Berhad
120	Spritzer Berhad
121	Star Publications (Malaysia) Berhad
122	Sunway Berhad
123	Supermax Corporation Berhad
124	Tan Chong Motor Holdings Berhad

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125	Telekom Malaysia Berhad
126	Tenaga Nasional Berhad
127	Tracoma Holdings Berhad
128	Tru-Tech Holdings Berhad
129	Uchi Technologies Berhad
130	Umw Development Sdn Berhad
131	Umw Holdings Berhad
132	Umw Oil & Gas Corporation Berhad
133	Unilever (Malaysia) Holdings Sdn Berhad
134	United Plantations Berhad
135	Uoa Development Berhad
136	Valuecap Sdn Berhad
137	Wah Seong Corporation Berhad
138	Wct Holdings Berhad
139	Westports Holdings Berhad
140	Ynh Property Berhad
141	Ytl Corporation Berhad
142	Ytl Power International Berhad

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Appendix 1A: Cover Letter for Data Collection

Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

Dear Dato'/Sir/Madam,

Re: Research on the Influence of Top Management Team Diversity and Networking towards Firm Innovativeness in Achieving Firm Performance

I am pleased to inform you that I am currently conducting a study on the above topic in the area of strategic management as a part of my PhD program at the Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia. The primary purpose of this research is to assess the influence of corporate leadership diversities and networking on firm innovativeness.

I know that your time is extremely precious. However, I would be very pleased if you could spare about 20 minutes of your time in answering the enclosed questionnaire for my doctoral research. Your participation by answering the enclosed questionnaire will be valuable to my doctoral research and to corporate leadership in Malaysia. Please answer all questions and return the completed questionnaires promptly.

Your frank answers are important to the accuracy of the research. All answers will be considered as strictly **private and confidential**. Information identifying the respondents and their organizations will not be disclosed under any circumstances. If you have any enquiries, please do not hesitate to contact me at 017-4336436 or email to srisarah@gmail.com.

Thank you very much in advance for your participation, time and cooperation in this survey.

Sincerely,
Sri Sarah Maznah Mohd Salleh
Ph.D. Scholar
Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia

UUM Universiti Utara Malaysia

Appendix 1B: Data Collection Letter

OTHMAN YEOP ABDULLAH
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Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/K-14
22 November 2015

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Sri Sarah Maznah Mohd Salleh (Matric No: 94779)** is a bonafied student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. She is conducting a research entitled ***"The Influence of Top Management Team Diversity and Networking Towards Firm Innovativeness in Achieving Firm Performance"*** under the supervision of Prof. Dr. Rushaimi Zien B Yusoff.

In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SCHOLARSHIP, VIRTUE, SERVICE"

Yours faithfully

ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (94779)

Universiti Pengurusan Terkemuka
The Eminent Management University

Universiti Utara Malaysia

Appendix 2: Survey Questionnaire

THE INFLUENCE OF TOP MANAGEMENT TEAM DIVERSITY AND NETWORKING TOWARDS FIRM INNOVATIVENESS IN ACHIEVING SUSTAINABLE FIRM PERFORMANCE

Research Leading to a PhD in Management Conducted by

SRI SARAH MAZNAH MOHD SALLEH

Under the Supervision of

PROFESSOR DR. RUSHAMI ZIEN BIN YUSOFF

DR. ROHAIZAH BINTI SAAD

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CONFIDENTIALITY

The views expressed in this questionnaire will be treated as confidential. Information identifying the respondents and their organizations will not be disclosed under any circumstances

SECTION A: CONTACT PERSON

Please fill the following information below and please tick (/):

1. Your position:
   (   ) Chief Executive Officer
   (   ) Chief Operating/Financial Officer
   (   ) Directors / Executive Chairman
   (   ) General Manager

2. E-mail:
   ____

SECTION B: COMPANY PROFILE

Please tick (/) the most appropriate represent your organization:

1. Name of company:
   ____

2. The number of employees in the organization:
   (   ) Less than 50   (   ) 50-99 employees
   (   ) 100-149 employees   (   ) 150-199 employees
   (   ) 200-249 employees   (   ) 250 and above

3. What is the main industry (classified in Bursa Malaysia) or activity of your company?
   (   ) Construction
   (   ) Consumer Products
   (   ) Infrastructure
   (   ) Industrial Products
   (   ) Plantations
   (   ) Properties
   (   ) Technology
   (   ) Trading

4. Name of your major products:
   ____

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5. Your corporation's average Total Revenue for the last 3 years (2012, 2013, 2014):
   ( ) Below RM1 million
   ( ) Between RM1 million – RM25 million
   ( ) Between RM26 million – RM50 million
   ( ) Between RM51 million – RM75 million
   ( ) Between RM76 million – RM100 million
   ( ) Above RM100 million

6. Your corporation's average Total Net Profit for the last 3 years (2012, 2013, 2014):
   ( ) Below RM1 million
   ( ) Between RM1 million – RM5 million
   ( ) Between RM6 million – RM10 million
   ( ) Between RM11 million – RM15 million
   ( ) Between RM16 million – RM20 million
   ( ) Between RM21 million – RM25 million
   ( ) Above RM25 million

7. Have your corporation been involved in the ISO 14000 activities?
   ( ) Yes ( ) No

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SECTION C: TOP MANAGEMENT TEAM (TMT) DIVERSITY

Please indicate your agreement or disagreement with the following statements about your corporation **Top Management Team (TMT)** diversity. Using the scale from 1 – 6, kindly circle your response.

Strongly Disagree 1-------2-------3-------4-------5-------6 **Strongly Agree**

TOP MANAGEMENT TEAM (TMT) DIVERSITY							
Items	Statements	Level					
AGE AND TOP MANAGEMENT TEAM (TMT)							
DA1	Our TMT benefits from input from younger as well as older members.	1	2	3	4	5	6
DA2	Our TMT members are from various age range.	1	2	3	4	5	6
DA3	We include all TMT members of different ages in problem solving and decision making.	1	2	3	4	5	6
GENDER AND TOP MANAGEMENT TEAM (TMT)							
DG1	Our women TMT members are involved in the corporation's decision making as much as men TMT members.	1	2	3	4	5	6
DG2	We can learn new skills, values by working with TMT members of other gender.	1	2	3	4	5	6
DG3	Our TMT members are highly different with respect to our gender.	1	2	3	4	5	6
RACE AND TOP MANAGEMENT TEAM (TMT)							
DR1	Our TMT benefits from the involvement of members from different races.	1	2	3	4	5	6
DR2	The members of our TMT are very different with respect to our races.	1	2	3	4	5	6
DR3	We include all TMT members from different races in problem solving and decision making.	1	2	3	4	5	6
FUNCTIONAL BACKGROUND AND TOP MANAGEMENT TEAM (TMT)							
DF1	Our TMT members are diverse on level of functional background.	1	2	3	4	5	6
DF2	Our TMT team benefits from the involvement of members from different functional background.	1	2	3	4	5	6
DF3	Creating TMT that contains members from different functional background can be recipe for success.	1	2	3	4	5	6
EDUCATION AND TOP MANAGEMENT TEAM (TMT)							
DE1	Our TMT members are diverse on level of educational background.	1	2	3	4	5	6
DE2	We include all TMT members from different education level in problem solving and decision making.	1	2	3	4	5	6

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DE3	Creating TMT that contains members from different educational background can be recipe for success.	1	2	3	4	5	6
INDUSTRY EXPERIENCE AND TOP MANAGEMENT TEAM (TMT)							
DI1	Our TMT members are diverse on level of industry background.	1	2	3	4	5	6
DI2	The degree of our firm's success is in the aspect of the TMT industry experience diversity.	1	2	3	4	5	6
DI3	Our corporation actively promotes industry experience diversity in our TMT.	1	2	3	4	5	6
WORKING EXPERIENCE AND TOP MANAGEMENT TEAM (TMT)							
DW1	Our TMT members are diverse on level of working experience.	1	2	3	4	5	6
DW2	Our TMT benefits from the involvement of members from different working experience.	1	2	3	4	5	6
DW3	Creating TMT that contains members from different working experience can be recipe for success.	1	2	3	4	5	6

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SECTION D: TOP MANAGEMENT TEAM (TMT) NETWORKING

Please indicate your agreement or disagreement with the following statements about your corporation **Top Management Team (TMT)** networking. Using the scale from 1 – 6, kindly circle your response.

