**EXTRA APPENDICES**

**APPENDİX 1: RELIABILITY ANALYSIS**

|  |  |  |
| --- | --- | --- |
| **Scale** | **Before Item Removed** | **Alpha** |
| Stakeholder Relationship Management | 0.85 | 0.90 |
| Knowledge Exchange |  | 0.88 |
| İnnovativeness | 0.81 | 0.91 |
| Efficiency | 0.69 | 0.78 |
| Resilience |  | 0.92 |
| Performance |  | 0.96 |

**APPENDIX 2 Descriptive Statistics**

**2.1 Size of firms**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variable | Mean | Median | SD | Min | Max |
| Employees | 1049 | 150 | 4082 | 50 | 55000 |

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percentage** |
| Medium size firms (50-249 Employees) | 189 | 61.76% |
| Large size firms (250 & above Employees) | 117 | 38.24% |
| Total | 306 | 100% |

**2.2 Age of firms**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Mean | Median | SD | Min | Max |
| **Founding year** | 1992 | 1997 | 22.68 | 1857 | 2021 |
| **Age (in years)** | 32.34 | 28 | 22.68 | 4 | 168 |

**2.3 Ownership type**

|  |  |  |
| --- | --- | --- |
| **Ownership type** | **Frequency** | **Percentage** |
| Firms Listed on Stock Exchange | 26 | 8.50% |
| Privately owned firms | 280 | 91.50% |
| Total | 306 | 100% |

**Stakeholder Culture**

|  |  |  |
| --- | --- | --- |
| **Stakeholder Culture** | **Frequency** | **Percentage** |
| Corporate Egoist Culture | 72 | 23.53% |
| Instrumentalist Culture | 54 | 17.65% |
| Moralist Culture | 180 | 58.82% |
| Total | 306 | 100% |

**2.4 Location of Firm**

|  |  |  |
| --- | --- | --- |
| **Location of Firm** | **Frequency** | **Percentage** |
| Ankara | 93 | 30.39% |
| İstanbul | 213 | 69.61% |
| **Total** | **306** | **100%** |

**2.5 INDUSTRY OF FIRMS**

|  |  |  |
| --- | --- | --- |
| **Industry** | **Frequency** | **Percent** |
| **Low- tech industries (Dummy Coded 0) = 175** |  |  |
| Glass and Glass products | 3 | 0.98 |
| Construction and Construction Materials | 21 | 6.86 |
| Food Processing | 19 | 6.21 |
| Textile and clothing | 49 | 16.01 |
| Furniture | 8 | 2.61 |
| Paper, printing and packaging | 14 | 4.58 |
| Plastics and chemicals | 18 | 5.88 |
| Metal processing | 37 | 12.09 |
| General goods and Logistics | 6 | 1.96 |
| **Medium-High tech industries (Dummy Coded 1)= 131** |  |  |
| Pharmaceuticals, Medical Devices and technology Industry | 12 | 3.92 |
| Machinery | 30 | 9.80 |
| Electronics, Electricals & Energy Industry | 42 | 13.73 |
| Automotive & Transportation Industry | 29 | 9.48 |
| Military Equipment and technology industry | 18 | 5.88 |
| **Total** | **306** | **100.00** |

**APPENDIX 3: Variance Inflation Factors of Study’ Predictor Variables**

|  |  |  |
| --- | --- | --- |
| **Variable** | **VIF** | **1/VIF** |
| **SRMC** | 3.23 | 0.309258 |
| **Knowledge Exchange** | 3.12 | 0.320666 |
| **Resilience** | 3.05 | 0.327596 |
| **İnnovativeness** | 2.74 | 0.365210 |
| **Efficiency** | 2.00 | 0.499373 |
| **Ownership** | 1.30 | 0.770440 |
| **Employees** | 1.26 | 0.790727 |
| **Age** | 1.14 | 0.873698 |
| **Industry** | 1.04 | 0.958188 |
| **Mean VIF** | **2.10** |  |

