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The Role of Sigmund Freud's Psychoanalysis in Influencing Business Performance in Pontianak City

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Abstract

This study examines the effect of psychoanalysis, based on Freud's structural model of personality (id, ego, and superego), on the business performance of small and medium-sized enterprises (SMEs). A quantitative, cross-sectional survey design was used. Data were collected through a structured questionnaire from 373 SME owners in Pontianak City, Indonesia, and analysed using partial least squares structural equation modelling (PLS-SEM) with the disjoint two-stage approach. Psychoanalysis and business performance were specified as reflective–formative higher-order constructs, and the contribution of each dimension was quantified using outer weights, outer loadings, and Pratt's measure. The results show that psychoanalysis has a positive and significant effect on business performance, explaining 73.5% of its variance in the sample. The superego is the dominant dimension of psychoanalysis, accounting for 99.1% of its variance, whereas the unique contributions of the id and ego are negligible. Business performance is reflected mainly in financial performance (82.4%), followed by operational (11.3%) and non-financial performance (6.3%). These findings suggest that, in Pontianak's multi-ethnic business environment, the moral and normative orientation of SME owners is the psychological component most closely associated with business performance, particularly its financial outcomes. In practical terms, SME development programmes could complement technical training with value-based leadership and business ethics. This study contributes to the literature by applying a psychoanalytic perspective to SME performance and by quantifying the relative contribution of each personality structure. Because the design is cross-sectional and relies on self-reported data from a single source, the findings indicate associations rather than causal effects.

Keywords: *Psychoanalysis; Id; Ego; Superego; SME's; Business Performance*

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INTRODUCTION

Business performance is a central issue in management and organizational studies because it is directly related to business sustainability and competitiveness. Traditionally, business performance has been explained through rational-instrumental approaches that emphasize competitive strategy, resources, and firm capabilities (Barney, 1991; Maulana et al., 2024; Uray et al., 2026; Uray & Setiawan, 2024; Venkatraman & Ramanujam, 1986). These approaches assume that business actors behave rationally when making strategic decisions, whereas a substantial body of research shows that managerial decisions are constrained by bounded rationality, emotions, and cognitive biases of which individuals are not fully aware

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(Kahneman, 2011; Simon, 1997). However, critiquing the rationality assumption alone does not explain how such psychological factors operate within business owners and shape performance. This question has long been addressed by two streams of literature that have developed largely in isolation from each other: psychodynamic studies and entrepreneurial personality research.

The first stream is rooted in the psychoanalytic tradition. Empirical studies by (K. De Vries, 1977) was among the first to examine the entrepreneurial personality from a psychodynamic perspective, showing that entrepreneurial behavior is shaped by inner drives and conflicts, such as difficulty accepting authority figures and a strong need for control. This line of thought later evolved into the systems psychodynamic approach, which examines how unconscious dynamics shape leadership, decision-making, and organizational life (Fotaki et al., 2012; Petriglieri & Petriglieri, 2020). Nevertheless, most of the evidence in this stream has been generated through clinical, case-based, and qualitative approaches (M. K. De Vries, 2004) consequently, its explanatory richness has not been matched by quantitative tests of its relationship with business performance.

The second stream comprises quantitative research on entrepreneurial personality. Meta-analyses show that personality traits are associated with business creation and success (Rauch & Frese, 2007; Zhao et al., 2010) and in small firms, the owner's personality is even reflected in the firm's strategy and structure (Miller & Toulouse, 1986). More recently, attention has shifted to the "dark side" of entrepreneurial personality (Klotz & Neubaum, 2016) including greed and hubris that drive high-risk decisions (Haynes et al., 2015) and dark triad traits associated with unproductive entrepreneurial motives and new venture performance (Brownell et al., 2024; Hmieleski & Lerner, 2016). Meanwhile, self-regulation has been linked to entrepreneurs' moral awareness (Bryant, 2009). Read through a Freudian lens (Freud, 1923), these findings in fact touch on all three components of the personality structure separately greed and the pursuit of immediate gratification reflect the id, self-regulation reflects the functions of the ego, and moral awareness reflects the superego. The problem is that this stream measures these traits as stand-alone variables rather than as a single, interacting personality structure, and therefore cannot explain which component dominates when all three operate simultaneously.

Synthesizing these two streams reveals three empirical gaps. First, the psychodynamic framework offers strong theoretical explanatory power but has rarely been operationalized as measurable constructs. Second, quantitative personality research captures only fragments of id, ego, and superego dynamics without modeling them as a single configuration, while the link between entrepreneurial personality and firm performance itself remains understudied (Kerr et al., 2018). Third, existing empirical evidence comes predominantly from developed countries, large firms, or new ventures, and rarely addresses SMEs in developing countries, where owners and their businesses are nearly inseparable. Accordingly, the unanswered question is to what extent the configuration of SME owners' id, ego, and superego explains business performance, and which component is most dominant within that configuration.

Pontianak offers a theoretically relevant context for addressing this question, rather than serving merely as a research site. The society of West Kalimantan has been shaped by three major ethnic groups, namely the Dayak, Malay, and Chinese, with a long history of trading networks built on communal ties (Heidhues, 2003). In such business networks, transactions are largely governed by personal trust and informal social sanctions, so that a business owner's moral reputation directly affects their access to customers, suppliers, and informal capital. This context gives rise to a testable expectation, if personality dynamics indeed influence business performance, the role of the superego, namely the internalization of moral values and social norms, is expected to be prominent. Therefore, this study operationalizes the id, ego, and superego as measurable constructs and tests their effect on the business performance of SMEs in Pontianak City.

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Psychoanalytic studies have long emphasized the importance of unconscious dynamics in explaining individual and group behavior in organizations. Several studies have shown that intrapsychic conflicts, defense mechanisms, and the underlying emotional dynamics of leaders influence decision-making and working relationships (Arnaud, 2012; M. K. De Vries, 2004; Gabriel, 1999; Kets de Vries & Miller, 1986). To assess the position of the operationalization proposed in this study, existing instruments must first be reviewed. A review of the psychometric literature identifies four groups of instruments directly related to Freud's structural model of personality.

The first group measures all three agencies directly but relies on projective tests administered to clinical and educational samples, such as the IES Test, which assesses the relative strengths of impulse, ego, and superego (Dome-Rose & Slobin, 1958). The second group measures only a single agency, primarily the ego, including ego strength scales (Barron, 1953; Langan et al., 2017) measures of ego-control and ego-resiliency (Block & Block, 1980; Block & Kremen, 1996) and defense style questionnaires (Andrews et al., 1993). The third group assesses personality functioning from a psychodynamic perspective for clinical diagnostic purposes, such as the OPD-SQ (Ehrenthal et al., 2023). The fourth group derives from transactional analysis, which adapts Freud's structure into the Parent, Adult, and Child ego states and measures them through egograms (Berne, 1961; Dusay, 1972). This review indicates that what is lacking is not the measurement of the id, ego, and superego per se, but rather an instrument that measures all three agencies simultaneously as a single structure, takes the form of a self-report questionnaire contextualized in business behavior and decisions, and has been tested in relation to business performance.