Strongly Disagree 1-------2-------3-------4-------5-------6 **Strongly Agree**

TOP MANAGEMENT TEAM (TMT) NETWORKING							
Items	Statements	Level					
NE1	Our TMT is skillful at collaborating with each other to diagnose and solve problems.	1	2	3	4	5	6
NE2	Our TMT uses creative ways to build networking.	1	2	3	4	5	6
NE3	Our TMT interacts and exchanges new ideas with people from different areas within and outside the corporation.	1	2	3	4	5	6
NE4	Our TMT is widely considered the best in the industry to make industry relationships.	1	2	3	4	5	6
NE5	Our TMT applies knowledge from one area of the corporation to problems and opportunities that arise in another.	1	2	3	4	5	6
NE6	Our TMT uses our key industry friends and partners extensively to help us develop and market our products and services.	1	2	3	4	5	6
NE7	Our TMT cooperates with suppliers for innovation-related activities.	1	2	3	4	5	6
NE8	Our TMT cooperates with customers for innovation-related activities.	1	2	3	4	5	6
NE9	Our TMT frequently seeks information or advice from external accountants for innovation-related activities.	1	2	3	4	5	6
NE10	Our TMT frequently seeks information or advice from financial advisors or banks for innovation-related activities.	1	2	3	4	5	6
NE11	Our TMT frequently seeks information or advice from business management consultants for innovation-related activities.	1	2	3	4	5	6
NE12	Our TMT frequently seeks information or advice from government organizations for innovation-related activities.	1	2	3	4	5	6
NE13	Our TMT frequently seeks information or advice from research centers outside our corporation for innovation-related activities.	1	2	3	4	5	6

SECTION E: INNOVATION

Please indicate your agreement or disagreement with the following statements about your corporation innovation activities. Using the scale from 1 – 6, kindly circle your response.

Strongly Disagree 1-------2-------3-------4-------5-------6 **Strongly Agree**

INNOVATION TYPES							
Items	Statements	Level					
PRODUCT/SERVICE INNOVATION							
IP1	Our corporation launches new products.	1	2	3	4	5	6
IP2	Our corporation extends numbers of product lines.	1	2	3	4	5	6
IP3	Our newly develop products solve the problem of our customers.	1	2	3	4	5	6
IP4	Our corporation introduces more novel new products during the last 3 years than our strongest competitors.	1	2	3	4	5	6
IP5	Our corporation improves our traditional product leading to improve ease of use for customers and improve customers' satisfaction.	1	2	3	4	5	6
PROCESS INNOVATION							
IR1	Our corporation imports advanced automatic quality restriction equipment/software.	1	2	3	4	5	6
IR2	Our corporation seeks new ways to do things.	1	2	3	4	5	6
IR3	Our corporation constantly improves our business process.	1	2	3	4	5	6
IP4	Our corporation is creative in our methods of operation.	1	2	3	4	5	6
ORGANIZATIONAL INNOVATION							
IO1	Our corporation renews the production and quality management systems.	1	2	3	4	5	6
IO2	Our corporation renews the organization structure to facilitate teamwork.	1	2	3	4	5	6
IO3	Our corporation renews the routines, procedures and processes employed to execute firm activities in innovative manner.	1	2	3	4	5	6
IO4	Our corporation adopts innovative work designs.	1	2	3	4	5	6
IO5	Our corporation engages in organizational reconstruction for pursuing operational efficiency.	1	2	3	4	5	6
MARKETING INNOVATION							
IM1	Our corporation leads innovative distributing methods to markets.	1	2	3	4	5	6

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IM2	Our corporation leads innovative promoting methods to markets.	1	2	3	4	5	6
IM3	Our corporation renews the product promotion techniques employed for the promotion of the current and/or new products.	1	2	3	4	5	6
IM4	Our corporation renews the distribution channels without changing the logistics processes related to the delivery of the product.	1	2	3	4	5	6
IM5	Our corporation renews the product pricing techniques employed for the pricing of the current and/or new products.	1	2	3	4	5	6

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SECTION F: FIRM INNOVATIVENESS

Please indicate your agreement or disagreement with the following statements about your corporation innovativeness. Using the scale from 1 – 6, kindly circle your response.

Strongly Disagree 1-------2-------3-------4-------5-------6 **Strongly Agree**

FIRM INNOVATIVENESS							
Items	Statements	Level					
FI1	In this corporation, creativity is encouraged.	1	2	3	4	5	6
FI2	In this corporation, we are constantly looking to develop and offer new or improved services.	1	2	3	4	5	6
FI3	In this corporation, managers are encouraged to use creative approaches when dealing with problems in the workplace.	1	2	3	4	5	6
FI4	This corporation is always moving towards the development of new markets.	1	2	3	4	5	6
FI5	In this corporation, assistance in developing new ideas is readily encouraged.	1	2	3	4	5	6
FI6	This corporation is open and responsive to changes.	1	2	3	4	5	6
FI7	In this corporation, managers are always searching for new ways of looking at solving problems.	1	2	3	4	5	6
FI8	This corporation believes that higher risks are worth taking for high payoffs.	1	2	3	4	5	6
FI9	This corporation encourages innovative strategies, knowing well that some may fail.	1	2	3	4	5	6
FI10	In this corporation, managers are constantly seeking new opportunities for the organization.	1	2	3	4	5	6
FI11	In this corporation, managers take the initiative in an effort to shape the environment to the organization's advantage.	1	2	3	4	5	6
FI12	In this corporation, managers are often the first to introduce new services.	1	2	3	4	5	6
FI13	In this corporation, managers usually take the initiative by introducing new administrative techniques.	1	2	3	4	5	6

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SECTION G: FIRM PERFORMANCE

Please indicate your agreement or disagreement with the following statements about your corporation performance. Using the scale from 1 – 6, kindly circle your response.

Strongly Disagree 1-------2-------3-------4-------5-------6 **Strongly Agree**

FIRM PERFORMANCE							
Items	Statements	Level					
FINANCIAL PERFORMANCE							
PF1	Our corporation achieved better level of return on investment (ROI) than the competitor for the last three years.	1	2	3	4	5	6
PF2	Our corporation achieved better level of return on assets (ROA) than the competitor for the last three years.	1	2	3	4	5	6
PF3	Our corporation achieved better level of return on sales (ROS) than the competitor for the last three years.	1	2	3	4	5	6
PF4	Our corporation achieved better market share than the competitor for the last three years.	1	2	3	4	5	6
PF5	Our corporation achieved better sales than the competitor for the last three years.	1	2	3	4	5	6
PF6	Our corporation achieved better profitability than the competitor for the last three years.	1	2	3	4	5	6
PF7	Our corporation achieved better productivity per individual employee for the last for the last three years.	1	2	3	4	5	6
SOCIAL PERFORMANCE							
PS1	A central focus of our corporation is to ensure our prices reflect fair value for customers even if we could get away with charging more.	1	2	3	4	5	6
PS2	Paying supplier invoices in a timely manner sets our corporation apart from our competitors.	1	2	3	4	5	6
PS3	Our corporation is distinctive because we pay our suppliers a fair price even if we could get away with paying less.	1	2	3	4	5	6
PS4	Our corporation highly cares for our employees.	1	2	3	4	5	6
PS5	Our corporation has made a clear promise to take care of our employees.	1	2	3	4	5	6
PS6	Achieving work-life balance for employees is of central importance to our corporation.	1	2	3	4	5	6

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PS7	Providing employees with opportunities for personal development is considered of central importance to our corporation even if it does not directly benefit the business.	1	2	3	4	5	6
PS8	Making donation in kind to the local community is of central importance to our corporation and it makes our corporation apart from our competitors.	1	2	3	4	5	6
PS9	We have made a clear promise as a corporation to be committed to the community.	1	2	3	4	5	6
PS10	Our corporation places its commitment to the community when communicating with stakeholders.	1	2	3	4	5	6
ENVIRONMENTAL PERFORMANCE							
PE1	Our corporation presents itself as environmentally responsible.	1	2	3	4	5	6
PE2	The use of recycling programs in our corporation sets us apart from our competitors.	1	2	3	4	5	6
PE3	Reducing energy consumption is a central focus in our corporation.	1	2	3	4	5	6
PE4	Our corporation is distinctive because we are reducing our carbon footprint.	1	2	3	4	5	6
PE5	Our corporation has made a clear promise to be environmentally responsible.	1	2	3	4	5	6

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THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS QUESTIONNAIRE

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Appendix 3: Analysis of Outliers Output

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860[a]	.739	.713	9.176

a. Predictors: (Constant), Firm Innovativeness, Diversity, Networking, Innovation
b. Dependent Variable: Firm Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9536.013	4	2384.003	28.314	.000[b]
	Residual	3367.898	40	84.197		
	Total	12903.911	44			

a. Dependent Variable: Firm Performance
b. Predictors: (Constant), Firm Innovativeness, Diversity, Networking, Innovation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.506	10.002		.850	.400
	Diversity	.370	.121	.367	3.063	.004
	Networking	.213	.308	.111	.692	.493
	Innovation	.288	.166	.279	1.734	.091
	Firm Innovativeness	.344	.224	.214	1.536	.133

a. Dependent Variable: Firm Performance

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Appendix 4: Test of Normality Output

