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RESEARCH ARTICLE

IMPACT OF INFORMATION TECHNOLOGY INFRASTRUCTURE FLEXIBILITY ON MERGERS AND ACQUISITIONS

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Appendix A

Difference between Post-M&A IT Integration Capability and IT Integration Capability in the Supply Chain

Post-M&A IT integration capability is a different construct compared to IT integration capability in the supply chain presented in prior literature (e.g., Rai et al. 2006; Rai and Tang 2010; Ward and Zhou 2006). IT integration capability in the supply chain refers to the firm's ability to integrate systems, data, and information with the suppliers' (customers') systems, data, and information (Rai et al. 2006; Rai and Tang 2010). Post-M&A IT integration capability refers to firm's ability to integrate the IT technical infrastructure, IT personnel, and IT and business processes of the target with the IT technical infrastructure, IT personnel, and IT and business processes of the acquirer after an M&A. The scope of post-M&A IT integration capability is M&A instead of the supply chain (Suddaby 2010). While IT integration in the supply chain is mainly concerned with exchanging data and information with suppliers (customers) to achieve integration of the supply chain; post-M&A IT integration pursues integration of the technical, human, and business process infrastructures of the acquirer and the target firm to develop one integrated IT infrastructure for the merged firm. In this way, the difference between IT integration capability for supply chain and post-M&A IT integration capability is analogous to the difference between arms-length coordination between two separate organizations and internal coordination between two independent business units that are co-owned. Specifically, IT integration in the supply chain involves interconnected processes and standardization in the information that is exchanged between independent firms to achieve coordination in the supply chain (Gosain et al. 2005). However, in post-M&A IT integration, the acquirer and the target strive for standardization in all the data and business processes in the merged firm, not just the supply chain processes, and the integration of the human infrastructure of the target into the human infrastructure of the acquirer. Similarly, the scope of M&A integration is greater than supply chain integration. The maximum level of supply chain integration would be vertical integration. However, an M&A integration can also be horizontal or a conglomerate acquisition (Fan and Lang 2000).

Table A1. Detailed Information on Survey Items

Except where otherwise indicated in the table below, the possible range for measures was from 1 to 5 (1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

Construct/Indicator	VIF	Weight	Loading
IT compatibility (mean = 3.527, standard deviation = 0.887)	1.744	0.27***	0.77***
Software applications can be easily transported and used across multiple platforms	1.316	0.266***	0.663***
Our firm provides multiple interfaces or entry points (e.g., web access) for external end users	1.794	0.29***	0.81***
Our firm establishes corporate rules and standards for hardware and operating systems to ensure platform compatibility	1.718	0.429***	0.849***
Data captured in one part of our orgn. are immediately available to everyone in the firm	1.488	0.299***	0.755***
IT connectivity (mean = 3.807, standard deviation = 0.882**)**	1.882	0.321***	0.829***
Our organization has electronic links and connections throughout the entire firm	1.299	0.211***	0.517***
Our firm is linked to business partners through electronic channels (e.g., websites, e-mail, wireless devices, electronic data interchange)	1.626	0.342***	0.79***
All remote, branch, and mobile offices are connected to the central office	1.544	0.434***	0.834***
There are very few identifiable communications bottlenecks within our firm	1.415	0.357***	0.723***
Modularity (mean = 3.284, standard deviation = 0.783)	2.003	0.333***	0.853***
Our firm possesses a great speed in developing new business applications or modifying existing applications	1.35	0.299***	0.704***
Our corporate database is able to communicate in several different protocols	1.801	0.349***	0.794***
Reusable software modules are widely used in new systems development	1.841	0.361***	0.829***
IT personnel use object-oriented and prepackaged modular tools to create software applications	1.218	0.33***	0.645***
IT personnel skills flexibility (mean = 3.643, standard deviation = 0.701)	1.576	0.317***	0.768***
Our IT personnel have the ability to work effectively in cross-functional teams	1.547	0.35***	0.76***
Our IT personnel are able to interpret business problems and develop appropriate technical solutions	1.553	0.293***	0.72***
Our IT personnel are self-directed and proactive	1.396	0.379***	0.738***
Our IT personnel are knowledgeable about the key success factors in our firm	1.523	0.319***	0.762***
Operational flexibility (mean = 2.836, standard deviation = 0.945)	1.192	0.336***	0.663***
Our organization uses temporary personnel to perform/execute business activities	1.312	0.221*	0.64***
Our firm uses its quick-response routines to reduce uncertainty	1.712	0.468***	0.874***
Our firm has an extensive operational repertoire	1.21	0.259**	0.577***
Our firm uses crash teams (that are developed quickly to solve an unexpected problem)	1.356	0.399***	0.753***
Structural flexibility (mean = 3.511, standard deviation = 0.652)	1.25	0.484***	0.79***
Our firm has an empowerment (more decision making authority for employees) culture	1.179	0.257**	0.552***
Our firm facilitates the development of self-managed teams	1.218	0.252*	0.461**
In our firm we apply horizontal extension of responsibilities (job enlargement), that is, the ability to perform a broader repertoire of activities	1.84	0.408***	0.831***
Our organization implements training and learning practices to stimulate flexible attitudes among the firm's members	1.758	0.356***	0.785***
In our firm we create cross-functional teams	1.117	0.282**	0.441**