**APPENDIX 4: HARMAN’S ONE FACTOR ANALYSIS TO ASSESS COMMON METHOD BIAS**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Factor1** | **Unexplained** |
| K1 | 0.0962 | .8508 |
| K2 | 0.1442 | .6651 |
| K3 | 0.1382 | .6922 |
| K4 | -0.0316 | .9839 |
| K5 | -0.0707 | .9194 |
| IC1 | 0.1619 | .5776 |
| IC2 | 0.1718 | .5246 |
| IC3 | 0.1163 | .7822 |
| IC4 | 0.1546 | .6148 |
| IC5 | 0.1877 | .4323 |
| IC6 | 0.1922 | .4047 |
| A1 | 0.1905 | .4156 |
| A2 | 0.0843 | .8854 |
| A3 | 0.1615 | .5796 |
| A4 | -0.0380 | .9768 |
| A5 | 0.1333 | .7138 |
| E1 | 0.1840 | .4546 |
| E2 | 0.1913 | .4102 |
| E3 | 0.1705 | .5315 |
| E4 | 0.1883 | .4288 |
| IN1 | 0.1878 | .4317 |
| IN2 | 0.1915 | .4094 |
| IN3 | 0.1926 | .4024 |
| IN4 | 0.1846 | .4509 |
| IN5 | 0.0179 | .9949 |
| IN6 | 0.1738 | .5132 |
| EF1 | 0.0966 | .8496 |
| EF2 | 0.0371 | .9778 |
| EF3 | 0.0458 | .9662 |
| EF4 | 0.1826 | .4626 |
| EF5 | 0.1197 | .7694 |
| EF6 | 0.1622 | .5763 |
| R1 | 0.1938 | .3949 |
| R2 | 0.2023 | .3405 |
| R3 | 0.1939 | .3946 |
| R4 | 0.1840 | .4545 |
| **P1** | **0.1760** | **.501** |
| **P2** | **0.1783** | **.4879** |
| **P3** | **0.1667** | **.5522** |
| **P4** | **0.1649** | **.5621** |
| **P5** | **0.1663** | **.5546** |

**APPENDIX 6: Unrotated EFA of SRMC**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Variable** |  | **Factor1** | **Factor2** | **Uniqueness** |
| K1 | The company keeps documented information on the previous relationships with stakeholders (important meetings, conflicts, agreements, judicial or extrajudicial demands, etc.) | 0.4427 |  | 0.7937 |
| K2 | Knowledge of all stakeholders and their demands is very important for the managers (performance, relationships among them, positions of power, importance and satisfaction…) | 0.6194 |  | 0.5969 |
| K3 | The company obtains feedback on its repercussions on stakeholders | 0.6136 |  | 0.6131 |
| new\_K4 | The company dedicates little time and few resources to knowing the characteristics of its stakeholders (relationships between different stakeholders, potential threats, cooperation, etc.) |  | 0.4965 | 0.7375 |
| new\_K5 | There is a lack of information and documentation on stakeholders’ demands (-) | 0.3255 | 0.5513 | 0.5901 |
| IC1 | The company frequently has meetings with the stakeholders | 0.6790 |  | 0.5270 |
| IC2 | The company consults the Stakeholders and asks them for information before taking decisions | 0.7805 |  | 0.3908 |
| IC3 | The company’s formal or informal cooperation with its stakeholders is intense (commitments, collaboration agreements….) | 0.4624 |  | 0.7846 |
| IC4 | Stakeholders participate in the company’s decision-  taking process | 0.6849 |  | 0.5228 |
| IC5 | The company strives to develop new contacts with all the stakeholders | 0.8021 |  | 0.3474 |
| IC6 | The company dedicates time and resources to assessing and prioritizing the demands of the different stakeholders | 0.8068 |  | 0.3488 |
| A1 | The company makes a special effort to prepare the information for the different stakeholders according to their needs | 0.7911 |  | 0.3420 |
| A2 | There is frequent managerial debate about the demands of the stakeholders | 0.3740 | -0.3442 | 0.7416 |
| A3 | The company is willing to change its objectives  in line with stakeholders’ demands | 0.6653 |  | 0.5146 |
| new\_A4 | The company dedicates little time and few resources to adapting to Stakeholders |  | 0.5292 | 0.6869 |
| A5 | The company’s policies and priorities are adapted  to Stakeholders’ demands | 0.5530 | -0.3254 | 0.5883 |

