**Appendix A. Constructs and Item Loadings**

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| --- | --- | --- |
| Constructs | China | HK |
| **Communication strategies** |  |  |
| **MEC1** I send out news releases and hold press conferences. | .80 | .84 |
| **MEC2** I distribute position statements or other information expressing the organization’s stance. | .75 | .66 |
| **MEC3** I use mass media (e.g., TV, radio, newspapers, magazines, Internet, etc.) to communicate with publics. | .79 | .63 |
| **TSC1** During interactions with publics, I try to understand their opinions and suggestions of those publics. | .64 | -- |
| **TSC2** In my communication role, I take into account the possible negative impact of my organization’s decision-making on publics. | .83 | .78 |
| **TSC3** I consider both the publics’ and our organization’s opinions during decision-making. | .81 | .88 |
| **TSC4** I consider how my communication activities influence publics. | .81 | .87 |
| **NWK1** I leverage third parties to build up and strengthen relationships with our targets. | .80 | .75 |
| **NWK2** I leverage third parties to introduce us to constituents who would be helpful for our work. | .79 | .81 |
| **NWK3** To get my job done, I use my organization’s or clients’ formal networks (e.g., distributors, affiliate companies, or strategic alliance partners). | .71 | .77 |
| **NWK4** To get my job done, I use my superiors’ or clients’ existing personal connections. | .60 | .70 |
| **Strategic orientation**The extent to which communication contributes to: |  |  |
| **REP1** increase in public impression that my organization supports good causes. | .83 | .84 |
| **REP2** increase in public impression that my organization maintains high standards in the way it treats people. | .88 | .85 |
| **REP3** increase in public impression that my organization is an environmentally responsible organization. | .84 | .80 |
| **REP4** increase in public impression that my organization offers high quality products and services. | .82 | .70 |
| **OPR1** increase in relationship maintenance and cultivation with stakeholders. | .71 | .75 |
| **OPR2** increase in developing new networks (e.g., new opinion leaders of community groups). | .77 | .81 |
| **OPR3** maintaining important networks (e.g., opinion leaders of community groups). | .74 | .84 |
| **Organizational performance**The extent to which communication contributes to: |  |  |
| **REG1** increase in business and sales. | .78 | .70 |
| **REG2** increase in stock value. | .75 | .68 |
| **REG3** increase in financial performance. | .87 | .84 |
| **REG4** increase in return on investment. | .79 | .85 |
| **COR1** reduction of cost resulting from crises. | .79 | .85 |
| **COR2** reduction of cost resulting from public complaints. | .86 | .88 |
| **COR3** reduction of cost resulting from law suits. | .82 | .81 |
| **COR4** reduction of cost resulting from opposition and activist pressure. | .75 | .89 |
| *Note.* MEC = mediated communication; TSC = two-way symmetrical communication; NWK = networking; REP = reputation orientation; OPR = OPR orientation; REG = revenue generation; COR = cost reduction. |

**Appendix B. Confirmatory Factor Analysis of Structural Model**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Item | MEC | TSC | NWK | REP | OPR | REG | COR |
| MEC1 | **.80 (.84)** | .28 (.22) | .16 (.04) | .16 (.19) | .14 (-.06) | .06 (.12) | .09 (.07) |
| MEC2 | **.75 (.66)** | .20 (.18) | .18 (.05) | .15 (-.00) | .20 (.26) | .14 (.04) | .11 (.26) |
| MEC3 | **.79 (.63)** | .25 (.28) | .11 (.17) | .14 (.12) | .02 (-.22) | -.12 (.34) | .04 (.05) |
| TSC1 | .17 (--) | **.64 (--)** | .24 (--) | .23 (--) | .22 (--) | .26 (--) | .03 (--) |
| TSC2 | .34 (.20) | **.83 (.78)** | .13 (.20) | .14 (.32) | .17 (.02) | .22 (.06) | .05 (.17) |
| TSC3 | .20 (.24) | **.81 (.88)** | .24 (.10) | .09 (.17) | .13 (.14) | .09 (.08) | .11 (.13) |
| TSC4 | .27 (.20) | **.81 (.87)** | .27 (.14) | .12 (.24) | .04 (.19) | .19 (.20) | .11 (.06) |
| NWK1 | .12 (.20) | .20 (.16) | **.80 (.75)** | .12 (.22) | .08 (-.01) | -.01 (.10) | .16 (.08) |
| NWK2 | .11 (.11) | .20 (.18) | **.79 (.81)** | .11 (.13) | .02 (-.11) | .11 (-.01) | .10 (.04) |
| NWK3 | .29 (-.07) | .37 (.04) | **.71 (.77)** | .08 (-.11) | .22 (.23) | .14 (.16) | .14 (-.02) |
| NWK4 | .13 (-.00) | .10 (.17) | **.60 (.70)** | -.18 (-.04) | .37 (.17) | -.04 (.32) | .03 (.15) |
| REP1 | .07 (.10) | .15 (.24) | .09 (.14) | **.83 (.84)** | .25 (.33) | .01 (.30) | .32 (.27) |
| REP2 | .24 (.11) | .07 (.26) | .10 (.01) | **.88 (.85)** | .20 (.16) | .17 (.23) | .28 (.31) |
| REP3 | .24 (.17) | .13 (.28) | .03 (.05) | **.84 (.80)** | .25 (.42) | .18 (.27) | .30 (.34) |
| REP4 | .11 (.10) | .22 (.32) | .03 (.14) | **.82 (.70)** | .30 (.45) | .24 (.33) | .34 (.34) |
| OPR1 | .23 (.18) | .26 (.13) | .12 (.25) | .41 (.38) | **.71 (.75)** | .46 (.27) | .15 (.33) |
| OPR2 | .21 (.03) | .14 (.17) | .14 (.00) | .38 (.31) | **.77 (.81)** | .31 (.23) | .32 (.28) |
| OPR3 | .13 (-.03) | .17 (.22) | .15 (.05) | .33 (.32) | **.74 (.84)** | .07 (.25) | .36 (.27) |
| REG1 | -.07 (.01) | .35 (.07) | .13 (.29) | .16 (.32) | .21 (.24) | **.78 (.70)** | .16 (.12) |
| REG2 | .23 (.19) | .12 (.15) | .00 (.06) | .27 (.23) | .12 (.13) | **.75 (.68)** | .38 (.22) |
| REG3 | -.04 (.03) | .18 (.25) | .03 (.21) | .10 (.22) | .17 (.27) | **.87 (.84)** | .23 (.16) |
| REG4 | .08 (.17) | .14 (.08) | .07 (.03) | .15 (.19) | .12 (.16) | **.79 (.85)** | .32 (.24) |
| COR1 | .08 (.17) | .21 (.15) | .09 (.04) | .33 (.31) | .49 (.19) | .19 (.10) | **.79 (.85)** |
| COR2 | .11 (.23) | .17 (.21) | .07 (-.01) | .43 (.29) | .27 (.34) | .25 (.23) | **.86 (.88)** |
| COR3 | .21 (.09) | .03 (.08) | .17 (.17) | .30 (.10) | .06 (.18) | .45 (.29) | **.82 (.81)** |
| COR4 | .11 (.06) | .03 (.05) | .22 (.02) | .33 (.30) | .10 (.24) | .43 (.12) | **.75 (.89)** |
| *Note*. MEC = mediated communication; TSC = two-way symmetrical communication; NWK = networking; REP = reputation orientation; OPR = OPR orientation; REG = revenue generation; COR = cost reduction.Values for the Hong Kong sample are presented in parentheses, i.e., China (Hong Kong). Constructs and their related items are presented in bold. |