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TMT Diversity	45	100	0	0.0	45	100.0
TMT Networking	45	100	0	0.0	45	100.0
Innovation	45	100	0	0.0	45	100.0
Firm Innovativeness	45	100	0	0.0	45	100.0
Firm Performance	45	100	0	0.0	45	100.0

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Descriptive

			Statistic	Std. Error
TMT Diversity	Mean		101.96	2.532
	95% Confidence Interval for Mean	Lower Bound	96.85	
		Upper Bound	107.06	
	5% Trimmed Mean		102.73	
	Median		105.00	
	Variance		288.453	
	Std. Deviation		16.984	
	Minimum		62	
	Maximum		126	
	Range		64	
	Interquartile Range		29	
	Skewness		-.675	.354
	Kurtosis		-.551	.695
TMT Networking	Mean		60.04	1.330
	95% Confidence Interval for Mean	Lower Bound	57.36	
		Upper Bound	62.72	
	5% Trimmed Mean		60.24	
	Median		62.00	
	Variance		79.543	

	Std. Deviation		8.919	
	Minimum		41	
	Maximum		75	
	Range		34	
	Interquartile Range		10	
	Skewness		-.598	.354
	Kurtosis		-.159	.695
Innovation	Mean		88.13	2.477
	95% Confidence Interval for Mean	Lower Bound	83.14	
		Upper Bound	93.13	
	5% Trimmed Mean		88.91	
	Median		93.00	
	Variance		276.164	
	Std. Deviation		16.618	
	Minimum		45	
	Maximum		114	
	Range		69	
	Interquartile Range		24	
	Skewness		-.823	.354
	Kurtosis		-.062	.695
Firm Innovativeness	Mean		63.22	1.589
	95% Confidence Interval for Mean	Lower Bound	60.02	
		Upper Bound	66.42	
	5% Trimmed Mean		63.94	
	Median		65.00	
	Variance		113.586	
	Std. Deviation		10.658	
	Minimum		34	
	Maximum		78	
	Range		44	
	Interquartile Range		13	
	Skewness		-1.036	.354
	Kurtosis		.778	.695
Firm Performance	Mean		106.16	2.553
	95% Confidence Interval for Mean	Lower Bound	101.01	
		Upper Bound	111.30	
	5% Trimmed Mean		106.94	

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	Median	110.00	
	Variance	293.271	
	Std. Deviation	17.125	
	Minimum	65	
	Maximum	132	
	Range	67	
	Interquartile Range	25	
	Skewness	-.653	.354
	Kurtosis	-.175	.695

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Appendix 5: Inter-predictor Correlation

Correlations

		FP	TMTD	TMTN	IN	FI
FP	**Pearson Correlation**	1	.746**	.773**	.794**	.749**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	42	42	42	42	42
TMTD	**Pearson Correlation**	.746**	1	.708**	.661**	.586**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	42	42	42	42	42
TMTN	**Pearson Correlation**	.773**	.708**	1	.819**	.754**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	42	42	42	42	42
IN	**Pearson Correlation**	.794**	.661**	.819**	1	.804**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	42	42	42	42	42
FI	**Pearson Correlation**	.749**	.586**	.754**	.804**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	42	42	42	42	42

**. Correlation is significant at the 0.01 level (2-tailed).

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Appendix 6: Variance Accounted For (VIF) and Tolerance Value

Coefficients[a]

	Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	**(Constant)**	10.522	9.927		1.060	.296		
	TMTD	.181	.066	.329	2.740	.009	.478	2.092
	TMTN	.265	.302	.142	.878	.385	.262	3.823
	IN	.266	.161	.279	1.651	.107	.242	4.139
	FI	.348	.224	.225	1.551	.129	.326	3.064

a. Dependent Variable: CPF

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Appendix 7: Indictors' Reliability

Item	Factor Loading
TMT Diversity	
DA1	0.650
DA2	0.750
DA3	0.666
DE1	0.721
DE2	0.722
DE3	0.685
DF1	0.843
DF2	0.805
DF3	0.756
DG1	0.376
DG2	0.595
DG3	0.663
DI1	0.694
DI2	0.692
DI3	0.682
DR1	0.581
DR2	0.638
DR3	0.630
DW1	0.714
DW2	0.814
DW3	0.773
TMT Networking	
NE1	0.677
NE2	0.816
NE3	0.608
NE4	0.822
NE5	0.834
NE6	0.891
NE7	0.813
NE8	0.808
NE9	0.373
NE10	0.449
NE11	0.434
NE12	0.267
NE13	0.614
Firm Innovativeness	
FI1	0.747
FI2	0.830
FI3	0.799
FI4	0.767
FI5	0.881
FI6	0.872
FI7	0.894
FI8	0.858
FI9	0.854
FI10	0.898

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FI11	0.866
FI12	0.840
FI13	0.805
Innovation Types	
IP1	0.754
IP2	0.816
IP3	0.765
IP4	0.863
IP5	0.846
IR1	0.863
IR2	0.923
IR3	0.879
IR4	0.917
IO1	0.910
IO2	0.900
IO3	0.953
IO4	0.942
IO5	0.935
IM1	0.925
IM2	0.830
IM3	0.942
IM4	0.818
IM5	0.798
Firm Performance	
PE1	0.768
PE2	0.801
PE3	0.778
PE4	0.772
PE5	0.814
PF1	0.635
PF2	0.593
PF3	0.675
PF4	0.702
PF5	0.632
PF6	0.656
PF7	0.675
PS1	0.615
PS2	0.629
PS3	0.752
PS4	0.829
PS5	0.838
PS6	0.668
PS7	0.759
PS8	0.745
PS9	0.853
PS10	0.800

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Appendix 8: Goodness of Fit (GoF)

	FP	FI	IP	IR	IO	IM	TMTD	TMTN
AVE	0.534	0.707	0.656	0.801	0.862	0.748	0.5	0.61
R²	0.797	0.732						
Average of AVE				0.677				
Average of R²				0.765				
GoF				**0.720**				

Appendix 9: Mediation Test

	FI -> FP	TMTD -> FI	TMTD -> FP	TMTN -> FI	TMTN -> FP	(TMTD->FI) * (FI->FP)	(TMTN->FI) * (FI->FP)
Sample 0	0.386	-0.064	0.241	0.95	0.394	-0.025	0.367
Sample 1	0.234	0.257	0.684	0.674	0.014	0.060	0.158
Sample 2	0.219	0.11	0.218	0.836	0.532	0.024	0.183
Sample 3	0.135	0.017	0.343	0.914	0.469	0.002	0.123
Sample 4	0.173	0.064	0.54	0.871	0.246	0.011	0.151
Sample 5	0.058	0.221	0.42	0.667	0.492	0.013	0.039
Sample 6	0.356	0.025	0.343	0.76	0.295	0.009	0.271
Sample 7	0.327	-0.131	0.336	0.854	0.331	-0.043	0.279
Sample 8	0.25	0.076	0.481	0.729	0.184	0.019	0.182
Sample 9	0.393	-0.021	0.464	0.906	0.152	-0.008	0.356
Sample 10	0.462	-0.04	0.433	0.871	0.144	-0.018	0.402
Sample 11	0.356	0.006	0.35	0.929	0.269	0.002	0.331
Sample 12	0.192	-0.064	0.311	0.938	0.477	-0.012	0.180
Sample 13	0.186	0.075	0.648	0.836	0.105	0.014	0.155
Sample 14	0.246	0.15	0.488	0.788	0.207	0.037	0.194
Sample 15	0.408	0.097	0.457	0.771	0.128	0.040	0.315
Sample 16	0.322	-0.046	0.267	0.893	0.392	-0.015	0.288
Sample 17	0.262	-0.036	0.396	0.883	0.399	-0.009	0.231
Sample 18	0.452	-0.097	0.412	1.005	0.169	-0.044	0.454
Sample 19	-0.017	0.074	0.486	0.813	0.498	-0.001	-0.014
Sample 20	0.278	0.092	0.228	0.725	0.428	0.026	0.202
Sample 21	0.371	0.157	0.515	0.663	0.086	0.058	0.246
Sample 22	0.533	0.082	0.162	0.857	0.308	0.044	0.457
Sample 23	0.276	0.066	0.2	0.808	0.53	0.018	0.223
Sample 24	0.241	-0.015	0.355	0.885	0.426	-0.004	0.213