**APPENDIX 7 Rotated EFA of SRM**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Factor1** | **Factor2** | **Uniqueness** |
| K1 | 0.4086 |  | 0.7937 |
| K2 | 0.5722 |  | 0.5969 |
| K3 | 0.5759 |  | 0.6131 |
| new\_K4 |  | 0.5122 | 0.7375 |
| new\_K5 |  | 0.5881 | 0.5901 |
| IC1 | 0.6382 |  | 0.5270 |
| IC2 | 0.7655 |  | 0.3908 |
| IC3 | 0.4630 |  | 0.7846 |
| IC4 | 0.6933 |  | 0.5228 |
| IC5 | 0.7618 |  | 0.3474 |
| IC6 | 0.7944 |  | 0.3488 |
| A1 | 0.8194 |  | 0.3420 |
| A2 | 0.4517 | -0.3069 | 0.7416 |
| A3 | 0.7030 |  | 0.5146 |
| new\_A4 |  | 0.5509 |  |
| A5 | 0.6224 |  |  |

**APPENDIX 8: Unrotated factor loadings of the Efficiency scale**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** |  | **Factor1** | **Uniqueness** |
| EF1 | Our firm has **very low** total quality costs relative to the total output | 0.5122 | 0.7376 |
| EF2 | Our firm reveals low engineering change rates in the production |  | 0.9168 |
| EF3 | Our firm has very low unit costs of manufacturing | 0.3419 | 0.8831 |
| EF4 | Our firm reveals outstanding delivery speed and reliability | 0.6715 | 0.5491 |
| EF5 | Our firm has a very short manufacturing lead time | 0.6470 | 0.5814 |
| EF6 | Our firm reveals a high inventory turnover rate. | 0.7375 | 0.4561 |

The results of the exploratory factor analysis produced only one factor. The factor has an eigenvalue of 1.8759 (>1), meaning it explains a substantial amount of variance (Fabrigar et al, 1999; Costello & Osborne, 2005). Four measurement items consisting of one cost efficiency (EF1) item and three time efficiency items (EF4, EF5 & EF6) loaded well on the single factor. One cost efficiency item (EF3) loaded poorly on the single factor while the other (EF2) did not load at all on the factor.

We proceeded to do the confirmatory factor analysis on the scales. The result of the confirmatory factor analysis is displayed in the table below.

**APPENDIX 9: CFA Results, AVE and CR of Efficiency**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **2 Factor Model** | **One factor model** | **1 Factor and Observed Variable** | **Only Time Efficiency** |
|  | **Cost efficiency** | **CR=0.56 AVE=.31** | **CR=0.76 AVE=0.46** |  |  |
| 1 | Our firm has **very low** total quality costs relative to the total output | 0.72 | 0.42 | As an observed variable | Removed |
| 2 | Our firm reveals low engineering change rates in the production | 0.45 | Removed | Removed | Removed |
| 3 | Our firm has very low unit costs of manufacturing | 0.46 | Removed | Removed | Removed |
|  | **Time efficiency** | **CR= 0.79 AVE=0.55** | **CR=0.76 AVE=0.46** | **CR= 0.79 AVE= 0.55** | **CR=0.79**  **AVE=0.55** |
| 4 | Our firm reveals outstanding delivery speed and reliability | 0.74 | 0.73 | 0.73 | 0.76 |
| 5 | Our firm has a very short manufacturing lead time | 0.67 | 0.65 | 0.65 | 0.66 |
| 6 | Our firm reveals a high inventory turnover rate. | 0.82 | 0.84 | 0.84 | 0.81 |