Construct/Indicator	VIF	Weight	Loading
Strategic flexibility (mean = 3.502, standard deviation = 0.741)	1.283	0.49***	0.805***
Our firm can increase with ease the variety of products (good and/or services) for delivery	1.494	0.229***	0.705***
Our firm dismantles current strategies quickly with low costs	1.458	0.332***	0.746***
Our firm creates new product market combinations	1.585	0.318***	0.786***
Our firm periodically adopts new technologies	1.309	0.204**	0.599**
Our firm influences consumers through advertising and promotions	1.598	0.292***	0.754***
IT technical infrastructure integration (mean = 3.508, standard deviation = 0.937)	3.066	0.308***	0.907***
Our organization is able to integrate databases of both firms (acquirer and target) after the acquisition(s)	4.582	0.357***	0.944***
Our organization is able to integrate business applications of both firms after the acquisition(s)	4.42	0.337***	0.938***
Our organization is able to integrate telecommunications of both firms after the acquisition(s)	2.79	0.379***	0.916***
IT personnel integration (mean = 3.24, standard deviation = 0.92)	3.985	0.418***	0.951***
IT personnel participate in the M&A planning process	1.862	0.204***	0.763***
IT personnel have prior IT integration experience	1.91	0.214***	0.762***
Our organization retains the IT and business talent of both firms that are at the core of the acquisition(s)	3.032	0.241***	0.839***
Our organization is able to integrate IT personnel skills of both firms after the acquisition(s)	4.815	0.267***	0.907***
IT personnel are able to identify and assimilate new technologies after the M&A	2.925	0.273***	0.869***
IT and business processes integration (mean = 3.197, standard deviation = 0.775)	3.245	0.35***	0.923***
Our organization is able to integrate IT and M&A management's experience of both firms	4.304	0.227***	0.906***
Our organization is able to integrate IT planning with organizational planning of both firms	4.358	0.227***	0.896***
Our firm provides corporate-wide information accessibility to all people during and/or after the M&A process	2.502	0.219***	0.841***
Our organization is able to integrate IT strategy of both firms with M&A strategy	3.645	0.236***	0.903***
Our organization is able to integrate IT with business capabilities of both firms after the acquisition(s)	2.702	0.226***	0.857***
Post-M&A performance (mean = 3.324, standard deviation = 0.798)**:** Since the acquisition(s), how the following issues have changed? (1 = Significant decline, 5 = Significant increase)	**VIF**	**Weight**	**Loading**
Sales	2.592	0.223*	0.816***
Intrinsic profitability (profit/capital employed)	3.371	0.151	0.79***
Earnings per share	3.423	0.277***	0.803***
Cash flow	4.237	0.168†	0.789***
Overall performance	1.21	0.469**	0.733***