The proposed operationalization should also be distinguished from three groups of adjacent constructs. First, trait-based personality constructs, such as the Big Five and the dark triad, capture relatively stable behavioral tendencies (Paulhus & Jones, 2015; Zhao et al., 2010) whereas this study measures psychic agencies that interact with, and may conflict with, one another. Second, self-regulation constructs, such as self-control (Tangney et al., 2004) and impulsivity (Patton et al., 1995) overlap with the ego and the id but capture only the capacity to restrain impulses, not the ego's function of simultaneously mediating the demands of the id, the superego, and reality. Third, business ethics constructs, such as moral identity (Aquino & Reed II, 2002), ethical ideology (Forsyth, 1980), and entrepreneurs' moral awareness (Bryant, 2009) overlap with the superego but do not capture its internal components, namely the ego ideal and guilt, or its tension with the drives of the id. Accordingly, the contribution of this study lies not in introducing a new construct but in integration modeling the id, ego, and superego as a single higher-order construct in the context of SME business decisions, so that the relative contribution of each agency to business performance can be compared.

Based on the foregoing discussion, this study aims to develop and test a conceptual model linking managerial psychodynamics (the id, the ego, and the superego) to business performance. This study is expected to enrich the management literature by offering a multidisciplinary approach that integrates classical psychoanalytic theory with modern organizational theory, while also providing empirical evidence on the role of underlying psychological dynamics in explaining business performance, particularly in the context of organizations in developing countries.

METHODOLOGY

This study used a quantitative approach with a cross-sectional survey design to test the hypothesised relationship between the psychoanalysis of SME owners and business performance (Nufus et al., 2025; Sugiyono, 2021). Data were collected with a structured, self-administered questionnaire between January – August 2026. The population consisted of 5,586 SME owners in Pontianak City. The sampling frame was the list of SMEs registered with the Office of Cooperatives, Micro Enterprises and Trade of Pontianak City. To be included,

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respondents had to meet four criteria (1) they owned the business and were directly involved in managing it, (2) the business met the criteria for small or medium enterprises set out in Government Regulation No. 7 of 2021, (3) the business was located and operating in Pontianak City and (4) the business had been operating for at least two years, so that its performance could be meaningfully assessed. Owners who did not meet all four criteria were excluded. The minimum sample size was determined using the formula of (Isaac & Michael, 1981):

$$S = \frac{\lambda 2.N.P.Q}{[d2\ (n-1) + \lambda 2\ .P.Q]} \quad (1)$$

where s is the minimum sample size; N is the population size (5,586); λ^2 is the chi-square value with one degree of freedom at the 5% significance level (3.841); P and Q are the assumed population proportions (P = Q = 0.5, which gives the most conservative, i.e., the largest, sample size); and d is the margin of error (0.05). The minimum required sample was therefore 360 respondents. The final sample of 373 usable responses exceeds this minimum. It also exceeds the minimum of 155 required for PLS-SEM by the inverse square root method, assuming a minimum path coefficient of 0.20 at the 5% significance level (Kock & Hadaya, 2018)

This study uses psychoanalysis as the independent variable and business performance as the dependent variable, both of which are treated as higher-order constructs. Psychoanalysis refers to Freud's structural model of personality (Freud, 1923) which consists of the id (instinctive drives in business), the ego (self-control and rationality), and the superego (values, morals, and norms). Business performance is a multidimensional construct comprising financial performance, operational performance, and non-financial performance (Kaplan & Norton, 1996; Richard et al., 2009; Venkatraman & Ramanujam, 1986). Each dimension is measured using questionnaire indicators, and the model is estimated using PLS-SEM with the disjoint two-stage approach (Hair et al., 2019; Henseler et al., 2009; Sarstedt et al., 2019, 2022). All items were measured on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). For the business performance items, respondents were asked to assess the performance of their business over the past two years .

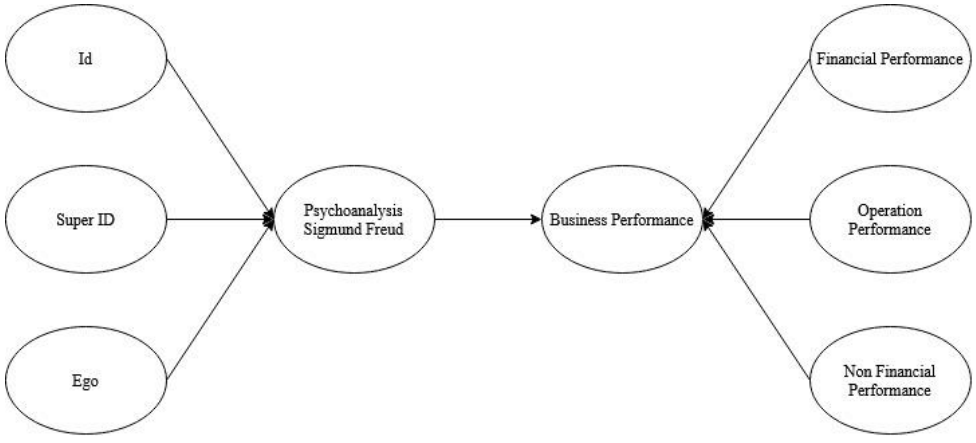


Figure 1. Research Framework

RESULT AND DISCUSSION

Stage 1. Disjoint Two Stage Approach (Low Order Construct)

In the first stage, the higher-order construct (HOC) is not included in the model. Instead, each lower-order construct (LOC) is directly linked to all other constructs that are theoretically related to the HOC, whether as antecedents or consequences (Sarstedt et al., 2019). The path

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coefficients obtained at this stage are not interpreted, since their sole purpose is to generate the latent variable scores for the LOCs.

Measurement Model Low Order Construct

Table 1. Convergent Validity

Variable	Dimension	Item Valid	Outer Loading
Psychoanalysis	Id	$X_{1.1}$	0,784
		$X_{1.2}$	0,830
		$X_{1.3}$	0,777
		$X_{1.5}$	0,760
		$X_{1.6}$	0,809
		$X_{1.7}$	0,704
		$X_{1.9}$	0,837
		$X_{1.10}$	0,780
	Ego	$X_{2.2}$	0,728
		$X_{2.3}$	0,731
		$X_{2.6}$	0,817
		$X_{2.7}$	0,773
		$X_{2.8}$	0,787
		$X_{2.9}$	0,831
		$X_{2.10}$	0,804

Table 1. Convergent Validity (Continued)

