

Annex G. The Structure, validity and reliability of the constructs

Table 1. Descriptive statistics for determinant Control role

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
C_Role_1	103	3,33	1,368	-,362	,238	-1,038	,472
C_Role_2	103	4,08	,967	-,622	,238	-,783	,472
C_Role_3	103	4,13	1,026	-,758	,238	-,762	,472
C_Role_4	103	4,18	1,036	-1,135	,238	,516	,472
C_Role_5	103	3,85	1,175	-,747	,238	-,436	,472
C_Role_6	103	3,86	1,197	-,853	,238	-,271	,472

Table 2. KMO and Bartlett's Test of Sphericity (Control role)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,733
Bartlett's Test of Sphericity	Approx. Chi-Square	157,921
	df	15
	Sig.	,000

Table 3. EFA for Control role

Items	Loadings	Cronbach's Alfa
C_Role_1	,721	,745
C_Role_2	,711	
C_Role_3	,635	
C_Role_4	,348	
C_Role_5	,774	
C_Role_6	,612	

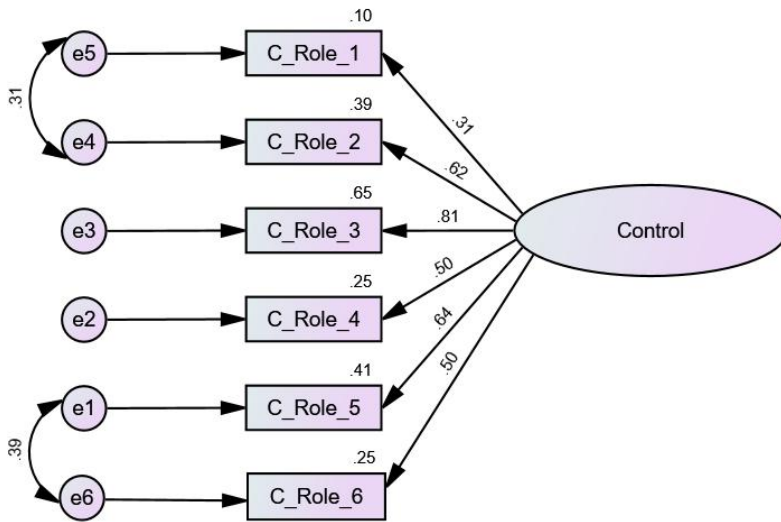


Fig. 1. Diagram of construct Control role instrument with standardized solution

Table 4. Descriptive statistics for determinant Service role

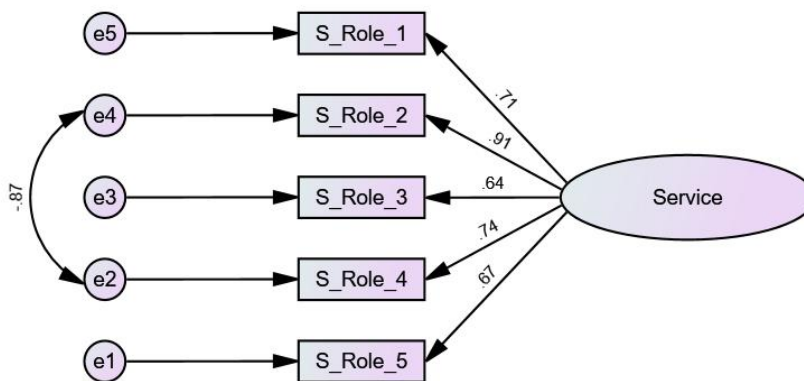
Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
S_Role_1	103	4,09	1,058	-,937	,238	,033	,472
S_Role_2	103	4,06	1,153	-1,133	,238	,471	,472
S_Role_3	103	3,97	1,167	-,999	,238	,138	,472
S_Role_4	103	4,24	,913	-1,057	,238	,608	,472
S_Role_5	103	3,87	1,143	-,751	,238	-,283	,472

Table 5. KMO and Bartlett's Test of Sphericity (Service role)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,781
Bartlett's Test of Sphericity	Approx. Chi-Square	195,841
	df	10
	Sig.	,000

Table 6. EFA for Service role

Items	Loadings	Cronbach's Alfa
S_Role_1	,625	,839
S_Role_2	,715	
S_Role_3	,567	
S_Role_4	,551	
S_Role_5	,596	