Sample 25	0.516	0.055	0.21	0.891	0.244	0.028	0.460
Sample 26	0.207	-0.161	0.558	0.955	0.221	-0.033	0.198
Sample 27	0.445	-0.07	0.364	0.961	0.219	-0.031	0.428
Sample 28	-0.053	0.14	0.389	0.748	0.604	-0.007	-0.040
Sample 29	0.52	0.1	0.177	0.849	0.29	0.052	0.441
Sample 30	0.451	-0.225	0.415	1.019	0.096	-0.101	0.460
Sample 31	0.026	0.081	0.293	0.776	0.69	0.002	0.020
Sample 32	0.311	0.037	0.358	0.818	0.32	0.012	0.254
Sample 33	0.311	-0.076	0.265	0.907	0.42	-0.024	0.282
Sample 34	0.293	0.093	0.291	0.811	0.39	0.027	0.238
Sample 35	0.386	-0.057	0.455	0.937	0.177	-0.022	0.362
Sample 36	0.228	0.136	0.462	0.746	0.252	0.031	0.170
Sample 37	0.319	0.024	0.393	0.747	0.327	0.008	0.238
Sample 38	0.34	-0.085	0.269	0.929	0.386	-0.029	0.316
Sample 39	0.322	-0.106	0.29	0.834	0.387	-0.034	0.269
Sample 40	0.146	0.084	0.228	0.794	0.596	0.012	0.116
Sample 41	0.548	0.049	0.377	0.924	0.093	0.027	0.506
Sample 42	0.224	0.028	0.263	0.866	0.518	0.006	0.194
Sample 43	0.19	0.082	0.395	0.827	0.373	0.016	0.157
Sample 44	0.339	-0.044	0.142	0.909	0.507	-0.015	0.308
Sample 45	0.169	-0.108	0.328	1.014	0.496	-0.018	0.171
Sample 46	0.488	-0.073	0.294	0.878	0.218	-0.036	0.428
Sample 47	0.293	0.106	0.357	0.533	0.376	0.031	0.156
Sample 48	0.349	-0.033	0.136	0.959	0.52	-0.012	0.335
Sample 49	0.434	-0.079	0.571	0.894	0.016	-0.034	0.388
Sample 50	0.316	-0.107	0.381	0.947	0.235	-0.034	0.299
Sample 51	0.31	0.008	0.311	0.776	0.384	0.002	0.241
Sample 52	0.225	0.008	0.217	0.81	0.525	0.002	0.182
Sample 53	-0.426	-0.002	0.383	0.952	0.974	0.001	-0.406
Sample 54	0.465	0.003	0.298	0.933	0.239	0.001	0.434
Sample 55	0.248	0	0.259	0.884	0.51	0.000	0.219
Sample 56	0.241	0.135	0.271	0.702	0.465	0.033	0.169
Sample 57	0.37	0.021	0.36	0.884	0.334	0.008	0.327
Sample 58	0.201	0.202	0.421	0.716	0.303	0.041	0.144
Sample 59	0.643	-0.014	0.48	0.943	-0.143	-0.009	0.606
Sample 60	0.087	0.006	0.318	0.915	0.568	0.001	0.080
Sample 61	0.384	-0.055	0.186	0.858	0.444	-0.021	0.329
Sample 62	-0.018	0.041	0.477	0.89	0.463	-0.001	-0.016
Sample 63	0.117	0.037	0.208	0.898	0.639	0.004	0.105
Sample 64	0.348	0.032	0.341	0.872	0.291	0.011	0.303
Sample 65	0.283	-0.073	0.392	0.795	0.309	-0.021	0.225
Sample 66	0.138	0.01	0.406	0.911	0.426	0.001	0.126
Sample 67	0.064	-0.017	0.497	0.815	0.367	-0.001	0.052

Sample 68	0.564	-0.06	0.234	0.929	0.221	-0.034	0.524
Sample 69	0.456	0.091	0.244	0.867	0.302	0.041	0.395
Sample 70	0.189	0.076	0.381	0.789	0.427	0.014	0.149
Sample 71	0.201	0.057	0.271	0.84	0.488	0.011	0.169
Sample 72	0.142	-0.096	0.296	0.821	0.572	-0.014	0.117
Sample 73	0.383	0.093	0.335	0.843	0.255	0.036	0.323
Sample 74	0.55	0.03	0.443	0.82	0.013	0.017	0.451
Sample 75	0.107	0.09	0.218	0.881	0.642	0.010	0.094
Sample 76	0.358	-0.021	0.33	0.895	0.34	-0.008	0.320
Sample 77	0.222	0.019	0.346	0.814	0.443	0.004	0.181
Sample 78	0.124	0.192	0.465	0.651	0.346	0.024	0.081
Sample 79	0.286	-0.116	0.609	1.062	0.045	-0.033	0.304
Sample 80	0.263	-0.037	0.398	0.887	0.338	-0.010	0.233
Sample 81	0.183	-0.034	0.414	0.8	0.399	-0.006	0.146
Sample 82	0.34	0.254	0.31	0.576	0.302	0.086	0.196
Sample 83	0.287	-0.07	0.174	0.927	0.55	-0.020	0.266
Sample 84	0.426	0.042	0.38	0.849	0.248	0.018	0.362
Sample 85	0.277	0.023	0.404	0.866	0.29	0.006	0.240
Sample 86	0.463	0.053	0.317	0.837	0.244	0.025	0.388
Sample 87	0.145	0.277	0.379	0.573	0.374	0.040	0.083
Sample 88	0.38	-0.104	0.143	0.934	0.483	-0.040	0.355
Sample 89	-0.043	0.094	0.614	0.805	0.352	-0.004	-0.035
Sample 90	0.182	0.027	0.317	0.826	0.454	0.005	0.150
Sample 91	0.269	-0.098	0.256	0.833	0.443	-0.026	0.224
Sample 92	0.193	0.008	0.543	0.871	0.182	0.002	0.168
Sample 93	0.256	-0.037	0.404	0.866	0.321	-0.009	0.222
Sample 94	0.14	-0.238	0.289	0.981	0.539	-0.033	0.137
Sample 95	0.506	0.009	0.471	0.814	0.061	0.005	0.412
Sample 96	0.24	0.015	0.244	0.876	0.496	0.004	0.210
Sample 97	0.316	-0.074	0.377	0.976	0.348	-0.023	0.308
Sample 98	0.349	-0.103	0.401	0.912	0.2	-0.036	0.318
Sample 99	0.211	0.055	0.4	0.782	0.361	0.012	0.165
Sample 100	0.402	0.215	0.145	0.718	0.444	0.086	0.289
Sample 101	0.313	0.196	0.344	0.733	0.336	0.061	0.229
Sample 102	0.229	-0.016	0.319	0.922	0.41	-0.004	0.211
Sample 103	0.01	0.142	0.392	0.819	0.544	0.001	0.008
Sample 104	0.125	0.122	0.407	0.808	0.459	0.015	0.101
Sample 105	0.215	0.062	0.362	0.82	0.432	0.013	0.176
Sample 106	0.318	0.038	0.33	0.848	0.391	0.012	0.270
Sample 107	0.911	0.223	-0.087	0.733	0.07	0.203	0.668
Sample 108	0.301	0.12	0.446	0.596	0.22	0.036	0.179
Sample 109	0.249	0.093	0.101	0.717	0.632	0.023	0.179
Sample 110	0.022	0.022	0.241	0.877	0.717	0.000	0.019