Business Performance	Superego	$X_{3.1}$	0,784
		$X_{3.2}$	0,816
		$X_{3.3}$	0,770
		$X_{3.4}$	0,839
		$X_{3.5}$	0,835
		$X_{3.6}$	0,788
		$X_{3.9}$	0,742
		$X_{3.10}$	0,816
	Financial Performance	$Y_{1.1}$	0.828
		$Y_{1.5}$	0,825
		$Y_{1.6}$	0,917
		$Y_{1.8}$	0,893
		$Y_{1.9}$	0,893
	Operational Performance	$Y_{2.1}$	0,889
		$Y_{2.2}$	0,931
	Non-Financial Performance	$Y_{3.1}$	0,781
		$Y_{3.2}$	0,831
		$Y_{3.3}$	0,769
		$Y_{3.4}$	0,815
		$Y_{3.5}$	0,758
		$Y_{3.6}$	0,836
		$Y_{3.8}$	0,736

Source: output smartPLS, 2026

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Indicator reliability was assessed in the first stage of the PLS-SEM analysis, the evaluation of the reflective measurement model, before convergent validity, discriminant validity, and the structural model were examined. Following Hair et al., (2019) we used a recommended outer loading of 0,700 or higher. Through this process, 17 indicators were eliminated. For psychoanalysis, we removed two indicators of id ($X_{1.4}$ and $X_{1.8}$), three indicators of ego ($X_{2.1}$, $X_{2.4}$ and $X_{2.5}$), and two indicators of superego ($X_{3.7}$ and $X_{3.8}$). For business performance, we removed ($Y_{1.2}$, $Y_{1.3}$, $Y_{1.4}$, $Y_{2.3}$, $Y_{2.4}$, $Y_{2.5}$, $Y_{2.6}$, $Y_{2.7}$, $Y_{2.8}$ and $Y_{3.7}$). All of these indicators loaded below the 0,700 threshold, and removing them increased the AVE of their dimensions. In the final model, 37 indicators were retained, with outer loadings ranging from 0,704 (X1.7) to 0,931 (Y2.2), as shown in Table 1.

Table 2. Discriminant Validity

	Ego	Id	Financial Performance	Non-Financial Performance	Operation Performance
Id	0,692				
Financial Performance	0,809	0,612			
Non-Financial Performance	0,518	0,363	0,666		
Operation Performance	0,720	0,572	0,888	0,692	
Super Ego	0,824	0,663	0,849	0,628	0,897

Source: output smartPLS, 2026

Discriminant validity was assessed with the heterotrait–monotrait ratio of correlations (HTMT), which detects a lack of discriminant validity more reliably than the Fornell–Larcker criterion and cross-loadings (Henseler et al., 2015). For this test, we ran a bootstrapping procedure with constructed one-sided 95% percentile confidence intervals (Sarstedt et al., 2022). Discriminant validity is established when the upper bound of the confidence interval falls below the threshold (Sarstedt et al., 2019). All HTMT values range from 0,363 (Id–Non-Financial Performance) to 0,897 (Superego–Operational Performance), and none exceeds 0,90. Most construct pairs also fall below the more conservative threshold of 0,90. Hence, no confidence interval includes the critical value, and discriminant validity is established for all constructs.

Tabel 3. Reliabilitas dan Validitas Konstruk

	Cronbach's Alpha	*Composite Reliability*	*AVE*
Ego	0,884	0,912	0,633
Id	0,912	0,928	0,618
Financial Performance	0,899	0,930	0,768
Non-Financial Performance	0,903	0,925	0,673
Operation Performance	0,824	0,883	0,654
Super Ego	0,917	0,932	0,633

Source: output smartPLS, 2026

As shown in Table 3, all constructs have Cronbach's alpha and composite reliability values above 0.70 and AVE values above 0.50. These results indicate that the constructs demonstrate adequate internal consistency reliability and convergent validity.

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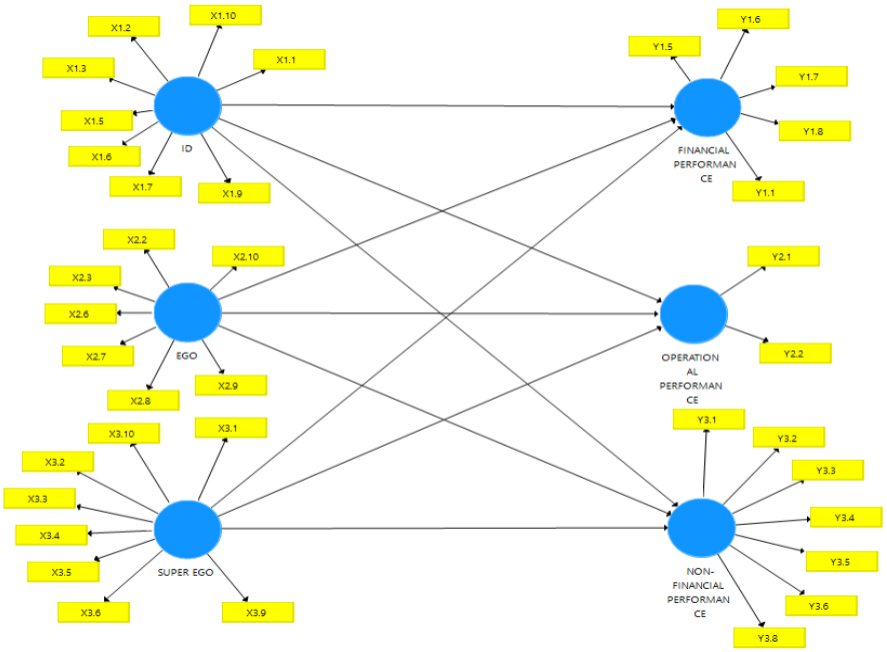


Figure 2. *Low Order Construct (LOC)*

Stage 2. Disjoint Two Stage Approach (High Order Construct)

The second-order constructs were estimated using the two-stage approach in PLS-SEM. In the first stage, the first-order constructs were assessed; in the second stage, their latent variable **(Appendix 1)** scores were used as indicators of the second-order constructs.

Measurement Model High Order Construct

In the second stage, the latent variable scores of the lower-order constructs (LOCs) obtained in the first stage were used as indicators of Psychoanalysis and Business Performance. The higher-order construct (HOC) was then linked to the other constructs in the model as specified by the hypotheses. The criteria used to evaluate the HOC depend on how its measurement model is specified (Sarstedt et al., 2019). The type of HOC used is reflective-formative. When using the formative reflective HOC model, estimate the measurement model by testing for multicollinearity and the significance and relevance of the outer weights (Hair et al., 2019; Sarstedt et al., 2019).

Table 4. Measurement Model Assessment of The Reflective–Formative HOC

HOC	LOC	VIF	p-value (Outer Weight)	Outer loading
Psychoanalysis	Id	1,724	0,219	0.648
	Ego	3,637	0,638	0.836
	Superego	3,584	p < 0.001	0.999
Business Performance	Financial Performance	3,930	p < 0.001	0.994
	Operational Performance	3,760	0,034	0.888
	Non-Financial Performance	1,699	0,066	0.688

Source: output smartPLS, 2026

Overall, the measurement models Table 4 of both reflective–formative HOCs meet the recommended criteria. Collinearity among the LOCs is within acceptable limits (all VIF < 5). Every LOC either has a significant outer weight or, where the weight is not significant, an

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outer loading of at least 0.50. All six LOCs were therefore retained, and the analysis proceeded to the evaluation of the structural model (Sarstedt et al., 2019).