**Fig. 2.** Diagram of construct Service role instrument with standardized solution**Table 7.** Descriptive statistics for determinant International business skills

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
IBS_1	103	3,75	1,109	-,714	,238	-,056	,472
IBS_2	103	3,55	1,289	-,513	,238	-,819	,472
IBS_3	103	3,03	1,232	,040	,238	-,938	,472
IBS_4	103	3,05	1,149	,062	,238	-,736	,472
IBS_5	103	3,09	1,222	-,071	,238	-,987	,472

Table 8. KMO and Bartlett's Test of Sphericity (International business skills)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,766
Bartlett's Test of Sphericity	Approx. Chi-Square	185,255
	df	10
	Sig.	,000

Table 9. EFA for International business skills

Items	Loadings	Cronbach's Alfa
IBS_1	,531	,820
IBS_2	,610	
IBS_3	,556	
IBS_4	,631	
IBS_5	,588	

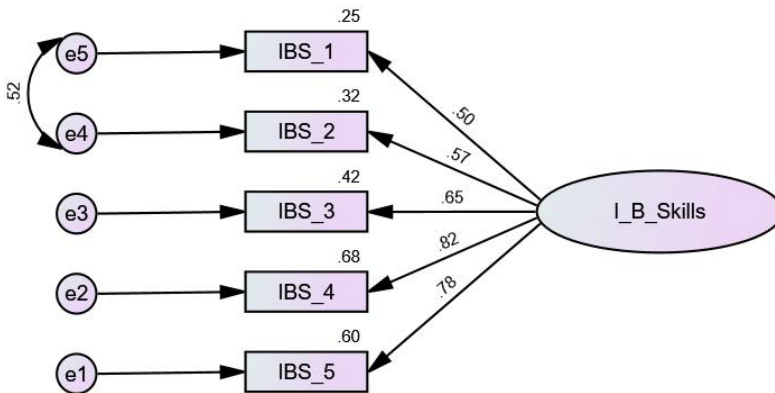


Fig. 3. Diagram of construct International business skills instrument with standardized solution

Table 10. Descriptive statistics for determinant International business knowledge

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
IBKL_1	103	3,06	1,056	-,016	,238	-,744	,472
IBKL_2	103	3,99	,965	-,982	,238	,740	,472
IBKL_3	103	2,74	1,565	,212	,238	-1,492	,472
IBKL_4	103	3,20	1,389	-,307	,238	-1,170	,472
IBKL_5	103	3,00	1,306	,000	,238	-1,096	,472
IBKL_6	103	3,65	1,161	-,508	,238	-,566	,472

Table 11. KMO and Bartlett's Test of Sphericity (International business knowledge)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,804
Bartlett's Test of Sphericity	Approx. Chi-Square	211,872
	df	15
	Sig.	,000

Table 12. EFA for International business knowledge

Items	Loadings	Cronbach's Alfa
IBKL_1	,520	,825
IBKL_2	,331	
IBKL_3	,622	
IBKL_4	,570	
IBKL_5	,664	
IBKL_6	,517	

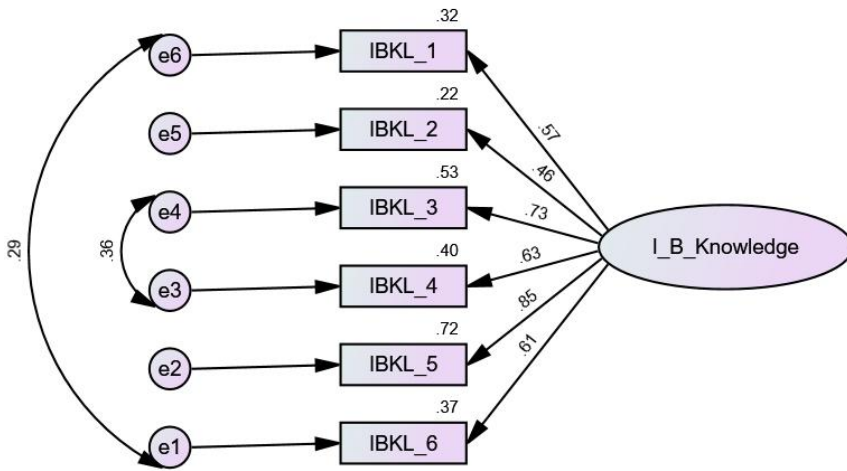


Fig. 4. Diagram of construct International business knowledge instrument with standardized solution