Table A2. Correlation between Individual Post-M&A Performance Indicators and RSE

Post-M&A Performance Indicator	RSE 2007	RSE 2008	RSE 2009	RSE 2010	RSE 2011	RSE 2007–2011	RSE 2008–2011	RSE 2009–2011
1. Sales	0.828**	0.766***	0.674**	0.811***	0.784***	0.879**	0.831**	0.813**
2. Intrinsic profitability	-0.029	-0.134	-0.061	0.04	-0.035	-0.059	-0.067	-0.052
3. Earnings per share	0.066	0.3†	0.538**	0.275†	0.556**	0.54†	0.599*	0.609*
4. Cash flow	-0.022	-0.067	-0.467*	-0.221	-0.319*	-0.361†	-0.403†	-0.431*
5. Overall performance	0.065	0.057	0.059	0.043	0.073	0.075	0.075	0.074

Table A3. Results of the Confirmatory Composite Analyses

	First-Order Constructs			Instrumental and Control Variables			Second-Order Constructs		
Discrepancy	Value	HI_{95}	Conclusion	Value	HI_{95}	Conclusion	Value	HI_{95}	Conclusion
SRMR	0.074	0.14	Supported	0.075	0.11	Supported	0.047	0.058	Supported
d_{LS}	6.872	24.344	Supported	2.299	4.921	Supported	0.171	0.258	Supported
d_G	5.193	12.891	Supported	1.209	3.011	Supported	0.169	0.203	Supported

Table A4. Correlations of the Constructs at Second- and First-Order Levels

Construct	1	1.1	1.2	1.3	1.4	2	2.1	2.2	2.3	3	3.1	3.2	3.3	4	5
1. IT infrastructure flexibility	1														
1.1. IT compatibility	0.77	1													
1.2. IT connectivity	0.829	0.594	1												
1.3. Modularity	0.853	0.57	0.578	1											
1.4. IT personnel skills flexibility	0.768	0.39	0.486	0.572	1										
2. Business flexibility	0.531	0.345	0.419	0.441	0.48	1									
2.1. Operational flexibility	0.332	0.135	0.253	0.343	0.346	0.663	1								
2.2. Structural flexibility	0.421	0.352	0.326	0.325	0.372	0.79	0.358	1							
2.3. Strategic flexibility	0.43	0.276	0.376	0.361	0.394	0.805	0.319	0.402	1						
3. Post-M&A IT integration capability	0.637	0.458	0.534	0.553	0.476	0.413	0.218	0.327	0.363	1					
3.1. IT technical infrastructure integration	0.466	0.331	0.396	0.446	0.323	0.28	0.142	0.222	0.254	0.907	1				
3.2. IT personnel integration	0.685	0.507	0.597	0.593	0.525	0.406	0.196	0.321	0.389	0.951	0.804	1			
3.3. IT and business processes integration	0.572	0.426	0.474	0.497	0.462	0.438	0.273	0.358	0.363	0.923	0.749	0.821	1		
4. M&A activities	0.147	0.098	0.165	0.215	0.055	0.239	0.037	0.138	0.158	0.214	0.252	0.232	0.18	1	
5. Post-M&A performance	0.255	0.212	0.233	0.158	0.164	0.214	0.078	0.142	0.226	0.262	0.204	0.228	0.227	0.245	1

Correlations that are equal or higher than 0.135, 0.18, 0.245 and 0.325 are significant at 0.10, 0.05, 0.01 and 0.001 levels respectively.