Sample 111	0.732	0.052	0.339	0.874	-0.091	0.038	0.640
Sample 112	0.47	0.102	0.346	0.758	0.145	0.048	0.356
Sample 113	0.049	0.025	0.236	0.877	0.635	0.001	0.043
Sample 114	0.295	-0.065	0.328	0.846	0.35	-0.019	0.250
Sample 115	0.3	-0.037	0.352	0.856	0.411	-0.011	0.257
Sample 116	0.303	0.089	0.262	0.824	0.399	0.027	0.250
Sample 117	0.364	-0.018	0.349	0.884	0.291	-0.007	0.322
Sample 118	0.295	0.079	0.306	0.887	0.372	0.023	0.262
Sample 119	0.235	0.15	0.418	0.754	0.341	0.035	0.177
Sample 120	0.415	-0.001	0.222	0.938	0.368	0.000	0.389
Sample 121	0.513	0.019	0.344	0.744	0.158	0.010	0.382
Sample 122	-0.086	0.053	0.433	0.899	0.605	-0.005	-0.077
Sample 123	0.491	-0.039	0.394	0.891	0.155	-0.019	0.437
Sample 124	0.523	0.075	0.309	0.836	0.151	0.039	0.437
Sample 125	0.211	0.01	0.181	0.889	0.552	0.002	0.188
Sample 126	0.339	-0.018	0.298	0.905	0.341	-0.006	0.307
Sample 127	0.223	-0.129	0.274	0.929	0.504	-0.029	0.207
Sample 128	0.451	-0.048	0.242	0.902	0.308	-0.022	0.407
Sample 129	0.355	0.019	0.221	0.831	0.431	0.007	0.295
Sample 130	0.24	-0.031	0.354	0.861	0.386	-0.007	0.207
Sample 131	0.105	0.008	0.223	0.888	0.633	0.001	0.093
Sample 132	0.266	-0.02	0.362	0.91	0.39	-0.005	0.242
Sample 133	0.35	-0.037	0.286	0.893	0.368	-0.013	0.313
Sample 134	0.134	0.051	0.376	0.79	0.422	0.007	0.106
Sample 135	0.392	-0.008	0.401	0.849	0.199	-0.003	0.333
Sample 136	0.274	0.031	0.277	0.788	0.418	0.008	0.216
Sample 137	0.073	-0.003	0.354	0.856	0.546	0.000	0.062
Sample 138	0.304	-0.075	0.414	0.93	0.295	-0.023	0.283
Sample 139	0.259	-0.011	0.364	0.771	0.362	-0.003	0.200
Sample 140	0.293	0.063	0.563	0.764	0.092	0.018	0.224
Sample 141	0.061	0.117	0.386	0.784	0.517	0.007	0.048
Sample 142	0.484	-0.063	0.305	0.874	0.246	-0.030	0.423
Sample 143	0.314	0.071	0.225	0.885	0.441	0.022	0.278
Sample 144	0.435	0.019	0.553	0.827	0.026	0.008	0.360
Sample 145	0.304	-0.09	0.39	0.939	0.325	-0.027	0.285
Sample 146	0.179	-0.05	0.344	0.963	0.455	-0.009	0.172
Sample 147	0.254	0.148	0.313	0.799	0.413	0.038	0.203
Sample 148	0.41	-0.007	0.334	0.896	0.285	-0.003	0.367
Sample 149	0.14	0.099	0.278	0.842	0.543	0.014	0.118
Sample 150	0.087	0.066	0.336	0.82	0.548	0.006	0.071
Sample 151	0.236	0.005	0.512	0.846	0.258	0.001	0.200
Sample 152	-0.134	0.045	0.358	0.862	0.748	-0.006	-0.116
Sample 153	0.156	0.333	0.41	0.558	0.453	0.052	0.087

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Sample 154	0.205	0.08	0.297	0.779	0.463	0.016	0.160
Sample 155	0.359	0.023	0.36	0.935	0.296	0.008	0.336
Sample 156	0.266	0.426	0.336	0.392	0.363	0.113	0.104
Sample 157	0.202	-0.035	0.202	0.869	0.607	-0.007	0.176
Sample 158	0.283	-0.049	0.415	0.862	0.322	-0.014	0.244
Sample 159	0.2	0.216	0.457	0.654	0.278	0.043	0.131
Sample 160	0.191	0.13	0.322	0.823	0.482	0.025	0.157
Sample 161	0.198	0.193	0.382	0.676	0.371	0.038	0.134
Sample 162	0.338	0.083	0.271	0.733	0.385	0.028	0.248
Sample 163	0.367	-0.177	0.353	0.963	0.369	-0.065	0.353
Sample 164	0.49	0.019	0.341	0.854	0.168	0.009	0.418
Sample 165	0.409	0.114	0.365	0.802	0.193	0.047	0.328
Sample 166	0.351	-0.004	0.41	0.903	0.267	-0.001	0.317
Sample 167	0.351	0.013	0.161	0.944	0.471	0.005	0.331
Sample 168	0.301	0.15	0.433	0.692	0.252	0.045	0.208
Sample 169	0.342	0.074	0.461	0.798	0.187	0.025	0.273
Sample 170	0.182	-0.004	0.277	0.871	0.56	-0.001	0.159
Sample 171	0.26	0.196	0.403	0.687	0.338	0.051	0.179
Sample 172	0.149	0.001	0.359	0.919	0.529	0.000	0.137
Sample 173	0.413	0.005	0.171	0.863	0.408	0.002	0.356
Sample 174	0.202	-0.065	0.579	0.905	0.187	-0.013	0.183
Sample 175	0.197	-0.104	0.423	0.914	0.374	-0.020	0.180
Sample 176	0.211	-0.004	0.373	0.878	0.402	-0.001	0.185
Sample 177	0.258	-0.018	0.226	0.868	0.514	-0.005	0.224
Sample 178	0.314	0.053	0.281	0.8	0.372	0.017	0.251
Sample 179	0.242	0.203	0.454	0.542	0.242	0.049	0.131
Sample 180	0.342	0.033	0.289	0.877	0.362	0.011	0.300
Sample 181	0.306	-0.039	0.564	0.948	0.108	-0.012	0.290
Sample 182	0.124	-0.028	0.294	0.874	0.537	-0.003	0.108
Sample 183	0.014	0.041	0.395	0.906	0.591	0.001	0.013
Sample 184	-0.029	-0.018	0.3	0.869	0.713	0.001	-0.025
Sample 185	-0.181	0.217	0.571	0.749	0.548	-0.039	-0.136
Sample 186	0.07	0.033	0.221	0.896	0.664	0.002	0.063
Sample 187	0.279	-0.017	0.266	0.826	0.465	-0.005	0.230
Sample 188	0.416	-0.082	0.39	0.831	0.249	-0.034	0.346
Sample 189	0.381	-0.038	0.333	0.962	0.291	-0.014	0.367
Sample 190	0.335	0.263	0.668	0.594	-0.065	0.088	0.199
Sample 191	0.092	-0.035	0.409	0.925	0.453	-0.003	0.085
Sample 192	0.463	0.085	0.274	0.817	0.21	0.039	0.378
Sample 193	0.192	-0.048	0.371	0.933	0.427	-0.009	0.179
Sample 194	0.214	0.287	0.613	0.55	0.142	0.061	0.118
Sample 195	0.155	-0.057	0.326	0.904	0.515	-0.009	0.140
Sample 196	0.215	-0.18	0.286	0.901	0.481	-0.039	0.194

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Sample 197	0.213	-0.05	0.254	0.813	0.466	-0.011	0.173
Sample 198	0.471	0.018	0.312	0.803	0.239	0.008	0.378
Sample 199	0.438	0.048	0.254	0.827	0.317	0.021	0.362
Sample 200	-0.041	0.046	0.491	0.873	0.469	-0.002	-0.036
Sample 201	0.448	0	0.347	0.856	0.254	0.000	0.383
Sample 202	0.521	-0.234	0.357	0.98	0.219	-0.122	0.511
Sample 203	0.195	0.005	0.302	0.866	0.48	0.001	0.169
Sample 204	0.42	0.02	0.261	0.909	0.296	0.008	0.382
Sample 205	0.466	0.208	0.287	0.64	0.281	0.097	0.298
Sample 206	0.239	0.028	0.339	0.816	0.392	0.007	0.195
Sample 207	0.411	0.029	0.399	0.835	0.239	0.012	0.343
Sample 208	0.355	-0.125	0.302	0.945	0.366	-0.044	0.335
Sample 209	0.18	-0.081	0.482	0.979	0.338	-0.015	0.176
Sample 210	-0.089	0.14	0.433	0.784	0.586	-0.012	-0.070
Sample 211	0.321	0.065	0.217	0.905	0.447	0.021	0.291
Sample 212	0.27	0.126	0.292	0.837	0.409	0.034	0.226
Sample 213	0.575	0.004	0.352	0.937	0.073	0.002	0.539
Sample 214	-0.078	0.06	0.358	0.844	0.681	-0.005	-0.066
Sample 215	0.251	-0.033	0.319	0.823	0.485	-0.008	0.207
Sample 216	0.502	0.27	0.152	0.594	0.304	0.136	0.298
Sample 217	0.445	0.044	0.216	0.83	0.328	0.020	0.369
Sample 218	0.248	0.025	0.348	0.786	0.416	0.006	0.195
Sample 219	0.3	0.179	0.402	0.746	0.285	0.054	0.224
Sample 220	0.24	-0.008	0.551	0.914	0.2	-0.002	0.219
Sample 221	0.327	-0.028	0.247	0.951	0.442	-0.009	0.311
Sample 222	0.321	-0.211	0.169	0.988	0.5	-0.068	0.317
Sample 223	0.118	-0.186	0.396	1.103	0.403	-0.022	0.130
Sample 224	0.262	-0.058	0.311	0.934	0.446	-0.015	0.245
Sample 225	0.297	-0.076	0.408	0.881	0.295	-0.023	0.262
Sample 226	0.259	0.101	0.281	0.796	0.458	0.026	0.206
Sample 227	0.116	-0.097	0.268	0.863	0.618	-0.011	0.100
Sample 228	0.483	-0.056	0.354	0.875	0.244	-0.027	0.423
Sample 229	0.2	0.011	0.458	0.869	0.312	0.002	0.174
Sample 230	0.16	0.023	0.274	0.82	0.521	0.004	0.131
Sample 231	0.233	-0.007	0.307	0.788	0.502	-0.002	0.184
Sample 232	0.203	0.202	0.645	0.655	0.07	0.041	0.133
Sample 233	0.52	0	0.148	0.917	0.34	0.000	0.477
Sample 234	0.286	0.135	0.33	0.774	0.372	0.039	0.221
Sample 235	0.218	0.083	0.181	0.75	0.543	0.018	0.164
Sample 236	0.466	0.091	0.387	0.691	0.2	0.042	0.322
Sample 237	0.305	-0.076	0.344	0.866	0.354	-0.023	0.264
Sample 238	0.372	-0.025	0.264	0.843	0.343	-0.009	0.314
Sample 239	0.381	0.114	0.26	0.765	0.366	0.043	0.291