Table 13. Descriptive statistics for determinant Managerial competence

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
MC_1	103	4,16	,926	-,996	,238	,560	,472
MC_2	103	4,12	,942	-,810	,238	-,294	,472
MC_3	103	4,01	,955	-,778	,238	,057	,472
MC_4	103	3,79	1,081	-,510	,238	-,810	,472
MC_5	103	3,76	1,005	-,499	,238	-,281	,472
MC_6	103	3,52	,989	-,286	,238	-,459	,472

Table 14. KMO and Bartlett's Test of Sphericity (Managerial competence)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,872
Bartlett's Test of Sphericity	Approx. Chi-Square	362,971
	df	15
	Sig.	,000

Table 14. EFA for Managerial competence

Items	Loadings	Cronbach's Alfa
MC_1	,634	,901
MC_2	,621	
MC_3	,784	
MC_4	,677	
MC_5	,679	
MC_6	,631	

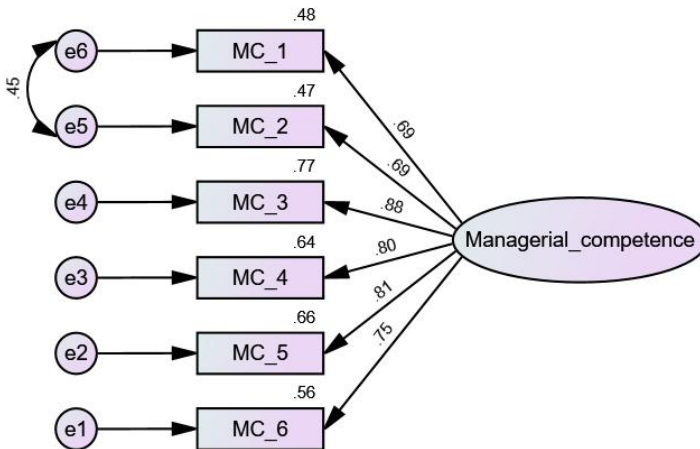


Fig. 5. Diagram of construct Managerial competence instrument with standardized solution

Table 15. Descriptive statistics for determinant Risk-taking characteristics

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
RT_1	103	3,96	,896	-,674	,238	-,155	,472
RT_2	103	3,78	1,047	-,583	,238	-,190	,472
RT_3	103	4,14	1,020	-1,013	,238	,357	,472
RT_4	103	3,56	,997	-,238	,238	-,478	,472

Table 16. KMO and Bartlett's Test of Sphericity (Risk-taking characteristics)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,780
Bartlett's Test of Sphericity	Approx. Chi-Square	142,253
	df	6
	Sig.	,000

Table 17. EFA for Risk-taking characteristics

Items	Loadings	Cronbach's Alfa
RT_1	,688	,815
RT_2	,624	
RT_3	,754	
RT_4	,523	

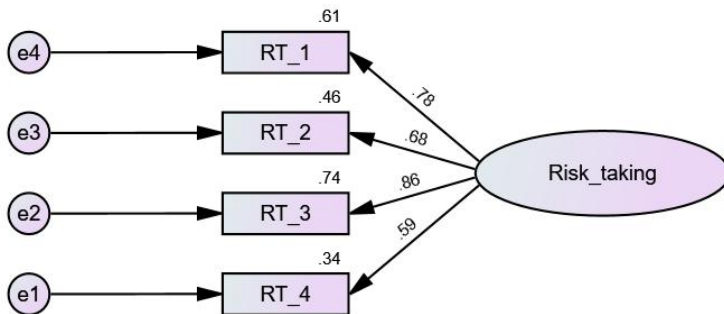


Fig. 6. Diagram of construct Risk-taking characteristics instrument with standardized solution