**APPENDIX 10: DIRECT EFFECTS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Observed**  **coefficient** | **Bootstrap**  **std. err.** | **Z** | **P>z** | **Normal [95% conf. based interval]** | |
| **Structural** |  |  |  |  |  |  |
| **KnowEX** |  |  |  |  |  |  |
| SRMC | .9030549 | .0569387 | 15.86 | 0.000 | .7914571 | 1.014653 |
| Ownership\_dummy2 | -.0008992 | .1644072 | -0.01 | 0.996 | -.3231313 | .3213329 |
| Age | -.0018109 | .0019334 | -0.94 | 0.349 | -.0056003 | .0019785 |
| Employees | 8.55e-07 | 9.11e-06 | 0.09 | 0.925 | -.000017 | .0000187 |
|  |  |  |  |  |  |  |
| **Innovat** |  |  |  |  |  |  |
| KnowEX | .4657926 | .0804128 | 5.79 | 0.000 | .3081865 | .6233987 |
| SRMC | .5298473 | .0967599 | 5.48 | 0.000 | .3402015 | .7194932 |
| Ownership\_dummy2 | -.1403222 | .2150151 | -0.65 | 0.514 | -.561744 | .2810996 |
| IndustryDummy | -.2644617 | .1082125 | -2.44 | 0.015 | -.4765544 | -.052369 |
| Age | .0031623 | .0026159 | 1.21 | 0.227 | -.0019647 | .0082894 |
| Employees | -1.16e-06 | .0000192 | -0.06 | 0.952 | -.0000387 | .0000364 |
|  |  |  |  |  |  |  |
| **Resilie** |  |  |  |  |  |  |
| KnowEX | .0892507 | .0662233 | 1.35 | 0.178 | -.0405446 | .2190461 |
| Innovat | .2411965 | .0600009 | 4.02 | 0.000 | .1235969 | .3587962 |
| Eff | .2826893 | .0505829 | 5.59 | 0.000 | .1835485 | .38183 |
| SRMC | .3025308 | .071411 | 4.24 | 0.000 | .1625678 | .4424939 |
| Ownership\_dummy2 | .0056476 | .1306929 | 0.04 | 0.966 | -.2505058 | .261801 |
| IndustryDummy | .0049203 | .0705819 | 0.07 | 0.944 | -.1334175 | .1432582 |
| Age | -.0001708 | .0014911 | -0.11 | 0.909 | -.0030934 | .0027517 |
| Employees | .0000134 | .0000123 | 1.09 | 0.276 | -.0000107 | .0000376 |
|  |  |  |  |  |  |  |
| **Eff** |  |  |  |  |  |  |
| KnowEX | .2535977 | .0858017 | 2.96 | 0.003 | .0854295 | .4217658 |
| Innovat | .2877249 | .0857331 | 3.36 | 0.001 | .119691 | .4557587 |
| SRMC | .1479329 | .0986763 | 1.50 | 0.134 | -.0454691 | .3413349 |
| Ownership\_dummy2 | .0538887 | .1781185 | 0.30 | 0.762 | -.2952172 | .4029946 |
| IndustryDummy | -.1295997 | .1065947 | -1.22 | 0.224 | -.3385216 | .0793222 |
| Age | .0012279 | .00207 | 0.59 | 0.553 | -.0028293 | .0052851 |
| Employees | .0000287 | .000013 | 2.20 | 0.028 | 3.11e-06 | .0000542 |
|  |  |  |  |  |  |  |
| **Perf** |  |  |  |  |  |  |
| KnowEX | 0 | (no path) |  |  |  |  |
| Innovat | .4038792 | .0817732 | 4.94 | 0.000 | .2436066 | .5641518 |
| Resilie | .2609976 | .1058032 | 2.47 | 0.014 | .0536271 | .468368 |
| Eff | .22644 | .1107475 | 2.04 | 0.041 | .0093789 | .4435011 |
| SRMC | 0 | (no path) |  |  |  |  |
| Ownership\_dummy2 | .1895879 | .2376083 | 0.80 | 0.425 | -.2761158 | .6552917 |
| industryDummy | .0113464 | .1219626 | 0.09 | 0.926 | -.2276959 | .2503887 |
| Age | .0022271 | .0024983 | 0.89 | 0.373 | -.0026695 | .0071236 |
| Employees | .0000325 | .0000278 | 1.17 | 0.242 | -.000022 | .0000871 |