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Sample 240	-0.04	-0.003	0.442	0.897	0.514	0.000	-0.036
Sample 241	0.319	-0.156	0.32	0.94	0.4	-0.050	0.300
Sample 242	0.388	0.067	0.332	0.774	0.299	0.026	0.300
Sample 243	0.282	-0.032	0.407	0.861	0.317	-0.009	0.243
Sample 244	0.177	0.159	0.373	0.714	0.406	0.028	0.126
Sample 245	0.484	0.132	0.231	0.777	0.273	0.064	0.376
Sample 246	0.39	0.09	0.306	0.803	0.27	0.035	0.313
Sample 247	0.081	-0.061	0.231	0.864	0.699	-0.005	0.070
Sample 248	0.267	-0.066	0.325	0.878	0.418	-0.018	0.234
Sample 249	0.36	-0.036	0.447	0.869	0.14	-0.013	0.313
Sample 250	-0.038	-0.028	0.276	0.917	0.685	0.001	-0.035
Sample 251	0.47	-0.067	0.279	0.859	0.321	-0.031	0.404
Sample 252	0.129	-0.001	0.287	0.907	0.538	0.000	0.117
Sample 253	0.325	0.221	0.578	0.597	0.046	0.072	0.194
Sample 254	0.395	0.033	0.468	0.865	0.141	0.013	0.342
Sample 255	0.408	0.319	0.471	0.479	0.116	0.130	0.195
Sample 256	0.148	0.078	0.325	0.773	0.474	0.012	0.114
Sample 257	0.27	-0.091	0.357	0.934	0.362	-0.025	0.252
Sample 258	0.182	-0.088	0.327	0.952	0.465	-0.016	0.173
Sample 259	0.515	0.042	0.171	0.814	0.32	0.022	0.419
Sample 260	0.124	-0.011	0.443	0.881	0.421	-0.001	0.109
Sample 261	0.211	-0.061	0.525	0.919	0.205	-0.013	0.194
Sample 262	0.316	0.009	0.235	0.849	0.42	0.003	0.268
Sample 263	0.072	-0.017	0.265	0.95	0.604	-0.001	0.068
Sample 264	0.234	0.155	0.448	0.663	0.299	0.036	0.155
Sample 265	0.416	-0.205	0.384	0.889	0.238	-0.085	0.370
Sample 266	0.593	-0.167	0.43	1.006	0.048	-0.099	0.597
Sample 267	0.342	-0.019	0.225	0.794	0.443	-0.006	0.272
Sample 268	0.236	0.053	0.234	0.846	0.536	0.013	0.200
Sample 269	0.303	0.25	0.367	0.63	0.306	0.076	0.191
Sample 270	0.128	-0.073	0.341	0.946	0.484	-0.009	0.121
Sample 271	0.657	-0.016	0.196	0.875	0.145	-0.011	0.575
Sample 272	0.391	-0.003	0.327	0.836	0.234	-0.001	0.327
Sample 273	0.65	0.1	0.231	0.767	0.127	0.065	0.499
Sample 274	0.416	-0.055	0.142	0.887	0.44	-0.023	0.369
Sample 275	0.335	-0.174	0.448	0.93	0.283	-0.058	0.312
Sample 276	0.144	-0.177	0.677	1.054	0.087	-0.025	0.152
Sample 277	0.271	-0.061	0.366	0.871	0.381	-0.017	0.236
Sample 278	0.292	0.306	0.302	0.488	0.353	0.089	0.142
Sample 279	-0.097	-0.157	0.264	1.013	0.8	0.015	-0.098
Sample 280	0.354	0.066	0.272	0.849	0.353	0.023	0.301
Sample 281	0.366	-0.086	0.384	1.003	0.263	-0.031	0.367
Sample 282	0.179	0.025	0.291	0.874	0.507	0.004	0.156

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Sample 283	0.315	0.085	0.287	0.812	0.361	0.027	0.256
Sample 284	0.2	0.2	0.356	0.762	0.376	0.040	0.152
Sample 285	0.412	0.074	0.313	0.821	0.332	0.030	0.338
Sample 286	0.143	-0.026	0.372	0.952	0.453	-0.004	0.136
Sample 287	0.19	-0.029	0.358	0.822	0.417	-0.006	0.156
Sample 288	0.106	0.023	0.449	0.867	0.405	0.002	0.092
Sample 289	0.178	0.015	0.329	0.882	0.404	0.003	0.157
Sample 290	0.157	0.086	0.403	0.784	0.399	0.014	0.123
Sample 291	-0.037	-0.027	0.423	0.902	0.605	0.001	-0.033
Sample 292	0.56	0.068	0.257	0.874	0.193	0.038	0.489
Sample 293	0.428	-0.092	0.434	0.954	0.186	-0.039	0.408
Sample 294	0.269	0.056	0.346	0.882	0.382	0.015	0.237
Sample 295	0.071	-0.006	0.312	0.939	0.545	0.000	0.067
Sample 296	0.185	-0.008	0.459	0.817	0.345	-0.001	0.151
Sample 297	0.227	0.215	0.338	0.7	0.381	0.049	0.159
Sample 298	0.292	0.185	0.303	0.743	0.424	0.054	0.217
Sample 299	0.179	-0.072	0.324	0.954	0.469	-0.013	0.171
Sample 300	0.345	-0.034	0.275	0.909	0.374	-0.012	0.314
Sample 301	0.291	0.161	0.377	0.763	0.313	0.047	0.222
Sample 302	0.166	0.487	0.471	0.331	0.314	0.081	0.055
Sample 303	0.747	0.058	0.038	0.888	0.153	0.043	0.663
Sample 304	0.221	0.24	0.302	0.589	0.391	0.053	0.130
Sample 305	0.165	-0.032	0.288	0.9	0.481	-0.005	0.149
Sample 306	0.293	-0.121	0.351	0.876	0.336	-0.035	0.257
Sample 307	0.319	0.123	0.33	0.688	0.317	0.039	0.219
Sample 308	-0.145	0.19	0.572	0.746	0.5	-0.028	-0.108
Sample 309	0.234	-0.064	0.307	0.85	0.481	-0.015	0.199
Sample 310	0.151	-0.079	0.362	0.879	0.473	-0.012	0.133
Sample 311	0.044	0.157	0.43	0.748	0.428	0.007	0.033
Sample 312	0.43	0.11	0.3	0.85	0.249	0.047	0.366
Sample 313	0.463	0.08	0.32	0.608	0.256	0.037	0.282
Sample 314	0.301	-0.148	0.343	0.987	0.378	-0.045	0.297
Sample 315	0.202	0.054	0.261	0.813	0.498	0.011	0.164
Sample 316	0.32	0.118	0.245	0.791	0.443	0.038	0.253
Sample 317	0.32	0.09	0.373	0.84	0.317	0.029	0.269
Sample 318	0.218	0.162	0.238	0.77	0.526	0.035	0.168
Sample 319	0.327	0	0.379	0.961	0.268	0.000	0.314
Sample 320	0.3	-0.133	0.392	0.91	0.385	-0.040	0.273
Sample 321	0.228	0.003	0.606	0.826	0.121	0.001	0.188
Sample 322	0.24	0.077	0.186	0.806	0.586	0.018	0.193
Sample 323	0.149	-0.054	0.222	0.883	0.589	-0.008	0.132
Sample 324	0.314	0.057	0.444	0.855	0.237	0.018	0.268
Sample 325	0.182	0.015	0.294	0.849	0.507	0.003	0.155