Table A5. Results of the Sample Selection Bias and Halo Effects Analyses

Dependent variable		Standardized Path Coefficient	
Independent Variable	Hypothesis	Value	Significance
Business flexibility			
IT infrastructure flexibility	H1a	0.573	***
Business process outsourcing		0.154	*
IT infrastructure flexibility			
Business flexibility		0.088	n.s.
Data standards		0.381	***
Network standards		0.276	***
Object-oriented methodology		0.387	***
Shared knowledge		0.357	***
M&A activities			
Business flexibility	H1b	0.204	*
IT infrastructure flexibility		-0.087	n.s.
Acquirer's availability of cash		0.172	*
Acquirer size		0.387	***
Post-M&A IT integration capability			
IT infrastructure flexibility	H2a	0.583	***
Business flexibility	H2b	-0.149	n.s.
Prior IT integration experience		0.368	***
Post-M&A performance			
Post-M&A IT integration capability	H3	0.703	*
IT infrastructure flexibility		-0.224	n.s.
Pre-M&A technological relatedness		0.265	**
Acquirer's diversification		0.259	*
Acquirer size		0.264	*
Acquirer industry		0.078	n.s.
Prior M&A experience		0.007	n.s.
Method of payment		-0.016	n.s.
Relative target size		-0.24	*
IT investment		0.061	n.s.
Pre-M&A performance		0	n.s.

*p < 0.05; **p < 0.01; ***p < 0.001 (one-tailed test)

Appendix B

Technical Detail on SEM and PLS Path Modeling, and Endogeneity

Endogeneity means that a central assumption of multiple regressions, the uncorrelatedness of the error term with the independent variables, is not met. Models containing endogeneity are called non-recursive models (Cortina 2005). There is a long history of estimating nonrecursive models by means of SEM, and PLS path modeling can also be extended to cope with non-recursive models (Dijkstra and Henseler 2015). The sometimes used term "causal modeling" stems from the notion that SEM is indeed able to uncover the direction of effects (if certain assumptions are met). Wong and Law (1999) describe in detail how structural equation models should be specified in order to cope with endogeneity.

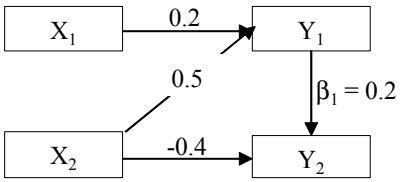
In this appendix, we demonstrate that a correct specification of a structural equation model allows retrieving unbiased estimates. In particular, two conditions must be met:

(1) There must be sufficient exogenous variables in the system of equations; specifically, the number of independent variables in each regression equation must not exceed the number of exogenous variables in the model. Instrumental variables are additional exogenous variables that help fulfill this condition.

(2) Residual correlations must be allowed to be different from zero.

We present the two major instances of endogeneity, namely omitted variables and feedback loops (i.e., models in which a variable has an indirect effect on itself), and show that if the two conditions are met, it is possible to retrieve the correct parameter values.

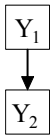
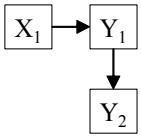
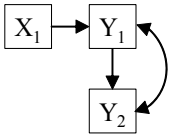
The first important case of endogeneity is from omitted variables. Omitted variables are a source of endogeneity if a common antecedent of variables is not included in a model (for instance, because it has not been measured). In order to show that SEM is indeed able to uncover the true parameters if the two conditions are met, we consider an example, in which the world functions according to the following model:



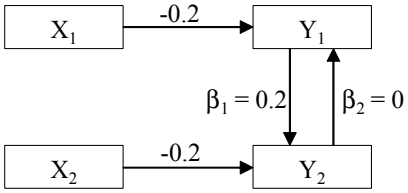
This model implies the following correlation matrix:

	X_1	X_2	Y_1	Y_2
X_1	1			
X_2	0	1		
Y_1	0.2	0.5	1	
Y_2	0.04	-0.3	0	1

Unfortunately, the researcher does not have data for X_2 available, and thus only a reduced correlation matrix without the second row/column is at hand. This reduced correlation matrix is analyzed using different model specifications: a simple regression of Y_2 on Y_1, a system of equations with uncorrelated error terms, and a system of equations with correlated error terms. The estimation results are listed below:

Parameter	True value	Estimates obtained for different model specifications		
		Simple regression 	System of equations with uncorrelated error terms 	System of equations with correlated error terms 
β_1	0.2	0	0	0.2

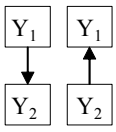
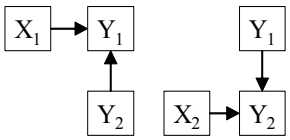
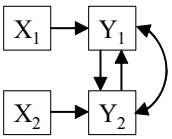
A second important case of endogeneity is that of models with feedback loops as for instance encountered in bidirectional relationships. In our paper, the relationship between the constructs IT infrastructure flexibility and business flexibility is bidirectional (i.e., it contains a feedback loop). In order to show that SEM is indeed able to uncover the true parameters if the two conditions are met, we consider another example. Let us assume that the world functioned according to the following model:



This model implies the following correlation matrix:

	X_1	X_2	Y_1	Y_2
X_1	1			
X_2	0	1		
Y_1	-0.2	0	1	
Y_2	-0.04	-0.2	0.2	1

This correlation matrix is analyzed using different model specifications. The estimation results are listed below:

Parameter	True value	Estimates obtained for different model specifications		
		Two separate simple regressions 	Two separate multiple regressions 	System of equations with correlated error terms 
β_1	0.2	0.2	0.192	0.2
β_2	0	0.2	0.2	0

As this example illustrates, a structural equation model with correlated error terms and instrumental variables is able to correctly uncover the true population parameters, whereas two separate models are not.

Appendix C

Details of Construct Measurement Specification

Table C1. Detailed Assessment of the Epistemic Relationship between First-Order Constructs and Indicators

Decision Rule/First-Order Construct	IT Compatibility	IT Connectivity	Modularity	IT Personnel Skills Flexibility	Operational Flexibility	Structural Flexibility
(1) Direction of causality from construct to indicator/item implied by the conceptual definition:	Item → Construct (compatible applications → IT compatibility)	Item → Construct (electronic channels → IT connectivity)	Item → Construct (reusable modules → Modularity)	Item → Construct (proactive IT personnel → IT personnel skills flexibility)	Item → Construct (operational repertoire → Operational flexibility)	Item → Construct (empowerment → Structural flexibility)
• Are the indicators (a) defining characteristics or (b) manifestations of the constructs?	Characteristics (multiple interfaces)	Characteristics (use of wireless devices)	Characteristics (modular)	Characteristics (proactive IT personnel)	Characteristics (quick-response operational routines)	Characteristics (job enlargement)
• Would changes in the indicators cause changes in the construct or not?	Yes (compatible applications)	Yes (electronic links with business partners)	Yes (communication in different protocols)	Yes (knowing key business success factors)	Yes (working with multiple suppliers)	Yes (using self-managed teams)
• Would changes in the construct cause changes in the indicators?	No	No	No	No	No	No
(2) Interchangeability of the indicators:	No	No	No	No	No	No
• Should the indicators have the same or similar content?	No (compatible applications and multiple interfaces)	No (external and internal electronic channels)	No (multiple protocols and reusable modules)	No (working in cross-functional teams and interpreting business problems)	No (using temporary personnel and extensive operational repertoire)	No (empowerment and job enlargement)
• Do the indicators share a common theme?	No	No	No	No	No	No
• Would dropping one of the indicators alter the conceptual domain of the construct?	Yes (dropping compatible applications)	Yes (dropping external electronic channels)	Yes (dropping reusable software modules)	Yes (dropping working in cross-functional teams)	Yes (dropping using of temporary personnel)	Yes (dropping empowerment)
(3) Covariation among the indicators: Should a change in one of the indicators be associated with changes in the other indicators?	Not necessarily (compatible applications and multiple interfaces)	Not necessarily (between external and internal electronic channels)	Not necessarily (between number of protocols and reusable modules)	Not necessarily (between working in cross-functional teams and self-organization)	Not necessarily (between working with multiple suppliers and crash teams)	Not necessarily (between empowerment and training)
Overall conclusion:	Formative	Formative	Formative	Formative	Formative	Formative