Evaluation of the Structural Model at the Higher-Order Level

The inner model, or structural model, is used to predict the relationships among latent variables that cannot be measured directly. The structural model is evaluated using several criteria such as coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit.

Table 5. Evaluation of the Structural Model HOC

Test	Construct	Value	Criteria	Intrepretation
Coefficient of determination (R^2 / Adjusted R^2)	Business Performance	0,775 / 0,775	0,67 = strong; 0,33 = moderate; 0,19 = weak	The R^2 value falls into the strong category. Psychoanalysis explains 77.5% of the variance in SME business performance, while the remaining 22.5% is attributable to factors outside the model. The nearly identical adjusted R^2 value indicates that the model is not overfitted.
Effect size (f^2)	Psychoanlysis → Business Performance	3,488	0,02 = Small; 0,15 = Medium; 0,35 = Strong	The effect size falls into the large category. Psychoanalysis has a very large effect on business performance, far exceeding the threshold for a large effect (0.35; (Cohen, 2013).
Predictive relevance (Q^2)	Business Performance	0,576	$Q^2 > 0$; 0,25 = Moderate; 0,50 = Strong	The Q^2 value (Q^2 = 0,576) is above zero, indicating that the model has predictive relevance for business performance, with a medium level of predictive accuracy.

Table 5. Evaluation of the Structural Model HOC (Continued)

Model fit (SRMR)	Research Model	0,011	SRMR < 0,08	The model demonstrates a good fit. The very low SRMR value (SRMR =0,011), which is below the threshold of 0.08, indicates a minimal discrepancy between the observed correlations and those implied by the model.

Source: output smartPLS, 2026

The R^2 value of 0.775 indicates that psychoanalysis accounts for 73.5% of the variance in SME business performance in the present sample. Research from (Chin, 1998) classifies this level as substantial. However, R^2 measures in-sample explanatory power only. It does not show that the model can predict business performance for new observations or other populations (Shmueli et al., 2019). Because psychoanalysis is the only predictor of business performance, the f^2 value (2.777) follows directly from $f^2 = R^2 / [1 - R^2]$ and gives no independent evidence of effect size. We therefore report it for completeness only.

The Q^2 value of 0.394 was obtained through the blindfolding procedure with an omission distance of 7. Because this value is greater than zero, the model has predictive

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relevance for business performance (Hair et al., 2019). However, blindfolding-based Q^2 combines elements of in-sample explanation and out-of-sample prediction, so it does not provide a strict test of out-of-sample predictive power (Shmueli et al., 2019). We therefore interpret this result only as evidence of predictive relevance within the sample, and we make no claims about the model's predictive accuracy.

Hypothesis Testing

Hypothesis testing in this study was conducted by examining the path coefficients between constructs and their significance levels, which were then compared with the proposed hypotheses. The significance level used in this study was 5% (α = 0.05) (Ghozali & Latan, 2015).

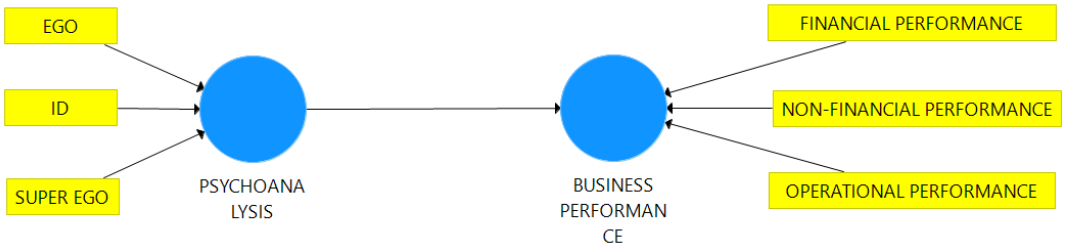


Figure 3. *HOC model disjoint two stage approach*

Table 6. Hypotheses Testing

Path	Path Coefficient	Std Dev	t-statistic	Sig. Level	P-Value	Remarks
Psychoanalysis → Business Performance	0,857	0,015	60,070	5%	p < 0,001	**Accpeted**

Source: output smartPLS, 2026

Relative Importance of The Dimension

In a reflective–formative HOC, the contribution of each dimension can be assessed in two complementary ways (Cenfetelli & Bassellier, 2009; Hair et al., 2019). The outer weight shows the relative importance of a dimension, that is, its unique contribution to the HOC after the other dimensions are controlled for. The outer loading shows its absolute importance, that is, its bivariate correlation with the HOC regardless of the other dimensions.

Table 7. Relative and Absolute Importance of The Dimensions

Higher-order construct	Dimension	Path (Outer weight)	p-value (Outer Weight)
Psychoanalysis	Superego	0.992	p < 0,001
	Id	0.055	0,219
	Ego	−0.032	0,638
Business Performance	Financial Performance	0.829	p < 0,001
	Operational Performance	0.127	0.034
	Non-Financial Performance	0.091	0.066

Source: output smartpls, 2026

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These results have two implications for interpreting the structural model. First, because the superego carries almost all of the weight of psychoanalysis, the HOC scores closely reflect the superego scores. The estimated effect of psychoanalysis on business performance should therefore be understood mainly as the effect of the owner's moral and normative orientation, rather than as an equal combination of the id, ego, and superego. Second, the business performance of the SMEs in this study is reflected mainly in financial outcomes, while operational and non-financial outcomes play a smaller, though still significant role.

Discussion

Psychoanalysis and Business Performance

The results of this study show that psychoanalysis has a significant effect on business performance, suggesting that the personality of business owners plays a role in how they run their businesses. The quantification shows that the superego is by far the dominant dimension of psychoanalysis. Its outer weight is large and significant (w = 0.992, p < 0.001), and it accounts for 99.1% of the variance of the HOC. In contrast, the outer weights of the id (w = 0.055, p = 0.219) and the ego (w = −0.032, p = 0.638) are not significant, and their contributions are negligible (3.6% and −2.7%, respectively). These results show that the id and the ego are clearly associated with psychoanalysis, but the information they carry is largely already captured by the superego. They were therefore retained to preserve the content validity of the construct (Diamantopoulos & Winklhofer, 2001). Theoretically, the dominance of the superego is consistent with (Freud, 1923) structural model, in which the superego represents the internalised moral standards, ideals, and conscience that guide and constrain behaviour. For SME owners, whose personal values tend to be closely reflected in how their firms are run, this suggests that the normative and ethical side of the personality, rather than impulsive drives (id) or pragmatic reasoning alone (ego), is the most distinctive psychological component in this sample. This interpretation is in line with evidence that the values of owner-managers shape responsible business practices and, through them, firm outcomes (Hammann et al., 2009).