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Sample 326	0.304	0.23	0.422	0.642	0.229	0.070	0.195
Sample 327	0.382	0.125	0.145	0.798	0.429	0.048	0.305
Sample 328	0.276	-0.159	0.326	0.917	0.393	-0.044	0.253
Sample 329	0.178	0.071	0.437	0.814	0.375	0.013	0.145
Sample 330	0.487	-0.107	0.448	0.937	0.092	-0.052	0.456
Sample 331	0.156	0.042	0.365	0.855	0.468	0.007	0.133
Sample 332	0.383	0.151	0.473	0.715	0.101	0.058	0.274
Sample 333	0.493	-0.087	0.296	0.93	0.266	-0.043	0.458
Sample 334	0.618	-0.014	0.538	0.966	-0.158	-0.009	0.597
Sample 335	0.298	0.02	0.451	0.818	0.251	0.006	0.244
Sample 336	0.264	-0.076	0.296	0.86	0.482	-0.020	0.227
Sample 337	0.092	0.012	0.362	0.853	0.518	0.001	0.078
Sample 338	0.31	0.006	0.489	0.809	0.169	0.002	0.251
Sample 339	0.233	0.168	0.436	0.769	0.318	0.039	0.179
Sample 340	0.264	0.341	0.3	0.457	0.39	0.090	0.121
Sample 341	0.234	-0.108	0.33	0.912	0.409	-0.025	0.213
Sample 342	0.396	0.179	0.357	0.709	0.253	0.071	0.281
Sample 343	0.354	0.244	0.413	0.616	0.229	0.086	0.218
Sample 344	-0.201	-0.012	0.399	0.948	0.785	0.002	-0.191
Sample 345	-0.051	-0.022	0.349	0.851	0.624	0.001	-0.043
Sample 346	0.113	0.026	0.263	0.798	0.576	0.003	0.090
Sample 347	0.083	-0.178	0.234	0.855	0.653	-0.015	0.071
Sample 348	0.322	0.005	0.361	0.875	0.337	0.002	0.282
Sample 349	0.107	0.013	0.359	0.83	0.533	0.001	0.089
Sample 350	0.251	-0.123	0.323	0.945	0.438	-0.031	0.237
Sample 351	0.379	-0.023	0.33	0.802	0.221	-0.009	0.304
Sample 352	0.282	-0.058	0.164	0.916	0.499	-0.016	0.258
Sample 353	0.39	0.166	0.674	0.673	-0.101	0.065	0.262
Sample 354	0.358	-0.027	0.191	0.913	0.4	-0.010	0.327
Sample 355	0.334	0.123	0.233	0.7	0.362	0.041	0.234
Sample 356	0.094	-0.08	0.519	0.926	0.337	-0.008	0.087
Sample 357	0.433	-0.025	0.115	0.899	0.424	-0.011	0.389
Sample 358	0.523	0.241	0.326	0.683	0.112	0.126	0.357
Sample 359	0.32	0.002	0.305	0.856	0.393	0.001	0.274
Sample 360	0.48	-0.036	0.435	0.871	0.098	-0.017	0.418
Sample 361	0.096	0.321	0.38	0.572	0.469	0.031	0.055
Sample 362	0.315	0.031	0.346	0.775	0.37	0.010	0.244
Sample 363	0.459	0.071	0.448	0.885	0.084	0.033	0.406
Sample 364	0.229	-0.135	0.227	0.871	0.493	-0.031	0.199
Sample 365	-0.124	0.234	0.597	0.713	0.459	-0.029	-0.088
Sample 366	0.331	0.18	0.214	0.625	0.365	0.060	0.207
Sample 367	0.291	-0.077	0.411	0.857	0.314	-0.022	0.249
Sample 368	-0.037	-0.098	0.393	0.954	0.58	0.004	-0.035

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Sample 369	0.271	0.079	0.329	0.776	0.367	0.021	0.210
Sample 370	0.39	0.057	0.151	0.878	0.441	0.022	0.342
Sample 371	0.208	0.007	0.262	0.798	0.487	0.001	0.166
Sample 372	0.311	-0.04	0.354	0.889	0.362	-0.012	0.276
Sample 373	0.146	-0.046	0.379	0.958	0.436	-0.007	0.140
Sample 374	0.302	0.254	0.488	0.644	0.166	0.077	0.194
Sample 375	-0.013	0.205	0.342	0.642	0.598	-0.003	-0.008
Sample 376	0.315	0.098	0.257	0.857	0.393	0.031	0.270
Sample 377	0.12	0.026	0.538	0.84	0.272	0.003	0.101
Sample 378	0.342	0.076	0.307	0.769	0.328	0.026	0.263
Sample 379	0.253	-0.031	0.313	0.908	0.42	-0.008	0.230
Sample 380	0.215	0.099	0.419	0.793	0.361	0.021	0.170
Sample 381	0.415	0.05	0.354	0.779	0.194	0.021	0.323
Sample 382	0.349	-0.079	0.342	0.933	0.319	-0.028	0.326
Sample 383	0.196	-0.036	0.392	0.921	0.38	-0.007	0.181
Sample 384	0.288	0.03	0.279	0.812	0.394	0.009	0.234
Sample 385	0.405	-0.245	0.3	0.964	0.341	-0.099	0.390
Sample 386	0.402	0.01	0.238	0.887	0.334	0.004	0.357
Sample 387	0.252	0.091	0.314	0.781	0.39	0.023	0.197
Sample 388	0.343	0.18	0.324	0.728	0.283	0.062	0.250
Sample 389	0.451	-0.051	0.377	0.906	0.214	-0.023	0.409
Sample 390	0.114	-0.074	0.246	0.902	0.607	-0.008	0.103
Sample 391	0.502	0.018	0.391	0.927	0.121	0.009	0.465
Sample 392	0.269	-0.009	0.428	0.933	0.249	-0.002	0.251
Sample 393	0.464	-0.097	0.411	0.886	0.19	-0.045	0.411
Sample 394	0.363	-0.052	0.439	0.852	0.16	-0.019	0.309
Sample 395	0.117	-0.046	0.352	0.892	0.491	-0.005	0.104
Sample 396	0.163	0.512	0.531	0.362	0.27	0.083	0.059
Sample 397	0.492	-0.089	0.152	0.822	0.375	-0.044	0.404
Sample 398	0.022	0.104	0.347	0.801	0.581	0.002	0.018
Sample 399	0.294	0.023	0.408	0.843	0.25	0.007	0.248
Sample 400	0.422	0.103	0.31	0.787	0.232	0.043	0.332
Sample 401	0.421	0.161	0.265	0.644	0.293	0.068	0.271
Sample 402	0.257	-0.111	0.428	0.949	0.335	-0.029	0.244
Sample 403	-0.25	-0.01	0.329	0.953	0.91	0.003	-0.238
Sample 404	0.201	-0.047	0.502	0.872	0.257	-0.009	0.175
Sample 405	0.075	-0.092	0.224	0.914	0.65	-0.007	0.069
Sample 406	0.271	0.019	0.286	0.873	0.419	0.005	0.237
Sample 407	0.295	0.335	0.318	0.522	0.329	0.099	0.154
Sample 408	0.266	0.085	0.325	0.802	0.337	0.023	0.213
Sample 409	0.075	0.282	0.665	0.59	0.2	0.021	0.044
Sample 410	0.292	-0.071	0.223	0.897	0.499	-0.021	0.262
Sample 411	0.419	0.255	0.566	0.611	-0.004	0.107	0.256

