

The Impact of National Culture in Operations and Supply Chain Agility

Zhezhu Wen

April 21, 2021

Abstract

1 Preliminary Observations

1.1 Correlation Coefficients

Table 1: Correlation Coefficients: GLOBE Value Dimensions

	guaiv	gfuov	gpdiv	ginscolv	ghumv	gperv	gigrcolv	ggndv	gassv
guaiv	1	0.506	0.402	0.273	-0.275	0.055	0.206	-0.653	0.412
gfuov	0.506	1	-0.142	0.355	-0.015	0.370	0.443	-0.155	0.224
gpdiv	0.402	-0.142	1	-0.093	-0.346	-0.313	-0.063	-0.500	0.437
ginscolv	0.273	0.355	-0.093	1	-0.264	0.292	-0.078	-0.064	-0.085
ghumv	-0.275	-0.015	-0.346	-0.264	1	0.024	0.336	0.084	-0.214
gperv	0.055	0.370	-0.313	0.292	0.024	1	0.431	0.294	0.013
gigrcolv	0.206	0.443	-0.063	-0.078	0.336	0.431	1	0.278	-0.025
ggndv	-0.653	-0.155	-0.500	-0.064	0.084	0.294	0.278	1	-0.386
gassv	0.412	0.224	0.437	-0.085	-0.214	0.013	-0.025	-0.386	1

Table 2: Correlation Coefficients: GLOBE Practice Dimensions

	guaip	gfuop	gpdip	ginscolp	ghump	gpefp	gigrcolp	ggndp	gassp
guaip	1	0.811	-0.651	0.430	0.220	0.576	-0.644	-0.298	-0.141
gfuop	0.811	1	-0.682	0.487	0.456	0.682	-0.588	-0.284	-0.083
gpdip	-0.651	-0.682	1	-0.513	-0.343	-0.393	0.756	-0.148	0.112
ginscolp	0.430	0.487	-0.513	1	0.701	0.192	-0.248	0.065	-0.748
ghump	0.220	0.456	-0.343	0.701	1	0.302	0.107	0.018	-0.610
gpefp	0.576	0.682	-0.393	0.192	0.302	1	-0.212	-0.603	0.225
gigrcolp	-0.644	-0.588	0.756	-0.248	0.107	-0.212	1	-0.154	-0.099
ggndp	-0.298	-0.284	-0.148	0.065	0.018	-0.603	-0.154	1	-0.168
gassp	-0.141	-0.083	0.112	-0.748	-0.610	0.225	-0.099	-0.168	1

Table 3: Correlation Coefficients: Key Variables

	agility	agility2	agilitycj	agility2cj	outcome	outcome2	outcomecj	outcome2cj
agility	1	0.763	0.933	0.692	0.450	0.365	0.428	0.300
agility2	0.763	1	0.649	0.867	0.384	0.442	0.315	0.325
agilitycj	0.933	0.649	1	0.743	0.431	0.309	0.463	0.327
agility2cj	0.692	0.867	0.743	1	0.346	0.348	0.371	0.377
outcome	0.450	0.384	0.431	0.346	1	0.448	0.923	0.414
outcome2	0.365	0.442	0.309	0.348	0.448	1	0.414	0.931
outcomecj	0.428	0.315	0.463	0.371	0.923	0.414	1	0.444
outcome2cj	0.300	0.325	0.327	0.377	0.414	0.931	0.444	1

Table 4: Correlation Coefficients: Key Variables (Set1)

	agility	outcome	sensing	proactive	flexOutcome	speedOutcome
agility	1	0.450	0.914	0.892	0.426	0.376
outcome	0.450	1	0.394	0.430	0.892	0.890
sensing	0.914	0.394	1	0.636	0.379	0.323
proactive	0.892	0.430	0.636	1	0.397	0.368
flexOutcome	0.426	0.892	0.379	0.397	1	0.588
speedOutcome	0.376	0.890	0.323	0.368	0.588	1

Table 5: Correlation Coefficients: Key Variables (Set2)

	agility2	outcome2	sensing2	proactive2	flexOutcome2	speedOutcome2
agility2	1	0.450	0.921	0.918	0.376	0.401
outcome2	0.450	1	0.388	0.439	0.865	0.862
sensing2	0.921	0.388	1	0.690	0.333	0.337
proactive2	0.918	0.439	0.690	1	0.358	0.400
flexOutcome2	0.376	0.865	0.333	0.358	1	0.490
speedOutcome2	0.401	0.862	0.337	0.400	0.490	1

2 Models

2.1 Models: Agility and National Culture

$agility_{ij} = \beta_0 + \beta_1 \cdot network + \beta_2 \cdot firmsize + \beta_3 \cdot Culture + \varepsilon_{ij}$