For business performance, financial performance is the dominant dimension (w = 0.829, p < 0.001), accounting for 82.4% of the variance of the HOC. Operational performance makes a smaller but significant contribution (w = 0.127, p = 0.034; 11.3%). The outer weight of non-financial performance is not significant at the 5% level (w = 0.091, p = 0.066), and it contributes only 6.3%. Operational and non-financial performance have high loadings but small weights, which suggests that much of their information overlaps with each other and with financial performance. Substantively, the SMEs in this study appear to understand business performance mainly in financial terms, such as sales, profit, and revenue growth, while operational and non-financial outcomes play a secondary role.

The social context of Pontianak helps explain why the moral and normative component of the personality is the most distinctive one in this sample. Pontianak is a highly plural city (Prasojo & Tijani, 2024). In such a setting, SME owners trade every day with customers, suppliers, and partners from different ethnic and religious backgrounds. When formal contracts and institutions play a limited role, as they often do among small firms, business relationships depend heavily on trust, reputation, and adherence to shared norms (Welter, 2012). An owner's honesty, sense of responsibility, and conscience, which are the expressions of the superego, therefore become central to sustaining these relationships. Earlier research in Pontianak also shows that cultural and religious values shape how local communities approach entrepreneurship (Fatmawati, 2008), which supports the view that internalised values are a salient part of the psychological make-up of business owners in this city.

These findings are also in line with broader evidence. Personality traits associated with self-discipline, dutifulness, and adherence to standards, which are conceptually close to the

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regulatory function of the superego, are positively related to entrepreneurial performance (Zhao et al., 2010). Studies of owner-managers further show that personal values shape responsible business practices and, through them, firm outcomes (Hammann et al., 2009; Jenkins, 2006). By contrast, the id (instinctive drives and the pursuit of immediate gratification) and the ego (pragmatic, reality-oriented reasoning) are likely present in all owners to some degree. They may therefore distinguish less clearly between owners in this sample, which would explain why they add little unique information once the superego is taken into account.

CONCLUSION

This study examined the effect of psychoanalysis, conceptualised as a reflective–formative higher-order construct comprising the id, ego, and superego, on the business performance of SMEs in Pontianak. The results show that psychoanalysis has a positive and significant effect on business performance and explains 73.5% of its variance in the sample. The quantified contributions of the dimensions show that the superego accounts for 99.1% of the variance of psychoanalysis, whereas the unique contributions of the id and ego are negligible. Business performance is reflected mainly in financial performance (82.4%), followed by operational (11.3%) and non-financial performance (6.3%). These findings indicate that, in Pontianak's multi-ethnic business environment, the moral and normative orientation of SMEs owners is the psychological component most closely associated with business performance, particularly its financial outcomes.

This study has several limitations. Most importantly, its cross-sectional design captures the relationship between psychoanalysis and business performance at a single point in time. It therefore cannot establish causality, rule out reverse causality (for example, business success shaping the owner's psychological disposition), or show how the relationship changes over time. In addition, the findings are drawn from SMEs in a single city and may not generalise to other regions. Future research should use longitudinal or panel designs, multi-source data such as financial records, and samples from other regions, and should model the id, ego, and superego as separate predictors.

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APPENDIX

Appendix 1. Laten Variable Score

Ego	Id	Financial Performance	Non-Financial Performance	Operational Performance	Super Ego
-1.367	-0.143	-0.764	0.662	-1.925	-1.197

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-0.481	-0.155	1.078	0.340	1.512	0.117
-4.482	-3.998	-3.602	0.043	-3.071	-4.117
1.748	1.720	1.568	0.808	1.512	1.731
-0.242	0.209	-2.309	0.169	-2.531	-2.509
0.407	0.045	0.276	0.840	0.366	0.429
0.191	-0.222	-0.197	1.010	-0.173	0.019
0.649	0.455	0.276	0.097	0.366	0.086
0.191	0.209	1.044	0.252	0.972	0.269
0.015	-0.234	0.022	-0.303	-0.173	0.071
-0.276	-0.930	-0.001	0.834	0.366	0.479
0.191	0.209	0.276	0.454	0.366	0.269
-1.447	1.277	-1.766	0.043	-1.385	-1.907
0.191	0.012	-1.242	-0.683	-1.385	-0.842
-1.367	-1.303	-3.331	-0.174	-3.071	-2.677
-1.430	0.209	-2.309	0.198	-1.925	-1.943
0.015	-0.213	0.276	0.982	-0.240	0.269
1.748	1.720	1.568	1.010	1.512	1.731
-2.546	1.720	-0.798	-1.512	-0.779	-1.130
-1.164	1.052	-1.513	-0.081	-1.319	-1.193
0.191	0.600	-2.309	-3.788	-1.925	-1.941
-1.759	-0.775	-1.017	0.335	-0.779	-1.193
0.407	0.911	1.038	0.142	0.972	1.019
0.023	1.043	0.242	0.233	0.972	0.074
-0.202	-0.436	0.495	0.420	0.433	0.243
1.122	0.863	1.021	0.414	0.972	1.016
-0.026	0.243	0.767	0.950	0.972	0.624
0.191	0.209	0.276	-0.104	0.366	0.269
-1.367	-1.303	-0.746	-0.203	-0.779	-2.091
0.628	0.560	0.767	0.891	0.972	0.070
0.015	0.228	0.242	-1.004	0.366	0.243
0.256	0.911	0.767	-0.095	0.433	0.649
0.001	-0.633	0.767	0.486	-0.173	0.651
-2.429	0.012	0.276	-0.433	0.366	-0.640
-1.134	-0.038	-1.814	-1.966	-1.925	-1.569
-1.367	-1.478	-1.017	0.340	-0.779	-1.193
0.150	1.720	-0.163	0.688	0.366	0.096
-1.347	-0.930	-1.017	0.476	-0.779	-0.122
-0.493	-1.535	-1.293	-0.338	-1.925	-0.123
-1.150	-0.694	-1.017	0.305	-0.779	-1.193
-1.205	0.079	-0.931	0.662	-0.779	-0.087
-0.313	-1.275	-0.744	-0.049	-0.779	-1.905
-0.026	-0.447	0.276	-1.045	0.366	0.269

Appendix 1. (Continued)

-0.035	0.466	0.276	0.097	0.366	0.087
-1.142	-1.652	-1.017	-0.252	-0.779	-1.193
0.618	0.119	0.767	0.874	0.433	0.821