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Sample 412	0.196	0.079	0.267	0.74	0.517	0.015	0.145
Sample 413	0.265	0.042	0.391	0.861	0.291	0.011	0.228
Sample 414	0.184	0.008	0.455	0.762	0.357	0.001	0.140
Sample 415	0.539	-0.045	0.391	0.932	0.048	-0.024	0.502
Sample 416	0.181	0.028	0.474	0.766	0.321	0.005	0.139
Sample 417	0.25	0.058	0.39	0.762	0.317	0.015	0.191
Sample 418	0.111	0.171	0.295	0.748	0.543	0.019	0.083
Sample 419	-0.009	0.007	0.403	0.926	0.575	0.000	-0.008
Sample 420	0.201	0.179	0.333	0.784	0.442	0.036	0.158
Sample 421	0.189	0.039	0.503	0.872	0.275	0.007	0.165
Sample 422	0.198	0.072	0.616	0.676	0.117	0.014	0.134
Sample 423	0.511	-0.05	0.168	0.887	0.354	-0.026	0.453
Sample 424	0.454	0.27	0.188	0.628	0.341	0.123	0.285
Sample 425	0.347	-0.023	0.495	0.891	0.145	-0.008	0.309
Sample 426	0.105	-0.054	0.337	0.874	0.559	-0.006	0.092
Sample 427	0.457	-0.023	0.155	0.811	0.352	-0.011	0.371
Sample 428	0.194	-0.124	0.192	0.949	0.603	-0.024	0.184
Sample 429	0.088	-0.13	0.37	0.926	0.524	-0.011	0.081
Sample 430	0.404	0.046	0.3	0.838	0.316	0.019	0.339
Sample 431	0.494	0.019	0.34	0.833	0.194	0.009	0.412
Sample 432	0.286	0.174	0.334	0.659	0.33	0.050	0.188
Sample 433	0.159	0.017	0.578	0.893	0.206	0.003	0.142
Sample 434	0.277	-0.007	0.382	0.89	0.321	-0.002	0.247
Sample 435	0.167	-0.036	0.316	0.772	0.508	-0.006	0.129
Sample 436	0.069	0.028	0.34	0.92	0.587	0.002	0.063
Sample 437	0.216	-0.008	0.365	0.864	0.369	-0.002	0.187
Sample 438	0.447	-0.055	0.207	0.922	0.367	-0.025	0.412
Sample 439	0.315	0.03	0.416	0.772	0.264	0.009	0.243
Sample 440	0.456	0.083	0.211	0.883	0.283	0.038	0.403
Sample 441	0.228	-0.049	0.333	0.927	0.432	-0.011	0.211
Sample 442	0.52	0.017	0.333	0.845	0.178	0.009	0.439
Sample 443	0.293	0.005	0.472	0.82	0.241	0.001	0.240
Sample 444	0.15	0.036	0.384	0.854	0.473	0.005	0.128
Sample 445	0.388	0.003	0.323	0.798	0.305	0.001	0.310
Sample 446	0.15	-0.037	0.409	0.87	0.452	-0.006	0.131
Sample 447	0.219	0.029	0.325	0.837	0.435	0.006	0.183
Sample 448	0.144	0.069	0.225	0.894	0.621	0.010	0.129
Sample 449	0.494	0.002	0.207	0.865	0.278	0.001	0.427
Sample 450	0.258	0.248	0.196	0.608	0.546	0.064	0.157
Sample 451	0.252	0.061	0.344	0.835	0.34	0.015	0.210
Sample 452	0.267	0.032	0.369	0.901	0.349	0.009	0.241
Sample 453	0.659	-0.047	0.283	0.949	0.056	-0.031	0.625
Sample 454	0.48	0.033	0.236	0.864	0.263	0.016	0.415

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Sample 455	0.382	-0.098	0.481	0.871	0.134	-0.037	0.333
Sample 456	0.294	0.066	0.332	0.743	0.389	0.019	0.218
Sample 457	0.24	0.251	0.404	0.537	0.342	0.060	0.129
Sample 458	0.312	0.134	0.42	0.75	0.224	0.042	0.234
Sample 459	0.377	-0.057	0.642	0.8	-0.003	-0.021	0.302
Sample 460	0.619	-0.099	0.465	0.943	-0.061	-0.061	0.584
Sample 461	0.416	-0.025	0.302	0.881	0.255	-0.010	0.366
Sample 462	0.148	0.17	0.433	0.727	0.393	0.025	0.108
Sample 463	0.37	-0.145	0.294	0.976	0.315	-0.054	0.361
Sample 464	0.374	-0.036	0.333	0.903	0.283	-0.013	0.338
Sample 465	0.411	0.085	0.344	0.796	0.267	0.035	0.327
Sample 466	0.324	-0.017	0.45	0.862	0.24	-0.006	0.279
Sample 467	0.2	0.082	0.69	0.743	0.038	0.016	0.149
Sample 468	0.124	0.062	0.476	0.789	0.334	0.008	0.098
Sample 469	0.253	-0.031	0.365	0.883	0.352	-0.008	0.223
Sample 470	0.482	-0.012	0.273	0.89	0.274	-0.006	0.429
Sample 471	0.277	0.118	0.276	0.783	0.433	0.033	0.217
Sample 472	0.325	-0.002	0.336	0.855	0.336	-0.001	0.278
Sample 473	0.44	0.06	0.495	0.721	0.1	0.026	0.317
Sample 474	0.356	0.243	0.28	0.63	0.356	0.087	0.224
Sample 475	0.519	-0.027	0.343	0.913	0.139	-0.014	0.474
Sample 476	0.167	0.065	0.496	0.797	0.327	0.011	0.133
Sample 477	0.301	0.057	0.355	0.843	0.33	0.017	0.254
Sample 478	-0.038	0.116	0.482	0.771	0.516	-0.004	-0.029
Sample 479	0.35	-0.074	0.351	0.909	0.246	-0.026	0.318
Sample 480	0.202	0.327	0.487	0.497	0.28	0.066	0.100
Sample 481	0.28	0.086	0.304	0.849	0.408	0.024	0.238
Sample 482	0.095	0.317	0.597	0.579	0.219	0.030	0.055
Sample 483	0.49	0.002	0.128	0.88	0.407	0.001	0.431
Sample 484	0.272	-0.063	0.224	0.947	0.47	-0.017	0.258
Sample 485	0.126	0.009	0.294	0.873	0.553	0.001	0.110
Sample 486	0.246	0.133	0.469	0.807	0.25	0.033	0.199
Sample 487	0.219	0.087	0.343	0.843	0.384	0.019	0.185
Sample 488	0.638	0.112	0.013	0.78	0.283	0.071	0.498
Sample 489	0.147	0.008	0.36	0.929	0.473	0.001	0.137
Sample 490	0.177	0.192	0.45	0.661	0.337	0.034	0.117
Sample 491	0.319	0.008	0.309	0.712	0.389	0.003	0.227
Sample 492	0.013	0.041	0.398	0.796	0.558	0.001	0.010
Sample 493	0.281	-0.003	0.343	0.834	0.394	-0.001	0.234
Sample 494	0.254	-0.099	0.324	0.881	0.455	-0.025	0.224
Sample 495	0.255	-0.007	0.375	0.921	0.333	-0.002	0.235
Sample 496	0.365	-0.092	0.328	0.943	0.28	-0.034	0.344
Sample 497	0.383	0.144	0.518	0.699	0.095	0.055	0.268

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Sample 498	0.509	-0.221	0.293	1.025	0.197	-0.112	0.522
Sample 499	0.448	-0.013	0.35	0.88	0.223	-0.006	0.394
			Standard Deviation			**0.034**	**0.139**
			Mean			**0.007**	**0.231**
			Hypothesis (t-value)			**0.208**	**1.662**

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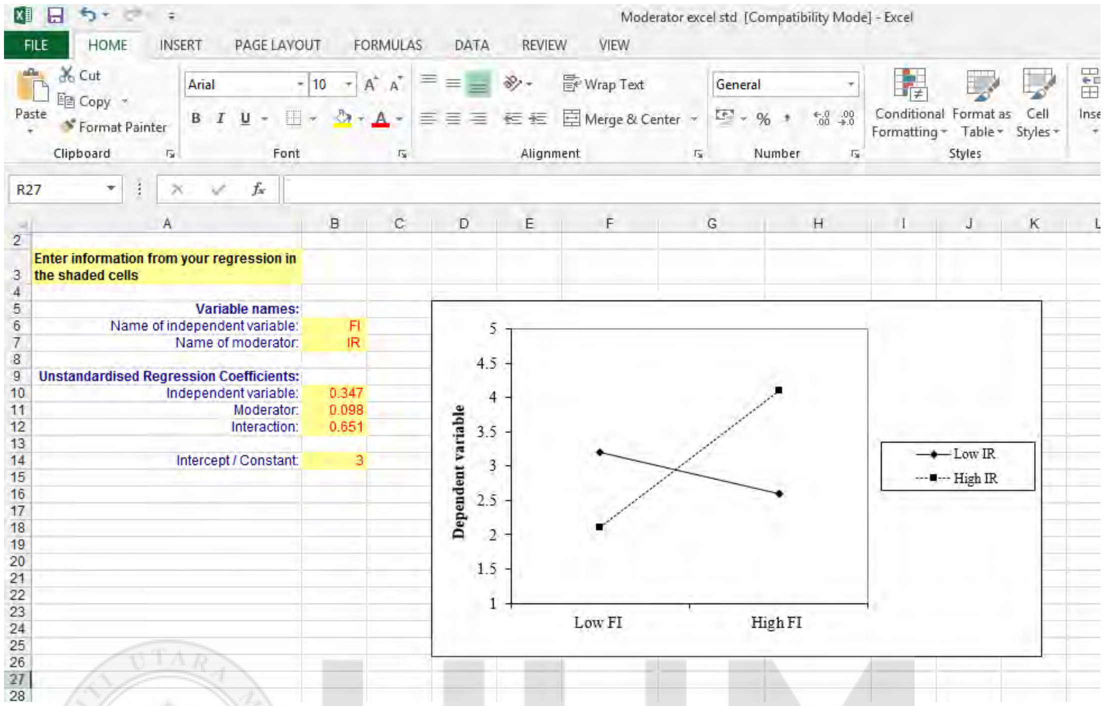
Appendix 10: Template of Moderating Plots



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