Table C1. Detailed Assessment of the Epistemic Relationship between First-Order Constructs and Indicators (Continued)

Decision Rule/First-Order Construct	Strategic Flexibilty	IT Technical Infrastructure Integration	IT Personnel Integration	IT Business Process Integration	Post-M&A Performance
(1) Direction of causality from construct to indicator/item implied by the conceptual definition:	Item → Construct (variety of products → Strategic flex.)	Item → Construct (databases integration → IT technical infrastructure integration)	Item → Construct (IT talent integration → IT personnel integration)	Item → Construct (IT and business plan integration → IT and business processes integr.)	Item → Construct (sales → Post-M&A performance)
• Are the indicators (a) defining characteristics or (b) manifestations of the constructs?	Characteristics (product market combination)	Characteristics (applications integration)	Characteristics (IT skills integration)	Characteristics (IT and business capabilities integration)	Characteristics (sales)
• Would changes in the indicators cause changes in the construct or not?	Yes (adoption of new technologies)	Yes (databases integration)	Yes (participation in M&A planning process)	Yes (IT and M&A strategy integration)	Yes (profitability)
• Would changes in the construct cause changes in the indicators?	No	No	No	No	No
(2) Interchangeability of the indicators:	No	No	No	No	No
• Should the indicators have the same or similar content?	No (variety of products and changing strategies)	No (databases and telecommunications integration)	No (M&A planning IT integration experience)	No (inf. accessibility and, IT and M&A strategy integration)	No (sales and earnings per share)
• Do the indicators share a common theme?	No	No	No	No	No
• Would dropping one of the indicators alter the conceptual domain of the construct?	Yes (adoption of new technologies)	Yes (databases integration)	Yes (retaining IT and business talent)	Yes (IT and business capabilities integration)	Yes (profitability)
(3) Covariation among the indicators: Should a change in one of the indicators be associated with changes in the other indicators?	No (covariation between changing strategies and advertising)	Not necessarily (covariation between integration of databases and telecommunications)	Mostly no (covariation between M&A planning and IT skills integration)	No (covariation between inf. accessibility and, IT and M&A strategy integration)	No (covariation between sales and earnings per share)
Overall conclusion:	Formative	Formative	Formative	Formative	Formative

Table C2. Detailed Assessment of the Epistemic Relationship between Second- and First-Order Constructs

Criteria/Second-Order Construct	IT Infrastructure Flexibility	Business Flexibility	IT Integration Capability
(1) Direction of causality from second- to first-order/dimension construct implied by the conceptual definition:	Dimension → Second-order construct (IT compatibility → IT infrastructure flexibility)	Dimension → Second-order construct (operational flexibility → Business flexibility)	Dimension → Second-order construct (IT personnel integration → IT integration capability)
• Are the dimensions (a) defining characteristics or (b) manifestations of the second-order constructs?	Characteristics (modularity)	Characteristics (structural flexibility)	Characteristics (IT and business processes integration)
• Would changes in the dimensions cause changes in the construct or not?	Yes (IT personnel skills flexibility)	Yes (strategic flexibility)	Yes (IT technical infrastructure integration)
• Would changes in the second-order construct cause changes in the dimensions?	No	No	No
(2) Interchangeability of the dimensions:	No	No	No
• Should the dimensions have the same or similar content?	No (IT connectivity and modularity)	No (operational and strategic flexibility)	No (IT technical infrastructure and IT personnel integration)
• Do the dimensions share a common theme?	No	No	No
• Would dropping one of the dimensions alter the conceptual domain of the second-order construct?	Yes (dropping IT personnel skills flexibility)	Yes (dropping operational flexibility)	Yes (dropping IT technical infrastructure integration)
(3) Covariation among the dimensions: Should a change in one of the dimensions be associated with changes in the other dimensions?	Not necessarily (covariation between IT compatibility and modularity)	No (covariation between structural and strategic flexibility)	No (covariation between IT technical infrastructure, and IT and business processes integration)
Overall conclusion:	Formative	Formative	Formative