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0.657	0.654	0.825	0.358	0.972	0.639
0.191	0.045	0.514	0.679	0.433	-0.112
0.608	0.818	0.766	0.818	0.972	0.622
0.191	-0.076	0.022	0.451	-0.173	0.417
0.432	0.418	1.038	0.404	0.366	1.004
0.191	0.119	0.242	-0.121	0.433	0.615
0.015	-0.118	0.767	0.844	0.366	0.268
0.191	0.209	-1.017	-1.191	-0.173	-0.670
0.808	0.455	0.767	0.439	0.366	1.004
1.748	0.455	-0.658	-0.285	-1.319	0.821
0.015	-0.481	0.242	0.480	-0.173	0.070
0.569	0.445	0.495	0.653	0.366	0.832
0.015	-0.611	-0.001	0.818	-0.173	-0.112
-0.461	-0.858	0.495	-0.237	0.366	0.269
-0.227	-1.067	0.242	0.657	0.366	0.070
0.608	0.445	1.038	-0.837	1.512	0.627
0.191	0.034	0.495	0.117	0.433	0.634
0.659	0.209	0.242	0.874	0.366	0.255
0.694	0.771	0.802	0.748	0.906	0.820
-0.227	-1.396	-0.527	-0.024	-0.779	-0.515
0.191	0.209	0.005	0.502	0.366	0.259
0.600	1.064	0.548	1.010	0.972	0.995
-0.227	-0.997	0.548	-0.481	0.972	0.087
0.896	0.553	0.767	0.950	-0.173	0.818
-0.043	0.054	0.825	0.092	0.366	0.638
0.610	-0.402	-0.527	-0.274	-0.779	-0.317
0.694	1.063	1.297	0.891	0.972	1.019
0.154	0.614	1.038	-0.246	0.972	0.613
-0.035	0.838	0.771	0.511	0.972	0.615
0.015	0.363	0.800	0.070	0.366	0.259
0.871	0.045	0.748	0.777	0.906	0.822
0.686	-0.076	0.766	0.082	-0.173	0.441
0.928	0.383	0.495	0.065	0.972	0.441
0.632	0.228	0.495	0.590	0.972	1.361
1.070	1.410	0.051	0.628	-1.859	0.628
0.650	0.735	0.529	0.979	0.972	0.818
1.272	1.720	0.566	0.607	-0.713	0.786
0.393	0.079	0.529	0.445	0.366	0.825
0.213	0.372	0.771	0.818	0.366	0.260
0.650	0.079	0.022	0.985	0.366	-0.276
-0.494	-0.059	-1.017	0.268	-0.779	-0.476
-0.567	0.184	0.005	0.622	0.366	0.811
0.424	-0.106	-0.268	-2.729	-0.173	0.071
0.851	0.445	1.297	-0.333	1.512	0.627
-0.685	-2.072	-2.309	0.520	-1.925	-1.585

Appendix 1. (Continued)

0.165	-0.706	0.548	1.405	0.972	0.639
1.094	0.560	0.548	-1.045	-0.173	0.831

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1.144	-0.889	0.546	0.928	-0.240	0.792
-0.211	0.290	0.512	-1.192	-0.173	0.429
-1.508	0.582	-2.292	0.445	-1.385	-1.616
0.191	-0.656	0.823	-0.130	-0.240	0.278
-4.482	-4.326	-3.602	-0.500	-3.071	-4.117
0.852	0.609	0.546	0.268	0.433	0.442
-0.444	-0.870	0.512	-2.117	-0.173	0.248
-1.367	-0.143	-0.764	-1.046	-1.925	-1.197
-0.481	-0.155	1.078	0.906	1.512	0.117
-4.482	-3.998	-3.602	-4.110	-3.071	-4.117
1.748	1.720	1.568	1.727	1.512	1.731
-0.242	0.209	-2.309	-2.863	-2.531	-2.509
0.407	0.045	0.276	0.268	0.366	0.429
0.191	-0.222	-0.197	0.076	-0.173	0.019
0.649	0.455	0.276	0.268	0.366	0.086
0.191	0.209	1.044	1.067	0.972	0.269
0.015	-0.234	0.022	-0.070	-0.173	0.071
-0.276	-0.930	-0.001	0.065	0.366	0.479
0.191	0.209	0.276	0.268	0.366	0.269
-1.447	1.277	-1.766	-2.291	-1.385	-1.907
0.191	0.012	-1.242	-1.460	-1.385	-0.842
-1.367	-1.303	-3.331	-3.788	-3.071	-2.677
-1.430	0.209	-2.309	-2.651	-1.925	-1.943
0.015	-0.213	0.276	0.056	-0.240	0.269
1.748	1.720	1.568	1.727	1.512	1.731
-2.546	1.720	-0.798	-1.337	-0.779	-1.130
-1.164	1.052	-1.513	-1.722	-1.319	-1.193
0.191	0.600	-2.309	-2.651	-1.925	-1.941
-1.759	-0.775	-1.017	-1.191	-0.779	-1.193
0.407	0.911	1.038	0.864	0.972	1.019
0.023	1.043	0.242	0.470	0.972	0.074
-0.202	-0.436	0.495	0.505	0.433	0.243
1.122	0.863	1.021	1.373	0.972	1.016
-0.026	0.243	0.767	1.187	0.972	0.624
0.191	0.209	0.276	0.268	0.366	0.269
-1.367	-1.303	-0.746	-1.514	-0.779	-2.091
0.628	0.560	0.767	0.864	0.972	0.070
0.015	0.228	0.242	0.258	0.366	0.243
0.256	0.911	0.767	0.713	0.433	0.649
0.001	-0.633	0.767	0.501	-0.173	0.651
-2.429	0.012	0.276	-0.377	0.366	-0.640
-1.134	-0.038	-1.814	-1.949	-1.925	-1.569
-1.367	-1.478	-1.017	-1.191	-0.779	-1.193
0.150	1.720	-0.163	-0.085	0.366	0.096
-1.347	-0.930	-1.017	-0.869	-0.779	-0.122
-0.493	-1.535	-1.293	-1.435	-1.925	-0.123

Appendix 1. (Continued)