$\beta_0 = \gamma_{00} + \gamma_{00} \cdot mfr2013 + u_{00}$

$\beta_1 = \gamma_{01} + \gamma_{01} \cdot Culture + u_{01}$

brm.agility.model j- proactive2 mfr2013lnstd + network2xcj*firmsize.adj.cj*cul + (1 + network2xcj — countryx)

2.2 Models: Agility Effectiveness and National Culture

3 Results

3.1 Multilevel Models

3.1.1 Null Models

	Agility Practices	Sensing Practices	Proactive Practices	Agility Outcome	Flexible Outcome	Speed Outcome
b_Intercept	−0.03 [−0.19; 0.13]	−0.05 [−0.23; 0.13]	−0.01 [−0.14; 0.11]	0.02 [−0.16; 0.20]	0.01 [−0.15; 0.17]	−0.00 [−0.15; 0.15]
sd_countryx__Intercept	0.33* [0.22; 0.49]	0.37* [0.24; 0.54]	0.23* [0.14; 0.36]	0.36* [0.24; 0.52]	0.33* [0.22; 0.48]	0.31* [0.20; 0.46]
sigma	0.95* [0.90; 1.00]	0.94* [0.90; 0.98]	0.97* [0.93; 1.02]	0.94* [0.89; 0.98]	0.95* [0.91; 0.99]	0.96* [0.92; 1.01]

* Null hypothesis value outside 95% credible interval.

Table 6: Null Models (Set 1)

	Agility Practices2	Sensing Practices2	Proactive Practices2	Agility Outcome2	Flexible Outcome2	Speed Outcome2
b_Intercept	−0.11 [−0.31; 0.09]	−0.10 [−0.32; 0.12]	−0.09 [−0.27; 0.10]	−0.08 [−0.24; 0.07]	−0.03 [−0.14; 0.08]	−0.11 [−0.28; 0.05]
sd_countryx__Intercept	0.45* [0.31; 0.65]	0.47* [0.33; 0.68]	0.38* [0.26; 0.55]	0.29* [0.19; 0.43]	0.20* [0.12; 0.31]	0.32* [0.21; 0.48]
sigma	0.88* [0.84; 0.93]	0.89* [0.85; 0.94]	0.91* [0.87; 0.95]	0.95* [0.90; 0.99]	0.98* [0.94; 1.03]	0.94* [0.90; 0.99]

* Null hypothesis value outside 95% credible interval.

Table 7: Null Models (Set 2)