Table 18. Descriptive statistics for determinant Use of knowledge and skills

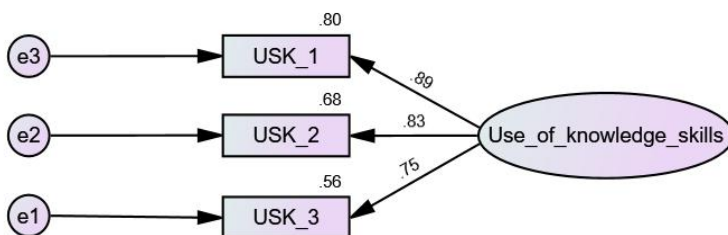
Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
USK_1	103	4,35	,837	-1,455	,238	1,368	,472
USK_2	103	4,13	,848	-,737	,238	-,061	,472
USK_3	103	4,41	,822	-1,212	,238	,561	,472

Table 19. KMO and Bartlett's Test of Sphericity (Use of knowledge and skills)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,706
Bartlett's Test of Sphericity	Approx. Chi-Square	146,027
	df	3
	Sig.	,000

Table 20. EFA for Use of knowledge and skills

Items	Loadings	Cronbach's Alfa
USK_1	,845	,860
USK_2	,770	
USK_3	,729	

**Fig. 7.** Diagram of construct Use of knowledge and skills with standardized solution**Table 21.** Descriptive statistics for determinant Information sharing

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
ISC_1	103	4,26	,874	-,900	,238	-,178	,472
ISC_2	103	4,14	,991	-1,142	,238	,875	,472
ISC_3	103	3,74	1,000	-,410	,238	-,596	,472
ISC_4	103	3,26	1,204	-,247	,238	-,743	,472
ISC_5	103	3,94	1,065	-,727	,238	-,298	,472

Table 22. KMO and Bartlett's Test of Sphericity (Information sharing)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,854
Bartlett's Test of Sphericity	Approx. Chi-Square	279,530
	df	10
	Sig.	,000

Table 23. EFA for Information sharing

Items	Loadings	Cronbach's Alfa
ISC_1	,741	,870
ISC_2	,760	
ISC_3	,725	
ISC_4	,402	
ISC_5	,775	

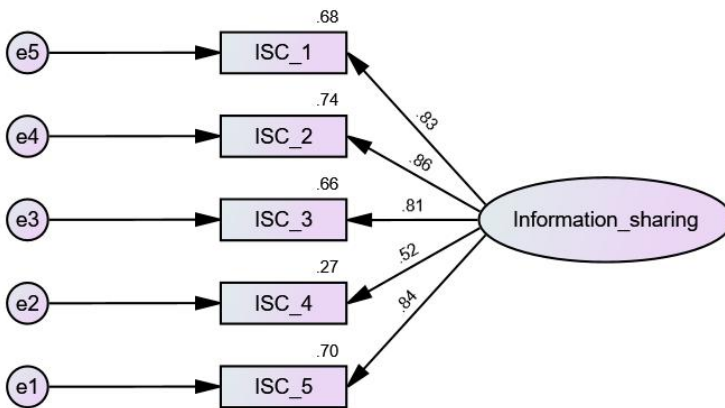


Fig. 8. Diagram of construct Information sharing instrument with standardized solution

Table 24. Descriptive statistics for determinant Trust

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
TSC_1	103	4,28	,890	-1,269	,238	1,393	,472
TSC_2	103	4,05	,974	-,813	,238	-,014	,472
TSC_3	103	4,19	,897	-,728	,238	-,586	,472
TSC_4	103	4,03	,891	-,397	,238	-,911	,472
TSC_5	103	4,15	1,023	-1,026	,238	,356	,472
TSC_6	103	4,29	,749	-,822	,238	,222	,472

Table 25. KMO and Bartlett's Test of Sphericity (Trust)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,879
Bartlett's Test of Sphericity	Approx. Chi-Square	398,957
	df	15
	Sig.	,000

Table 26. EFA for Trust

Items	Loadings	Cronbach's Alfa
TSC_1	,743	,895
TSC_2	,738	
TSC_3	,852	
TSC_4	,690	
TSC_5	,336	
TSC_6	,712	