**APPENDIX 11: INDIRECT EFFECTS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Observed coefficient** | **Bootstrap std. err.** | **z** | **P>z** | **Normal-based [95% conf. interval]** |
|  |  |  |  |  |  |
| **Structural** |  |  |  |  |  |
| **KnowEX** |  |  |  |  |  |
| SRMC | 0 | (no path) |  |  |  |
| Ownership\_dummy2 | 0 | (no path) |  |  |  |
| Age | 0 | (no path) |  |  |  |
| Employees | 0 | (no path) |  |  |  |
|  |  |  |  |  |  |
| **Innovat** |  |  |  |  |  |
| KnowEX | 0 | (no path) |  |  |  |
| SRMC | .4206363 | .076832 | 5.47 | 0.000 | .2700484 .5712242 |
| Ownership\_dummy2 | -.0004188 | .0765833 | -0.01 | 0.996 | -.1505192 .1496816 |
| IndustryDummy | 0 | (no path) |  |  |  |
| Age | -.0008435 | .0009107 | -0.93 | 0.354 | -.0026284 .0009414 |
| Employees | 3.98e-07 | 4.24e-06 | 0.09 | 0.925 | -7.92e-06 8.72e-06 |
|  |  |  |  |  |  |
| **Resilie** |  |  |  |  |  |
| KnowEX | .221923 | .0443434 | 5.00 | 0.000 | .1350114 .3088345 |
| Innovat | .0813367 | .0299551 | 2.72 | 0.007 | .0226258 .1400477 |
| Eff | 0 | (no path) |  |  |  |
| SRMC | .4937193 | .0748096 | 6.60 | 0.000 | .3470952 .6403434 |
| Ownership\_dummy2 | -.0303046 | .0852773 | -0.36 | 0.722 | -.1974451 .1368359 |
| IndustryDummy | -.1219341 | .0468431 | -2.60 | 0.009 | -.213745 -.0301233 |
| Age | .0008036 | .0011392 | 0.71 | 0.481 | -.0014291 .0030363 |
| Employees | 8.00e-06 | 6.53e-06 | 1.23 | 0.220 | -4.79e-06 .0000208 |
|  |  |  |  |  |  |
| **Efficiency** |  |  |  |  |  |
| KnowEX | .1340201 | .0468358 | 2.86 | 0.004 | .0422236 .2258166 |
| Innovat | 0 | (no path) |  |  |  |
| SRMC | .5024904 | .0907197 | 5.54 | 0.000 | .324683 .6802978 |
| Ownership\_dummy2 | -.0407227 | .0705812 | -0.58 | 0.564 | -.1790593 .0976139 |
| IndustryDummy | -.0760922 | .0359244 | -2.12 | 0.034 | -.1465027 -.0056817 |
| Age | .0002079 | .0010035 | 0.21 | 0.836 | -.0017588 .0021747 |
| Employees | -1.19e-09 | 5.36e-06 | -0.00 | 1.000 | -.0000105 .0000105 |
|  |  |  |  |  |  |
| **Performance** |  |  |  |  |  |
| KnowEX | .3571117 | .0600552 | 5.95 | 0.000 | .2394058 .4748177 |
| Innovat | .1493328 | .0400453 | 3.73 | 0.000 | .0708454 .2278202 |
| Resilie | 0 | (no path) |  |  |  |
| Eff | .0737812 | .034259 | 2.15 | 0.031 | .0066349 .1409276 |
| SRMC | .7389818 | .0682492 | 10.83 | 0.000 | .6052159 .8727477 |
| Ownership\_dummy2 | -.0602965 | .1267278 | -0.48 | 0.634 | -.3086784 .1880855 |
| IndustryDummy | -.1839278 | .0716652 | -2.57 | 0.010 | -.324389 -.0434666 |
| Age | .0014268 | .0017153 | 0.83 | 0.406 | -.0019351 .0047887 |
| Employees | .0000118 | .0000107 | 1.10 | 0.272 | -9.22e-06 .0000328 |