3.1.2 Agility Models

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b.Intercept	−0.13 [−0.29; 0.02]	−0.14 [−0.35; 0.08]	−0.15 [−0.34; 0.04]	−0.15 [−0.35; 0.06]	−0.06 [−0.24; 0.11]	−0.15 [−0.37; 0.05]	−0.16 [−0.38; 0.07]	−0.13 [−0.33; 0.06]	−0.13 [−0.35; 0.08]
b.mfr2013std	−0.10 [−0.26; 0.06]	0.00 [−0.24; 0.25]	−0.12 [−0.38; 0.14]	−0.00 [−0.24; 0.23]	−0.10 [−0.29; 0.09]	−0.01 [−0.26; 0.25]	−0.00 [−0.27; 0.27]	−0.08 [−0.30; 0.15]	−0.03 [−0.35; 0.30]
b.firmsize.adj.cj	0.20* [0.10; 0.29]	0.20* [0.11; 0.30]	0.20* [0.11; 0.29]	0.20* [0.11; 0.30]	0.20* [0.11; 0.30]	0.21* [0.11; 0.30]	0.20* [0.11; 0.30]	0.20* [0.10; 0.29]	0.21* [0.11; 0.30]
b.strategycj	0.17* [0.10; 0.24]	0.17* [0.10; 0.23]	0.17* [0.10; 0.23]	0.16* [0.09; 0.22]	0.17* [0.10; 0.23]	0.16* [0.10; 0.22]	0.17* [0.10; 0.23]	0.17* [0.10; 0.23]	0.17* [0.10; 0.23]
b.competitive1cj	0.24* [0.15; 0.34]	0.25* [0.15; 0.34]	0.25* [0.15; 0.34]	0.24* [0.16; 0.31]	0.22* [0.11; 0.32]	0.25* [0.16; 0.33]	0.23* [0.13; 0.32]	0.24* [0.15; 0.34]	0.24* [0.13; 0.33]
b.network2xcj	0.23 [−0.02; 0.46]	0.20 [−0.04; 0.43]	0.21 [−0.02; 0.42]	0.19 [−0.04; 0.41]	0.24* [0.00; 0.48]	0.19 [−0.06; 0.43]	0.20 [−0.07; 0.45]	0.21 [−0.03; 0.44]	0.22 [−0.01; 0.45]
b.cul	0.43* [0.18; 0.67]	0.16 [−0.34; 0.68]	0.79 [−0.05; 1.64]	0.16 [−0.28; 0.62]	−1.64* [−2.75; −0.53]	0.13 [−0.57; 0.83]	0.11 [−0.64; 0.85]	−0.41 [−0.84; 0.00]	0.05 [−0.29; 0.40]
b.competitive1cj:cul	−0.00 [−0.16; 0.15]	0.04 [−0.20; 0.26]	0.02 [−0.33; 0.40]	−0.21* [−0.38; −0.04]	0.33 [−0.33; 0.97]	−0.11 [−0.39; 0.16]	0.17 [−0.13; 0.46]	−0.03 [−0.24; 0.15]	−0.05 [−0.16; 0.06]
b.network2xcj:cul	−0.06 [−0.46; 0.32]	−0.19 [−0.72; 0.36]	0.51 [−0.26; 1.32]	−0.28 [−0.78; 0.18]	−0.67 [−2.04; 0.79]	0.19 [−0.53; 0.90]	−0.05 [−0.83; 0.82]	−0.13 [−0.61; 0.33]	0.14 [−0.13; 0.40]
b.competitive1cj:network2xcj:cul	0.06 [−0.22; 0.33]	−0.12 [−0.53; 0.28]	0.35 [−0.24; 0.95]	−0.66* [−0.99; −0.32]	0.56 [−0.51; 1.64]	−0.97* [−1.39; −0.54]	−0.23 [−0.73; 0.27]	−0.25 [−0.56; 0.06]	0.05 [−0.11; 0.21]
sd_countryx__Intercept	0.28* [0.17; 0.45]	0.42* [0.27; 0.64]	0.37* [0.24; 0.57]	0.40* [0.26; 0.60]	0.32* [0.20; 0.49]	0.42* [0.27; 0.64]	0.42* [0.27; 0.64]	0.37* [0.23; 0.57]	0.42* [0.27; 0.64]
sd_countryx__network2xcj	0.35* [0.15; 0.64]	0.33* [0.08; 0.62]	0.29* [0.04; 0.59]	0.33* [0.11; 0.60]	0.29* [0.04; 0.58]	0.35* [0.11; 0.64]	0.34* [0.09; 0.65]	0.33* [0.08; 0.63]	0.30* [0.06; 0.58]
sd_countryx__competitive1cj	0.11* [0.01; 0.24]	0.10* [0.01; 0.24]	0.11* [0.01; 0.25]	0.06* [0.00; 0.17]	0.12* [0.01; 0.26]	0.08* [0.00; 0.21]	0.09* [0.01; 0.22]	0.10* [0.01; 0.23]	0.11* [0.01; 0.25]
cor_countryx__Intercept__network2xcj	0.67* [0.05; 0.97]	0.38 [−0.31; 0.89]	0.31 [−0.43; 0.87]	0.44 [−0.24; 0.91]	0.37 [−0.37; 0.89]	0.34 [−0.35; 0.87]	0.35 [−0.33; 0.88]	0.39 [−0.32; 0.89]	0.39 [−0.31; 0.89]
cor_countryx__Intercept__competitive1cj	0.26 [−0.62; 0.89]	0.17 [−0.69; 0.87]	0.21 [−0.64; 0.87]	0.17 [−0.78; 0.91]	0.44 [−0.39; 0.93]	0.10 [−0.76; 0.86]	0.19 [−0.69; 0.90]	0.15 [−0.72; 0.85]	0.23 [−0.64; 0.89]
cor_countryx__network2xcj__competitive1cj	0.20 [−0.69; 0.88]	0.21 [−0.70; 0.91]	0.21 [−0.71; 0.92]	0.06 [−0.84; 0.87]	0.33 [−0.60; 0.93]	0.17 [−0.77; 0.90]	0.24 [−0.71; 0.91]	0.17 [−0.77; 0.89]	0.30 [−0.65; 0.93]
sigma	0.80* [0.75; 0.84]	0.80* [0.75; 0.84]	0.80* [0.75; 0.84]	0.78* [0.74; 0.83]	0.79* [0.75; 0.84]	0.78* [0.74; 0.83]	0.80* [0.75; 0.84]	0.80* [0.75; 0.84]	0.80* [0.75; 0.84]

* Null hypothesis value outside 95% credible interval.