Table C3. Descriptive Statistics for the Instrumental and Control Variables

Variable	Mean	Standard Deviation
Business process outsourcing	4.167	0.949
Data standards	3.788	1.001
Network standards	3.22	1.292
Object-oriented methodology	3.67	1.101
Shared knowledge	3.806	0.84
Acquirer's availability of cash	4.572	12.435
Acquirer size	4.625	1.755
Prior IT integration experience	2.23	1.37
Pre-M&A technological relatedness	3.132	1.266
Acquirer's diversification	0.266	0.391
Prior M&A experience	1.962	1.245
Method of payment	0.867	0.324
Relative target size	0.887	1.218
IT investment	2.72	0.975

Table C4. Cross-Loadings of the Constructs

	Construct										
Indicator	**ITCOM**	**ITCON**	**MOD**	**ITPSF**	**OPF**	**STRF**	**STRAF**	**ITTII**	**ITPI**	**ITBPI**	**PMAP**
ITCOM1	**0.663**	0.354	0.409	0.22	0.106	0.168	0.125	0.271	0.315	0.244	0.113
ITCOM2	**0.81**	0.45	0.369	0.208	0.12	0.347	0.152	0.188	0.335	0.276	0.144
ITCOM3	**0.849**	0.592	0.523	0.371	0.075	0.37	0.294	0.331	0.521	0.448	0.294
ITCOM4	**0.755**	0.389	0.438	0.375	0.133	0.163	0.243	0.21	0.344	0.3	0.048
ITCON1	0.405	**0.517**	0.156	0.204	0.11	0.366	0.319	0.057	0.212	0.157	0.034
ITCON2	0.513	**0.79**	0.39	0.324	0.111	0.231	0.194	0.267	0.434	0.398	0.204
ITCON3	0.531	**0.834**	0.523	0.422	0.237	0.296	0.312	0.366	0.538	0.438	0.242
ITCON4	0.287	**0.723**	0.517	0.418	0.25	0.115	0.299	0.374	0.475	0.32	0.144
MOD1	0.349	0.35	**0.704**	0.437	0.24	0.216	0.304	0.236	0.41	0.372	0.062
MOD2	0.4	0.466	**0.794**	0.49	0.252	0.222	0.175	0.422	0.466	0.349	0.126
MOD3	0.475	0.449	**0.829**	0.395	0.268	0.302	0.305	0.385	0.444	0.396	0.21
MOD4	0.47	0.451	**0.645**	0.387	0.264	0.226	0.299	0.272	0.447	0.367	0.059
ITPSF1	0.248	0.386	0.465	**0.76**	0.289	0.248	0.254	0.313	0.408	0.359	0.18
ITPSF2	0.3	0.309	0.356	**0.72**	0.241	0.208	0.2	0.184	0.368	0.296	0.135
ITPSF3	0.304	0.417	0.446	**0.738**	0.196	0.316	0.363	0.301	0.452	0.423	0.14
ITPSF4	0.313	0.321	0.427	**0.762**	0.313	0.327	0.34	0.143	0.323	0.28	0.026
OPF1	-0.057	0.1	0.204	0.108	**0.64**	0.085	0.217	0.104	0.12	0.122	0.153
OPF2	0.165	0.259	0.327	0.283	**0.874**	0.331	0.307	0.143	0.167	0.308	0.051
OPF3	0.019	0.059	0.165	0.283	**0.577**	0.228	0.083	0.1	0.118	0.159	-0.018