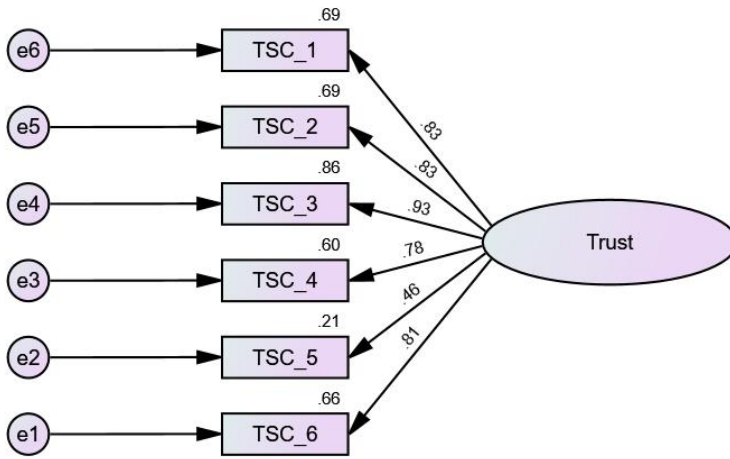


Fig. 9. Diagram of construct Trust instrument with standardized solution

Table 27. Descriptive statistics for determinant Shared vision

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
VSC_1	103	4,00	,897	-,416	,238	-,806	,472
VSC_2	103	4,06	,916	-,507	,238	-,829	,472
VSC_3	103	4,33	,868	-1,343	,238	1,689	,472
VSC_4	103	4,17	,919	-,800	,238	-,355	,472
VSC_5	103	4,21	,967	-,975	,238	,113	,472
VSC_6	103	3,92	,957	-,596	,238	,066	,472

Table 28. KMO and Bartlett's Test of Sphericity (Shared vision)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,909
Bartlett's Test of Sphericity	Approx. Chi-Square	548,832
	df	15
	Sig.	,000

Table 29. EFA for Shared vision

Items	Loadings	Cronbach's Alfa
VSC_1	,796	,945
VSC_2	,765	
VSC_3	,792	
VSC_4	,824	
VSC_5	,816	
VSC_6	,726	

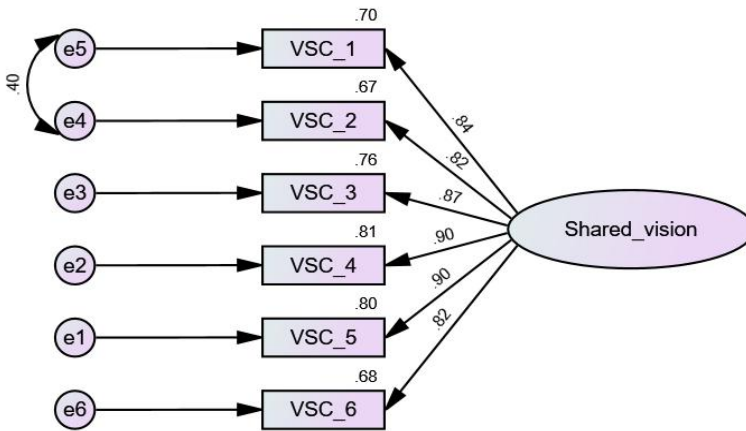


Fig. 10. Diagram of construct Shared vision instrument with standardized solution

Table 30. Descriptive statistics for determinant International financial performance

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
FINT_1	103	3,33	1,382	-,366	,238	-1,171	,472
FINT_2	103	3,29	1,333	-,299	,238	-1,076	,472
FINT_3	103	3,19	1,344	-,289	,238	-1,033	,472
FINT_4	103	3,17	1,329	-,284	,238	-1,033	,472
FINT_5	103	3,02	1,298	-,146	,238	-,961	,472

Table 31. KMO and Bartlett's Test of Sphericity (International financial performance)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,887
Bartlett's Test of Sphericity	Approx. Chi-Square	674,683
	df	10
	Sig.	,000

Table 32. EFA for International financial performance

Items	Loadings	Cronbach's Alfa
FINT_1	,901	,945
FINT_2	,850	
FINT_3	,869	
FINT_4	,931	
FINT_5	,871	

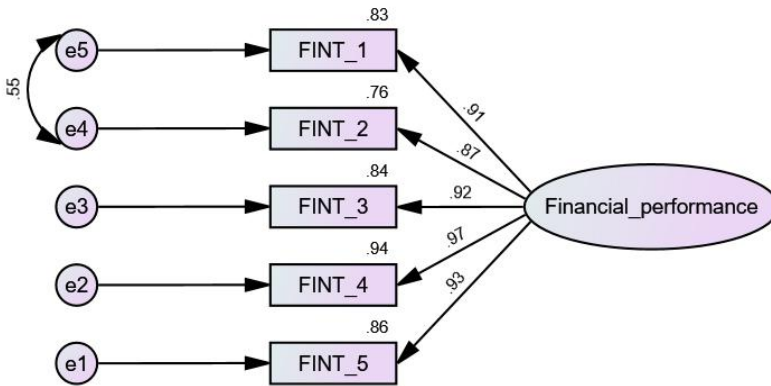


Fig. 11. Diagram of construct International financial performance instrument with standardized solution