Table 8: Agility2 Models - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	−0.16*	−0.14	−0.15	−0.14	−0.10	−0.15	−0.14	−0.14	−0.14
	[−0.31; −0.01]	[−0.34; 0.06]	[−0.34; 0.05]	[−0.33; 0.05]	[−0.26; 0.07]	[−0.35; 0.06]	[−0.35; 0.07]	[−0.34; 0.05]	[−0.36; 0.07]
b_mfr2013.z	−0.08	0.00	−0.09	−0.01	−0.07	−0.00	−0.00	−0.07	−0.02
	[−0.20; 0.04]	[−0.18; 0.19]	[−0.29; 0.10]	[−0.18; 0.17]	[−0.22; 0.07]	[−0.20; 0.19]	[−0.21; 0.21]	[−0.24; 0.11]	[−0.27; 0.21]
b_firmsize.adj.cj	0.20*	0.20*	0.20*	0.20*	0.20*	0.20*	0.20*	0.20*	0.21*
	[0.10; 0.29]	[0.11; 0.30]	[0.11; 0.29]	[0.11; 0.30]	[0.11; 0.30]	[0.11; 0.30]	[0.11; 0.30]	[0.10; 0.29]	[0.11; 0.30]
b_strategy.cj	0.17*	0.17*	0.17*	0.16*	0.17*	0.16*	0.17*	0.17*	0.17*
	[0.11; 0.23]	[0.10; 0.23]	[0.10; 0.23]	[0.10; 0.22]	[0.10; 0.23]	[0.10; 0.23]	[0.10; 0.23]	[0.10; 0.23]	[0.10; 0.23]
b_competitive1.cj	0.25*	0.25*	0.24*	0.23*	0.23*	0.24*	0.25*	0.24*	0.25*
	[0.15; 0.34]	[0.15; 0.34]	[0.15; 0.34]	[0.16; 0.31]	[0.13; 0.33]	[0.15; 0.33]	[0.15; 0.34]	[0.15; 0.33]	[0.15; 0.35]
b_network2xcj	0.24*	0.20	0.19	0.18	0.20	0.20	0.20	0.20	0.18
	[0.00; 0.49]	[−0.03; 0.43]	[−0.03; 0.42]	[−0.06; 0.41]	[−0.02; 0.42]	[−0.04; 0.44]	[−0.04; 0.44]	[−0.04; 0.42]	[−0.05; 0.41]
b_cul	0.29*	0.06	0.20	0.07	−0.28*	0.04	0.03	−0.18	0.03
	[0.12; 0.45]	[−0.15; 0.27]	[−0.02; 0.41]	[−0.12; 0.26]	[−0.47; −0.08]	[−0.18; 0.26]	[−0.21; 0.26]	[−0.39; 0.01]	[−0.22; 0.30]
b_competitive1.cj:cul	−0.00	0.02	0.01	−0.09*	0.06	−0.04	0.05	−0.02	−0.04
	[−0.10; 0.10]	[−0.09; 0.11]	[−0.08; 0.10]	[−0.17; −0.01]	[−0.05; 0.17]	[−0.12; 0.04]	[−0.04; 0.14]	[−0.10; 0.06]	[−0.12; 0.05]
b_network2xcj:cul	−0.04	−0.08	0.13	−0.13	−0.12	0.06	−0.02	−0.05	0.11
	[−0.30; 0.21]	[−0.31; 0.15]	[−0.07; 0.33]	[−0.34; 0.08]	[−0.34; 0.13]	[−0.14; 0.27]	[−0.27; 0.23]	[−0.27; 0.16]	[−0.09; 0.30]
b_competitive1.cj:network2xcj:cul	0.06	−0.05	0.10	−0.29*	0.05	−0.30*	−0.11	−0.13	0.06
	[−0.11; 0.23]	[−0.21; 0.11]	[−0.04; 0.24]	[−0.44; −0.14]	[−0.14; 0.24]	[−0.43; −0.17]	[−0.27; 0.05]	[−0.27; 0.00]	[−0.06; 0.18]
sd_countryx__Intercept	0.28*	0.41*	0.37*	0.40*	0.32*	0.42*	0.42*	0.37*	0.42*
	[0.16; 0.45]	[0.27; 0.63]	[0.24; 0.57]	[0.26; 0.60]	[0.20; 0.50]	[0.27; 0.65]	[0.27; 0.65]	[0.23; 0.57]	[0.27; 0.64]
sd_countryx__network2xcj	0.35*	0.32*	0.29*	0.33*	0.31*	0.35*	0.34*	0.32*	0.29*
	[0.14; 0.62]	[0.07; 0.62]	[0.04; 0.58]	[0.11; 0.61]	[0.06; 0.60]	[0.11; 0.65]	[0.09; 0.64]	[0.07; 0.62]	[0.06; 0.58]
sd_countryx__competitive1.cj	0.10*	0.10*	0.11*	0.06*	0.12*	0.09*	0.09*	0.10*	0.11*
	[0.01; 0.23]	[0.01; 0.24]	[0.01; 0.25]	[0.00; 0.17]	[0.01; 0.25]	[0.01; 0.22]	[0.01; 0.22]	[0.01; 0.23]	[0.01; 0.25]
cor_countryx__Intercept__network2xcj	0.67*	0.38	0.32	0.45	0.35	0.34	0.36	0.40	0.39
	[0.03; 0.97]	[−0.32; 0.89]	[−0.43; 0.89]	[−0.22; 0.91]	[−0.35; 0.89]	[−0.34; 0.87]	[−0.32; 0.88]	[−0.32; 0.91]	[−0.35; 0.90]
cor_countryx__Intercept__competitive1.cj	0.26	0.17	0.21	0.17	0.44	0.10	0.19	0.15	0.24
	[−0.61; 0.89]	[−0.65; 0.86]	[−0.60; 0.87]	[−0.80; 0.90]	[−0.39; 0.93]	[−0.77; 0.85]	[−0.70; 0.89]	[−0.72; 0.88]	[−0.63; 0.89]
cor_countryx__network2xcj__competitive1.cj	0.21	0.22	0.23	0.04	0.33	0.19	0.24	0.18	0.31
	[−0.66; 0.90]	[−0.73; 0.91]	[−0.68; 0.91]	[−0.83; 0.88]	[−0.59; 0.93]	[−0.76; 0.90]	[−0.72; 0.92]	[−0.73; 0.89]	[−0.63; 0.93]
sigma	0.79*	0.80*	0.80*	0.78*	0.79*	0.78*	0.80*	0.80*	0.80*
	[0.75; 0.84]	[0.75; 0.84]	[0.75; 0.84]	[0.74; 0.83]	[0.75; 0.84]	[0.74; 0.83]	[0.75; 0.84]	[0.75; 0.84]	[0.75; 0.84]