-1.150	-0.694	-1.017	-1.191	-0.779	-1.193

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-1.205	0.079	-0.931	-1.036	-0.779	-0.087
-0.313	-1.275	-0.744	-0.983	-0.779	-1.905
-0.026	-0.447	0.276	0.268	0.366	0.269
-0.035	0.466	0.276	0.268	0.366	0.087
-1.142	-1.652	-1.017	-1.191	-0.779	-1.193
0.618	0.119	0.767	0.713	0.433	0.821
0.657	0.654	0.825	1.213	0.972	0.639
0.191	0.045	0.514	0.526	0.433	-0.112
0.608	0.818	0.766	0.656	0.972	0.622
0.191	-0.076	0.022	-0.070	-0.173	0.417
0.432	0.418	1.038	0.975	0.366	1.004
0.191	0.119	0.242	0.318	0.433	0.615
0.015	-0.118	0.767	0.653	0.366	0.268
0.191	0.209	-1.017	-0.980	-0.173	-0.670
0.808	0.455	0.767	0.975	0.366	1.004
1.748	0.455	-0.658	-0.979	-1.319	0.821
0.015	-0.481	0.242	0.107	-0.173	0.070
0.569	0.445	0.495	0.445	0.366	0.832
0.015	-0.611	-0.001	-0.086	-0.173	-0.112
-0.461	-0.858	0.495	0.445	0.366	0.269
-0.227	-1.067	0.242	0.258	0.366	0.070
0.608	0.445	1.038	1.016	1.512	0.627
0.191	0.034	0.495	0.505	0.433	0.634
0.659	0.209	0.242	0.258	0.366	0.255
0.694	0.771	0.802	1.137	0.906	0.820
-0.227	-1.396	-0.527	-1.015	-0.779	-0.515
0.191	0.209	0.005	0.268	0.366	0.259
0.600	1.064	0.548	1.010	0.972	0.995
-0.227	-0.997	0.548	0.688	0.972	0.087
0.896	0.553	0.767	0.823	-0.173	0.818
-0.043	0.054	0.825	0.679	0.366	0.638
0.610	-0.402	-0.527	-1.015	-0.779	-0.317
0.694	1.063	1.297	1.253	0.972	1.019
0.154	0.614	1.038	0.864	0.972	0.613
-0.035	0.838	0.771	0.859	0.972	0.615
0.015	0.363	0.800	0.454	0.366	0.259
0.871	0.045	0.748	1.105	0.906	0.822
0.686	-0.076	0.766	0.293	-0.173	0.441
0.928	0.383	0.495	0.656	0.972	0.441
0.632	0.228	0.495	0.979	0.972	1.361
1.070	1.410	0.051	-0.778	-1.859	0.628
0.650	0.735	0.529	0.988	0.972	0.818
1.272	1.720	0.566	0.309	-0.713	0.786
0.393	0.079	0.529	0.454	0.366	0.825
0.213	0.372	0.771	0.647	0.366	0.260
0.650	0.079	0.022	0.082	0.366	-0.276
-0.494	-0.059	-1.017	-0.869	-0.779	-0.476

Appendix 1. (Continued)

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-0.567	0.184	0.005	0.590	0.366	0.811
0.424	-0.106	-0.268	-0.092	-0.173	0.071
0.851	0.445	1.297	1.405	1.512	0.627
-0.685	-2.072	-2.309	-2.651	-1.925	-1.585
0.165	-0.706	0.548	1.010	0.972	0.639
1.094	0.560	0.548	0.325	-0.173	0.831
1.144	-0.889	0.546	0.056	-0.240	0.792
-0.211	0.290	0.512	-0.216	-0.173	0.429
-1.508	0.582	-2.292	-3.008	-1.385	-1.616
0.191	-0.656	0.823	0.259	-0.240	0.278
-4.482	-4.326	-3.602	-4.110	-3.071	-4.117
0.852	0.609	0.546	0.328	0.433	0.442
-0.444	-0.870	0.512	-0.216	-0.173	0.248
0.182	0.906	-0.197	-0.781	-0.779	0.060
0.896	0.976	0.552	0.834	1.512	0.646
0.132	-0.449	0.022	0.082	0.366	0.261
0.669	0.094	0.495	0.293	-0.173	0.798
-0.755	0.209	-1.324	-1.409	-0.779	-0.123
0.617	0.948	0.548	0.476	0.366	0.624
0.256	-0.131	0.242	0.470	0.972	0.974
-1.084	-0.885	-1.570	-1.657	-0.846	-1.224
-0.030	-0.694	0.766	0.656	0.972	0.087
0.424	-0.404	0.825	0.891	0.972	0.433
0.429	0.434	0.518	0.521	0.433	0.475
-1.349	-0.479	0.276	0.268	0.366	-1.515
1.028	0.771	0.819	0.476	0.366	0.441
0.833	0.208	0.276	-0.206	-0.173	0.255
-0.200	-0.460	0.748	0.842	0.972	0.441
-1.329	-3.464	-2.309	-2.499	-1.385	-1.047
0.438	0.329	0.495	0.505	0.433	0.992
0.650	1.239	0.005	-0.054	0.366	0.243
0.191	0.418	0.242	0.088	0.906	0.244
-1.458	0.397	0.057	-0.594	-0.779	-1.375
0.407	-0.661	0.005	0.328	0.433	0.280
0.446	0.744	0.566	-0.033	0.366	0.091
0.641	-0.191	0.546	-0.054	0.366	0.429
0.880	0.324	0.293	-0.604	-0.779	-0.079
0.635	0.973	0.224	0.808	1.512	0.807
0.669	0.056	0.546	0.157	0.972	0.441
0.410	-0.449	0.022	-0.392	-0.173	0.070
0.349	0.253	0.546	-0.206	-0.173	0.071
0.200	-0.045	0.022	0.293	0.972	0.270
0.891	0.620	0.242	0.107	-0.173	0.649
-1.526	-0.119	-0.746	-1.343	-1.319	-1.193
-0.088	0.212	-0.525	-0.484	-0.779	0.079
0.534	-2.803	-0.544	-0.506	-0.779	-0.829
0.416	0.670	0.766	0.505	0.433	0.629
0.204	0.538	0.074	-0.246	-0.173	0.796

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Appendix 1. Continued

0.735	1.030	0.766	0.656	0.972	0.639
-0.296	-1.207	-1.270	-1.893	-2.465	-1.038
0.866	0.176	0.022	0.233	0.906	0.810
-0.647	-1.022	-0.416	-0.594	0.366	-1.183
0.173	0.328	0.022	-0.241	0.366	0.075
0.226	0.992	-0.220	-0.434	0.366	0.429
0.393	-0.631	-0.197	-0.891	-0.173	0.055
0.016	0.407	0.022	0.123	1.512	-0.112
0.398	0.385	0.791	0.669	0.366	0.433
0.459	0.479	0.546	0.480	0.972	0.627
-1.565	-1.295	-2.309	-2.177	-1.385	-0.651
0.368	0.248	0.005	0.006	0.433	0.058
0.416	0.209	1.297	1.516	0.906	0.285
0.891	0.104	0.495	0.979	0.972	0.121
1.011	0.405	0.242	0.410	0.906	0.605
-1.287	-1.108	-0.473	-0.832	-0.240	-0.469
0.407	-1.047	0.003	0.272	0.972	0.425
0.825	1.720	0.548	0.476	0.366	-0.085
0.424	0.029	-0.197	-0.569	-0.173	-0.123
1.055	1.720	0.276	0.268	0.366	0.269
0.191	-0.192	-1.290	-0.925	-0.240	-0.078
0.191	1.299	1.019	0.953	0.366	0.661
0.407	0.338	0.552	0.682	0.972	0.818
0.432	-0.319	0.293	0.233	0.906	0.637
0.392	-0.361	0.022	0.293	0.972	0.248
0.475	0.126	0.495	0.445	0.366	0.645
1.114	0.888	1.021	0.839	0.366	0.813
0.666	0.455	1.297	1.042	0.366	0.807
0.191	0.973	0.802	1.026	1.512	0.443
0.368	0.209	0.495	0.596	0.906	-0.109
-4.306	-2.434	-2.835	-2.723	-1.925	-3.188
0.153	0.079	-1.541	-1.529	-1.319	-0.482
1.069	0.960	0.525	0.994	0.972	0.661
1.748	1.720	1.568	1.364	0.366	1.731
-1.592	-0.401	-1.017	-1.877	-1.925	-1.573
0.909	0.533	0.548	0.840	1.512	0.452
-2.087	0.164	-1.270	-1.378	-0.779	-1.927
0.649	1.124	0.819	0.688	0.972	0.451
-0.180	0.743	0.329	-0.174	-0.173	-0.658
0.182	0.160	0.512	-0.216	-0.173	0.243
-0.800	-2.442	-0.191	0.108	0.366	0.075
-2.077	0.034	-1.762	-1.914	-1.319	-2.077
-0.102	0.292	-0.254	-0.595	-0.173	0.072
-1.561	-1.526	-1.622	-2.580	-2.465	-1.594
0.198	0.630	0.806	0.979	0.366	1.011
-1.793	-1.774	-1.543	-2.120	-1.385	-2.279
0.222	0.926	0.495	0.293	-0.173	0.273