**APPENDICES 12: TOTAL EFFECTS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Observed** | **Bootstrap** |  |  | **Normal** | **Based** |  |
|  | **Observed coefficient** | **Bootstrap std. err.** | **z** | **P>z** | **Normal-based [95% conf. interval]** | |
|  |  |  |  |  |  |  |
| **Structural** |  |  |  |  |  |  |
| **KnowEX** |  |  |  |  |  |  |
| SRMC | .9030549 | .0569387 | 15.86 | 0.000 | .7914571 | 1.014653 |
| Ownership\_dummy2 | -.0008992 | .1644072 | -0.01 | 0.996 | -.3231313 | .3213329 |
| Age | -.0018109 | .0019334 | -0.94 | 0.349 | -.0056003 | .0019785 |
| Employees | 8.55e-07 | 9.11e-06 | 0.09 | 0.925 | -.000017 | .0000187 |
|  |  |  |  |  |  |  |
| Innovat |  |  |  |  |  |  |
| KnowEX | .4657926 | .0804128 | 5.79 | 0.000 | .3081865 | .6233987 |
| SRMC | .9504836 | .0671127 | 14.16 | 0.000 | .8189453 | 1.082022 |
| Ownership\_dummy2 | -.140741 | .1989738 | -0.71 | 0.479 | -.5307225 | .2492405 |
| industryDummy | -.2644617 | .1082125 | -2.44 | 0.015 | -.4765544 | -.052369 |
| Age | .0023188 | .0026053 | 0.89 | 0.373 | -.0027874 | .0074251 |
| Employees | -7.58e-07 | .000018 | -0.04 | 0.966 | -.0000361 | .0000346 |
|  |  |  |  |  |  |  |
| Resilie |  |  |  |  |  |  |
| KnowEX | .3111737 | .075808 | 4.10 | 0.000 | .1625928 | .4597546 |
| Innovat | .3225333 | .05962 | 5.41 | 0.000 | .2056802 | .4393864 |
| Eff | .2826893 | .0505829 | 5.59 | 0.000 | .1835485 | .38183 |
| SRMC | .7962502 | .0541314 | 14.71 | 0.000 | .6901545 | .9023458 |
| Ownership\_dummy2 | -.024657 | .1494979 | -0.16 | 0.869 | -.3176675 | .2683535 |
| industryDummy | -.1170138 | .0895133 | -1.31 | 0.191 | -.2924566 | .058429 |
| Age | .0006327 | .0019813 | 0.32 | 0.749 | -.0032505 | .004516 |
| Employees | .0000214 | .0000125 | 1.72 | 0.086 | -3.03e-06 | .0000459 |
|  |  |  |  |  |  |  |
| Eff |  |  |  |  |  |  |
| KnowEX | .3876178 | .0795887 | 4.87 | 0.000 | .2316268 | .5436088 |
| Innovat | .2877249 | .0857331 | 3.36 | 0.001 | .119691 | .4557587 |
| SRMC | .6504233 | .0699008 | 9.30 | 0.000 | .5134203 | .7874262 |
| Ownership\_dummy2 | .013166 | .1916499 | 0.07 | 0.945 | -.3624609 | .3887928 |
| industryDummy | -.2056919 | .112924 | -1.82 | 0.069 | -.4270189 | .0156351 |
| Age | .0014358 | .0023051 | 0.62 | 0.533 | -.0030821 | .0059537 |
| Employees | .0000287 | .0000131 | 2.19 | 0.028 | 3.02e-06 | .0000543 |
|  |  |  |  |  |  |  |
| Perf |  |  |  |  |  |  |
| KnowEX | .3571117 | .0600552 | 5.95 | 0.000 | .2394058 | .4748177 |
| Innovat | .553212 | .0714093 | 7.75 | 0.000 | .4132524 | .6931717 |
| Resilie | .2609976 | .1058032 | 2.47 | 0.014 | .0536271 | .468368 |
| Eff | .3002212 | .1043027 | 2.88 | 0.004 | .0957917 | .5046507 |
| SRMC | .7389818 | .0682492 | 10.83 | 0.000 | .6052159 | .8727477 |
| Ownership\_dummy2 | .1292915 | .2790857 | 0.46 | 0.643 | -.4177064 | .6762893 |
| industryDummy | -.1725814 | .1411185 | -1.22 | 0.221 | -.4491686 | .1040059 |
| Age | .0036539 | .003136 | 1.17 | 0.244 | -.0024925 | .0098003 |
| Employees | .0000443 | .0000248 | 1.79 | 0.074 | -4.33e-06 | .000093 |

**APPENDICES 13: FIGURES OF SRMC’S EFFECTS FOR DIFFERENT CULTURES**

**Corporate Egoists Culture**



**İnstrumentalists culture**



**Moralists Culture**