* Null hypothesis value outside 95% credible interval.

Table 9: Agility2 Models (Z) - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	−0.26*	−0.21	−0.21	−0.19	−0.13	−0.21	−0.19	−0.21	−0.22
	[−0.38; −0.14]	[−0.46; 0.03]	[−0.46; 0.03]	[−0.43; 0.03]	[−0.35; 0.09]	[−0.46; 0.04]	[−0.46; 0.07]	[−0.43; 0.02]	[−0.47; 0.02]
b_mfr2013std	−0.12*	0.01	−0.13	0.01	−0.10	−0.02	−0.03	−0.11	0.06
	[−0.23; −0.01]	[−0.28; 0.30]	[−0.44; 0.19]	[−0.24; 0.24]	[−0.33; 0.14]	[−0.29; 0.27]	[−0.32; 0.26]	[−0.36; 0.14]	[−0.34; 0.45]
b_firmsize.adj.cj	0.26*	0.28*	0.29*	0.29*	0.29*	0.29*	0.29*	0.27*	0.29*
	[0.11; 0.42]	[0.13; 0.44]	[0.13; 0.44]	[0.14; 0.45]	[0.14; 0.45]	[0.13; 0.44]	[0.14; 0.45]	[0.12; 0.43]	[0.14; 0.45]
b_strategycj	0.17*	0.17*	0.17*	0.17*	0.17*	0.17*	0.17*	0.17*	0.16*
	[0.08; 0.27]	[0.07; 0.27]	[0.08; 0.26]	[0.08; 0.26]	[0.08; 0.27]	[0.07; 0.26]	[0.08; 0.26]	[0.07; 0.26]	[0.07; 0.26]
b_competitive1cj	0.21*	0.21*	0.20*	0.21*	0.18*	0.21*	0.19*	0.20*	0.20*
	[0.04; 0.38]	[0.05; 0.37]	[0.03; 0.37]	[0.04; 0.37]	[0.00; 0.35]	[0.06; 0.35]	[0.01; 0.35]	[0.03; 0.37]	[0.03; 0.36]
b_cul	0.61*	0.20	0.59	0.38	−1.49*	−0.04	−0.14	−0.42	−0.10
	[0.39; 0.82]	[−0.44; 0.82]	[−0.52; 1.64]	[−0.07; 0.83]	[−2.77; −0.14]	[−0.80; 0.74]	[−1.04; 0.78]	[−0.89; 0.06]	[−0.51; 0.33]
b_competitive1cj:cul	0.04	0.14	−0.17	0.10	0.32	0.29	0.31	0.02	−0.09
	[−0.24; 0.33]	[−0.29; 0.55]	[−0.79; 0.50]	[−0.28; 0.45]	[−0.70; 1.41]	[−0.14; 0.67]	[−0.21; 0.88]	[−0.37; 0.39]	[−0.29; 0.09]
sd_countryx__Intercept	0.09*	0.42*	0.39*	0.36*	0.33*	0.42*	0.42*	0.35*	0.42*
	[0.00; 0.27]	[0.24; 0.69]	[0.21; 0.65]	[0.18; 0.62]	[0.16; 0.57]	[0.24; 0.70]	[0.24; 0.69]	[0.17; 0.61]	[0.23; 0.69]
sd_countryx__competitive1cj	0.20*	0.18*	0.20*	0.18*	0.20*	0.12*	0.17*	0.21*	0.19*
	[0.02; 0.46]	[0.01; 0.46]	[0.01; 0.51]	[0.01; 0.49]	[0.01; 0.49]	[0.00; 0.40]	[0.01; 0.45]	[0.01; 0.51]	[0.01; 0.48]
cor_countryx__Intercept__competitive1cj	−0.04	−0.02	0.13	−0.09	0.10	0.02	0.08	0.04	−0.09
	[−0.94; 0.93]	[−0.86; 0.85]	[−0.79; 0.92]	[−0.89; 0.86]	[−0.82; 0.92]	[−0.91; 0.93]	[−0.83; 0.92]	[−0.80; 0.89]	[−0.91; 0.85]
sigma	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*
	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]

* Null hypothesis value outside 95% credible interval.