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-1.250	-0.364	-1.485	-1.882	-0.779	-1.585

Appendix 1. (Continued)

-1.209	-0.409	0.005	0.590	0.366	-0.421
0.473	0.488	0.299	0.819	0.972	0.662
0.191	0.209	-0.487	-0.439	0.366	-0.639
-3.233	-4.326	-1.299	-2.434	-2.465	-3.020
0.452	0.243	0.529	0.777	0.366	0.833
1.748	1.720	1.568	1.727	1.512	1.731
0.407	0.818	0.529	0.454	0.366	0.442
-2.087	-1.939	-2.039	-2.651	-1.925	-2.474
0.421	0.081	0.022	0.082	0.366	0.281
-1.543	-0.689	-1.036	-0.891	-0.779	-0.848
0.655	-0.465	0.529	0.454	0.366	0.269
0.635	0.054	0.276	0.268	0.366	0.818
0.641	0.839	0.823	0.471	0.366	0.821
-0.566	-1.216	-1.017	-0.869	-0.779	-0.812
0.249	0.363	0.529	0.454	0.366	0.622
-0.706	0.613	0.022	-0.070	-0.173	-0.281
-0.547	-1.588	-1.017	-1.343	-1.319	-1.528
0.610	-0.402	-0.527	1.727	-0.779	-0.317
0.694	1.063	1.297	0.116	0.972	1.019
0.154	0.614	1.038	0.476	0.972	0.613
-0.035	0.838	0.771	0.662	0.972	0.615
0.015	0.363	0.800	0.653	0.366	0.259
0.871	0.045	0.748	0.268	0.906	0.822
0.686	-0.076	0.766	-0.064	-0.173	0.441
0.928	0.383	0.495	-0.828	0.972	0.441
0.632	0.228	0.495	0.268	0.972	1.361
1.070	1.410	0.051	1.131	-1.859	0.628
0.650	0.735	0.529	0.268	0.972	0.818
1.272	1.720	0.566	-1.191	-0.713	0.786
0.393	0.079	0.529	0.268	0.366	0.825
0.213	0.372	0.771	-0.475	0.366	0.260
0.650	0.079	0.022	1.727	0.366	-0.276
-0.494	-0.059	-1.017	1.304	-0.779	-0.476
-0.567	0.184	0.005	0.445	0.366	0.811
0.424	-0.106	-0.268	0.268	-0.173	0.071
0.851	0.445	1.297	-1.081	1.512	0.627
-0.685	-2.072	-2.309	0.793	-1.925	-1.585
0.165	-0.706	0.548	0.758	0.972	0.639
1.094	0.560	0.548	-0.130	-0.173	0.831
1.144	-0.889	0.546	0.815	-0.240	0.792
-0.211	0.290	0.512	0.082	-0.173	0.429
-1.508	0.582	-2.292	0.268	-1.385	-1.616
0.191	-0.656	0.823	-1.191	-0.240	0.278
-4.482	-4.326	-3.602	1.010	-3.071	-4.117
0.852	0.609	0.546	0.259	0.433	0.442
-0.444	-0.870	0.512	0.259	-0.173	0.248

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0.182	0.906	-0.197	-0.282	-0.779	0.060
0.896	0.976	0.552	-0.459	1.512	0.646

Appendix 1. (Continued)

0.132	-0.449	0.022	-0.064	0.366	0.261
0.669	0.094	0.495	-1.546	-0.173	0.798
-0.755	0.209	-1.324	1.727	-0.779	-0.123
0.617	0.948	0.548	-1.191	0.366	0.624
0.256	-0.131	0.242	-0.383	0.972	0.974
-1.084	-0.885	-1.570	-1.551	-0.846	-1.224
-0.030	-0.694	0.766	-0.278	0.972	0.087
0.424	-0.404	0.825	-0.544	0.972	0.433
0.429	0.434	0.518	-0.273	0.433	0.475
-1.349	-0.479	0.276	0.590	0.366	-1.515
1.028	0.771	0.819	-1.389	0.366	0.441
0.833	0.208	0.276	0.461	-0.173	0.255
-0.200	-0.460	0.748	0.799	0.972	0.441
-1.329	-3.464	-2.309	0.476	-1.385	-1.047
0.438	0.329	0.495	1.010	0.433	0.992
0.650	1.239	0.005	0.461	0.366	0.243
0.191	0.418	0.242	0.268	0.906	0.244
-1.458	0.397	0.057	0.461	-0.779	-1.375
0.407	-0.661	0.005	0.041	0.433	0.280
0.446	0.744	0.566	0.268	0.366	0.091
0.641	-0.191	0.546	0.864	0.366	0.429
0.880	0.324	0.293	1.016	-0.779	-0.079
0.635	0.973	0.224	-0.298	1.512	0.807
0.669	0.056	0.546	0.802	0.972	0.441
0.410	-0.449	0.022	-0.484	-0.173	0.070
0.349	0.253	0.546	-0.983	-0.173	0.071
0.200	-0.045	0.022	-0.983	0.972	0.270
0.891	0.620	0.242	0.688	-0.173	0.649
-1.526	-0.119	-0.746	0.122	-1.319	-1.193
-0.088	0.212	-0.525	0.113	-0.779	0.079
0.534	-2.803	-0.544	0.662	-0.779	-0.829
0.416	0.670	0.766	-0.655	0.433	0.629
0.204	0.538	0.074	0.325	-0.173	0.796
0.735	1.030	0.766	0.864	0.972	0.639
-0.296	-1.207	-1.270	-0.604	-2.465	-1.038
0.866	0.176	0.022	0.979	0.906	0.810
-0.647	-1.022	-0.416	0.116	0.366	-1.183
0.173	0.328	0.022	-0.060	0.366	0.075
0.226	0.992	-0.220	0.855	0.366	0.429
0.393	-0.631	-0.197	0.420	-0.173	0.055
0.016	0.407	0.022	0.319	1.512	-0.112
0.398	0.385	0.791	0.056	0.366	0.433

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