OPF4	0.163	0.238	0.258	0.292	**0.753**	0.315	0.265	0.066	0.153	0.151	0.063
STRF1	0.126	0.116	0.156	0.126	0.257	**0.552**	0.262	0.126	0.177	0.204	0.053
STRF2	0.171	0.242	0.179	0.228	0.098	**0.461**	0.182	0.141	0.177	0.132	0.051
STRF3	0.294	0.319	0.216	0.298	0.221	**0.831**	0.303	0.202	0.276	0.367	0.072
STRF4	0.245	0.215	0.232	0.279	0.294	**0.785**	0.309	0.067	0.215	0.233	0.134
STRF5	0.248	0.103	0.247	0.217	0.258	**0.441**	0.196	0.168	0.149	0.142	0.138
STRAF1	0.174	0.127	0.19	0.236	0.177	0.196	**0.705**	0.175	0.238	0.273	0.203
STRAF2	0.231	0.371	0.261	0.365	0.29	0.308	**0.746**	0.175	0.348	0.324	0.153
STRAF3	0.216	0.308	0.434	0.353	0.366	0.205	**0.786**	0.24	0.291	0.275	0.043
STRAF4	0.204	0.199	0.158	0.15	0.038	0.238	**0.599**	0.124	0.214	0.235	0.188
STRAF5	0.167	0.294	0.208	0.26	0.198	0.484	**0.754**	0.188	0.286	0.197	0.263
ITTII1	0.301	0.402	0.411	0.29	0.096	0.181	0.251	**0.944**	0.767	0.672	0.194
ITTII2	0.286	0.333	0.404	0.264	0.178	0.15	0.204	**0.938**	0.728	0.649	0.207
ITTII3	0.336	0.371	0.432	0.345	0.126	0.282	0.253	**0.916**	0.751	0.768	0.171
ITPI1	0.31	0.406	0.373	0.337	0.127	0.202	0.297	0.648	**0.763**	0.603	0.097
ITPI2	0.431	0.515	0.505	0.4	0.197	0.226	0.222	0.581	**0.762**	0.493	0.142
ITPI3	0.442	0.558	0.518	0.511	0.131	0.288	0.341	0.535	**0.839**	0.676	0.182
ITPI4	0.433	0.49	0.51	0.481	0.126	0.313	0.383	0.74	**0.907**	0.829	0.207
ITPI5	0.474	0.506	0.541	0.436	0.232	0.289	0.355	0.809	**0.869**	0.764	0.29
ITBPI1	0.375	0.407	0.429	0.418	0.227	0.28	0.284	0.681	0.767	**0.906**	0.138
ITBPI2	0.392	0.448	0.48	0.374	0.286	0.314	0.336	0.648	0.707	**0.896**	0.154
ITBPI3	0.303	0.369	0.424	0.439	0.306	0.372	0.337	0.603	0.673	**0.841**	0.183
ITBPI4	0.409	0.415	0.422	0.404	0.198	0.358	0.346	0.704	0.736	**0.903**	0.298
ITBPI5	0.395	0.446	0.435	0.399	0.188	0.253	0.295	0.66	0.732	**0.857**	0.221
PMAP1	0.116	0.099	0.063	0.085	0.085	-0.023	0.203	0.101	0.087	0.136	**0.816**
PMAP2	0.149	0.108	0.081	0.039	0.031	0.065	0.148	0.031	-0.02	0.033	**0.79**
PMAP3	0.161	0.132	0.101	0.133	0.089	0.158	0.157	0.118	0.103	0.179	**0.803**
PMAP4	0.193	0.04	0.047	0.093	0.012	0.161	0.069	0.069	0.013	0.096	**0.789**
PMAP5	0.186	0.323	0.205	0.185	0.059	0.142	0.22	0.282	0.386	0.268	0.733

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