Table 10: Agility2 Models for Regional Firms - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b.Intercept	−0.31*	−0.21	−0.20	−0.19	−0.17	−0.21	−0.20	−0.22*	−0.20
	[−0.45; −0.17]	[−0.45; 0.02]	[−0.43; 0.03]	[−0.41; 0.02]	[−0.39; 0.05]	[−0.46; 0.03]	[−0.44; 0.05]	[−0.44; −0.01]	[−0.46; 0.04]
b_mfr2013.z	−0.09	0.01	−0.09	0.01	−0.07	−0.01	−0.03	−0.08	0.04
	[−0.17; 0.00]	[−0.20; 0.22]	[−0.32; 0.15]	[−0.17; 0.18]	[−0.24; 0.09]	[−0.22; 0.19]	[−0.25; 0.20]	[−0.25; 0.11]	[−0.25; 0.34]
b_firmsize.adj.cj	0.27*	0.29*	0.29*	0.29*	0.29*	0.29*	0.29*	0.27*	0.29*
	[0.11; 0.42]	[0.13; 0.44]	[0.13; 0.44]	[0.14; 0.45]	[0.14; 0.45]	[0.14; 0.45]	[0.14; 0.45]	[0.12; 0.43]	[0.14; 0.45]
b_strategycj	0.17*	0.17*	0.17*	0.17*	0.17*	0.17*	0.17*	0.17*	0.16*
	[0.08; 0.27]	[0.08; 0.27]	[0.07; 0.26]	[0.08; 0.26]	[0.08; 0.27]	[0.07; 0.26]	[0.07; 0.26]	[0.07; 0.26]	[0.07; 0.26]
b_competitive1cj	0.20*	0.21*	0.21*	0.21*	0.20*	0.23*	0.21*	0.20*	0.23*
	[0.03; 0.37]	[0.04; 0.37]	[0.03; 0.37]	[0.04; 0.38]	[0.03; 0.36]	[0.09; 0.36]	[0.04; 0.37]	[0.02; 0.38]	[0.06; 0.40]
b_cul	0.41*	0.09	0.14	0.17	−0.26*	−0.02	−0.05	−0.19	−0.08
	[0.26; 0.54]	[−0.16; 0.33]	[−0.12; 0.39]	[−0.03; 0.37]	[−0.48; −0.03]	[−0.26; 0.21]	[−0.33; 0.25]	[−0.40; 0.04]	[−0.41; 0.26]
b_competitive1cj:cul	0.03	0.06	−0.04	0.04	0.05	0.09	0.10	0.01	−0.07
	[−0.16; 0.21]	[−0.12; 0.22]	[−0.19; 0.11]	[−0.12; 0.20]	[−0.12; 0.23]	[−0.04; 0.20]	[−0.06; 0.27]	[−0.17; 0.17]	[−0.23; 0.07]
sd_countryx__Intercept	0.09*	0.42*	0.39*	0.36*	0.33*	0.43*	0.42*	0.35*	0.42*
	[0.00; 0.28]	[0.23; 0.69]	[0.20; 0.66]	[0.18; 0.61]	[0.15; 0.57]	[0.24; 0.68]	[0.24; 0.70]	[0.16; 0.61]	[0.23; 0.70]
sd_countryx__competitive1cj	0.19*	0.18*	0.20*	0.19*	0.19*	0.12*	0.17*	0.21*	0.18*
	[0.01; 0.46]	[0.01; 0.46]	[0.01; 0.50]	[0.01; 0.47]	[0.01; 0.49]	[0.00; 0.40]	[0.01; 0.44]	[0.01; 0.51]	[0.01; 0.47]
cor_countryx__Intercept__competitive1cj	0.03	−0.03	0.15	−0.10	0.12	0.03	0.06	0.06	−0.10
	[−0.93; 0.96]	[−0.86; 0.86]	[−0.78; 0.93]	[−0.90; 0.83]	[−0.80; 0.92]	[−0.91; 0.93]	[−0.85; 0.89]	[−0.80; 0.91]	[−0.92; 0.86]
sigma	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*
	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.85]

* Null hypothesis value outside 95% credible interval.