Table 33. Descriptive statistics for determinant International operational performance

Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
OINT_1	103	2,62	1,307	,253	,238	-1,028	,472
OINT_2	103	2,63	1,358	,365	,238	-,993	,472
OINT_3	103	2,64	1,297	,288	,238	-,945	,472
OINT_4	103	2,63	1,221	,315	,238	-,764	,472
OINT_5	103	2,61	1,285	,228	,238	-1,001	,472
OINT_6	103	3,26	1,291	-,337	,238	-,788	,472
OINT_7	103	2,74	1,260	,241	,238	-,927	,472

Table 34. KMO and Bartlett's Test of Sphericity (International operational performance)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,885
Bartlett's Test of Sphericity	Approx. Chi-Square	770,500
	df	21
	Sig.	,000

Table 35. EFA for International operational performance

Items	Loadings	Cronbach's Alfa
OINT_1	,782	,955
OINT_2	,810	
OINT_3	,820	
OINT_4	,857	
OINT_5	,803	
OINT_6	,631	
OINT_7	,834	

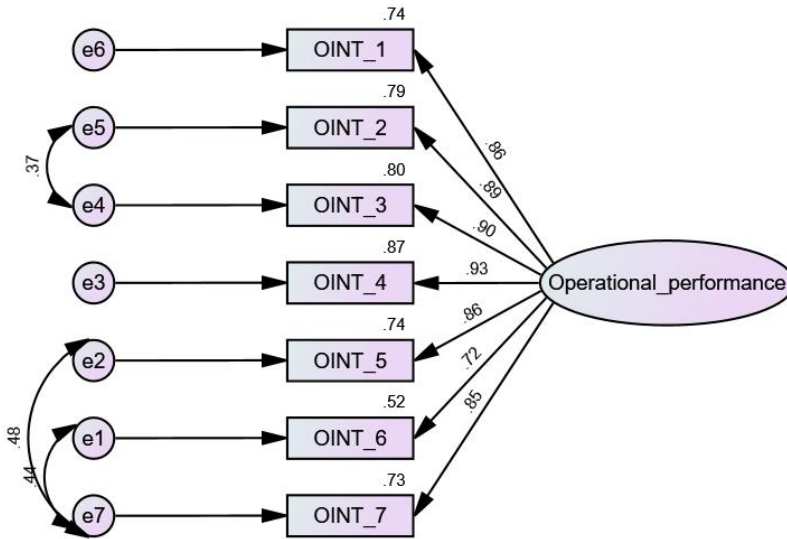


Fig. 12. Diagram of construct International operational performance instrument with standardized solution

Table 36. Descriptive statistics for determinant Perceived success of international performance

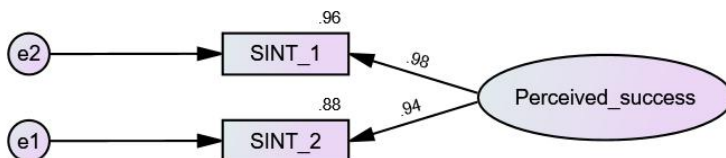
Items	N	Mean	Std. Deviation	Skew	Std. Err. Skew	Kurt	Std. Err. Kurt
SINT_1	103	2,93	1,308	-,060	,238	-1,092	,472
SINT_2	103	2,83	1,256	,004	,238	-,970	,472

Table 37. KMO and Bartlett's Test of Sphericity (Perceived success of international performance)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,500
Bartlett's Test of Sphericity	Approx. Chi-Square	185,661
	df	1
	Sig.	,000

Table 38. EFA for Perceived success of international performance

Items	Loadings	Cronbach's Alfa
SINT_1	,959	,957
SINT_2	,959	

**Fig. 13.** Diagram of construct Perceived success of international performance with standardized solution