Table 11: Agility2 Models for Regional Firms (Z) - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b.Intercept	−0.01 [−0.23; 0.22]	−0.03 [−0.28; 0.23]	−0.04 [−0.28; 0.19]	−0.03 [−0.28; 0.22]	0.06 [−0.17; 0.29]	−0.05 [−0.31; 0.22]	−0.05 [−0.33; 0.23]	−0.03 [−0.27; 0.22]	−0.03 [−0.30; 0.24]
b.mfr2013std	0.07 [−0.18; 0.34]	0.15 [−0.17; 0.46]	−0.01 [−0.34; 0.31]	0.14 [−0.18; 0.43]	0.03 [−0.24; 0.29]	0.16 [−0.15; 0.46]	0.17 [−0.18; 0.49]	0.06 [−0.23; 0.35]	0.11 [−0.27; 0.48]
b.firmsize.adj.cj	0.16* [0.04; 0.28]	0.17* [0.05; 0.29]	0.17* [0.05; 0.29]	0.16* [0.04; 0.28]	0.17* [0.05; 0.29]	0.17* [0.05; 0.29]	0.17* [0.05; 0.29]	0.17* [0.05; 0.29]	0.17* [0.05; 0.29]
b.strategycj	0.16* [0.07; 0.25]	0.16* [0.07; 0.25]	0.16* [0.07; 0.25]	0.15* [0.06; 0.24]	0.16* [0.07; 0.25]	0.16* [0.08; 0.25]	0.16* [0.07; 0.25]	0.16* [0.07; 0.25]	0.16* [0.07; 0.25]
b.competitive1cj	0.29* [0.12; 0.46]	0.29* [0.12; 0.46]	0.30* [0.13; 0.47]	0.29* [0.18; 0.41]	0.26* [0.07; 0.45]	0.31* [0.17; 0.46]	0.28* [0.10; 0.47]	0.30* [0.13; 0.47]	0.29* [0.10; 0.48]
b.cul	0.39* [0.06; 0.72]	0.13 [−0.48; 0.74]	0.82 [−0.23; 1.90]	0.09 [−0.45; 0.65]	−1.79* [−3.24; −0.30]	0.32 [−0.53; 1.16]	0.18 [−0.68; 1.06]	−0.37 [−0.89; 0.16]	0.06 [−0.35; 0.46]
b.competitive1cj:cul	−0.00 [−0.28; 0.27]	−0.06 [−0.48; 0.34]	0.26 [−0.43; 0.96]	−0.48* [−0.73; −0.22]	0.43 [−0.77; 1.65]	−0.57* [−1.05; −0.10]	0.01 [−0.54; 0.55]	−0.15 [−0.51; 0.22]	0.00 [−0.22; 0.23]
sd.countryx__Intercept	0.40* [0.25; 0.64]	0.49* [0.31; 0.75]	0.45* [0.28; 0.70]	0.48* [0.30; 0.75]	0.40* [0.24; 0.63]	0.48* [0.30; 0.74]	0.49* [0.31; 0.76]	0.45* [0.28; 0.70]	0.49* [0.31; 0.76]
sd.countryx__competitive1cj	0.28* [0.13; 0.47]	0.29* [0.13; 0.49]	0.28* [0.12; 0.46]	0.12* [0.01; 0.29]	0.27* [0.12; 0.46]	0.20* [0.03; 0.38]	0.29* [0.14; 0.48]	0.27* [0.13; 0.46]	0.29* [0.14; 0.48]
cor.countryx__Intercept__competitive1cj	−0.19 [−0.76; 0.49]	−0.22 [−0.77; 0.45]	−0.33 [−0.82; 0.33]	−0.31 [−0.96; 0.78]	−0.12 [−0.72; 0.56]	−0.13 [−0.78; 0.66]	−0.23 [−0.78; 0.43]	−0.32 [−0.83; 0.34]	−0.22 [−0.75; 0.44]
sigma	0.78* [0.72; 0.85]	0.78* [0.72; 0.84]	0.78* [0.72; 0.84]	0.78* [0.72; 0.84]	0.78* [0.72; 0.85]	0.78* [0.72; 0.85]	0.78* [0.72; 0.85]	0.78* [0.72; 0.85]	0.78* [0.72; 0.84]

* Null hypothesis value outside 95% credible interval.

Table 12: Agility2 Models for Global Firms - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b.Intercept	−0.08	−0.08	−0.08	−0.07	−0.03	−0.07	−0.09	−0.08	−0.08
	[−0.28; 0.13]	[−0.33; 0.18]	[−0.31; 0.15]	[−0.30; 0.17]	[−0.24; 0.19]	[−0.32; 0.18]	[−0.33; 0.16]	[−0.30; 0.15]	[−0.32; 0.17]
b_mfr2013.z	0.05	0.11	−0.01	0.10	0.03	0.11	0.13	0.05	0.08
	[−0.15; 0.25]	[−0.11; 0.34]	[−0.26; 0.23]	[−0.12; 0.32]	[−0.18; 0.23]	[−0.13; 0.34]	[−0.11; 0.37]	[−0.17; 0.27]	[−0.21; 0.36]
b_firmsize.adj.cj	0.16*	0.17*	0.17*	0.16*	0.17*	0.17*	0.17*	0.17*	0.17*
	[0.04; 0.29]	[0.05; 0.29]	[0.04; 0.30]	[0.04; 0.27]	[0.05; 0.29]	[0.05; 0.29]	[0.05; 0.29]	[0.05; 0.29]	[0.05; 0.29]
b_strategycj	0.16*	0.16*	0.16*	0.15*	0.16*	0.16*	0.16*	0.16*	0.16*
	[0.07; 0.25]	[0.07; 0.25]	[0.07; 0.25]	[0.07; 0.24]	[0.07; 0.25]	[0.07; 0.25]	[0.07; 0.25]	[0.07; 0.25]	[0.07; 0.25]
b_competitive1cj	0.29*	0.29*	0.29*	0.29*	0.28*	0.28*	0.29*	0.29*	0.29*
	[0.12; 0.45]	[0.11; 0.46]	[0.13; 0.46]	[0.16; 0.40]	[0.10; 0.45]	[0.13; 0.42]	[0.12; 0.46]	[0.12; 0.46]	[0.12; 0.46]
b_cul	0.26*	0.06	0.21	0.03	−0.31*	0.09	0.06	−0.16	0.05
	[0.03; 0.49]	[−0.19; 0.30]	[−0.06; 0.47]	[−0.21; 0.27]	[−0.55; −0.06]	[−0.15; 0.34]	[−0.21; 0.34]	[−0.40; 0.08]	[−0.26; 0.36]
b_competitive1cj:cul	−0.00	−0.03	0.06	−0.22*	0.07	−0.17*	0.01	−0.07	−0.00
	[−0.18; 0.18]	[−0.20; 0.13]	[−0.11; 0.23]	[−0.33; −0.10]	[−0.13; 0.28]	[−0.31; −0.02]	[−0.17; 0.18]	[−0.22; 0.09]	[−0.17; 0.17]
sd_countryx__Intercept	0.40*	0.49*	0.45*	0.48*	0.40*	0.48*	0.49*	0.45*	0.49*
	[0.25; 0.63]	[0.31; 0.76]	[0.28; 0.69]	[0.30; 0.74]	[0.24; 0.62]	[0.30; 0.75]	[0.31; 0.76]	[0.28; 0.71]	[0.31; 0.75]
sd_countryx__competitive1cj	0.28*	0.28*	0.27*	0.12*	0.27*	0.20*	0.28*	0.27*	0.28*
	[0.13; 0.47]	[0.14; 0.48]	[0.12; 0.47]	[0.01; 0.30]	[0.13; 0.46]	[0.03; 0.38]	[0.13; 0.47]	[0.12; 0.46]	[0.14; 0.48]
cor_countryx__Intercept__competitive1cj	−0.20	−0.21	−0.32	−0.31	−0.13	−0.12	−0.23	−0.32	−0.22
	[−0.76; 0.48]	[−0.76; 0.46]	[−0.82; 0.36]	[−0.97; 0.73]	[−0.73; 0.56]	[−0.79; 0.66]	[−0.78; 0.43]	[−0.83; 0.36]	[−0.76; 0.45]
sigma	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*	0.78*
	[0.72; 0.84]	[0.72; 0.84]	[0.72; 0.84]	[0.72; 0.84]	[0.72; 0.84]	[0.72; 0.85]	[0.72; 0.85]	[0.72; 0.84]	[0.72; 0.84]

* Null hypothesis value outside 95% credible interval.

Table 13: Agility2 Models for Global Firms (Z) - Cross Interaction

3.1.3 Outcome Models

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	-0.11	-0.12	-0.12	-0.11	-0.10	-0.10	-0.09	-0.11	-0.14*
	[-0.24; 0.02]	[-0.24; 0.01]	[-0.26; 0.01]	[-0.26; 0.02]	[-0.25; 0.04]	[-0.25; 0.03]	[-0.24; 0.04]	[-0.25; 0.02]	[-0.25; -0.03]
b_mfr2013std	-0.06	-0.08	-0.07	-0.04	-0.09	-0.05	-0.10	-0.07	0.11
	[-0.21; 0.08]	[-0.23; 0.05]	[-0.26; 0.11]	[-0.19; 0.11]	[-0.25; 0.07]	[-0.21; 0.10]	[-0.27; 0.06]	[-0.24; 0.09]	[-0.06; 0.26]
b_firmsize.adj.cj	-0.02	-0.00	-0.01	0.00	-0.01	-0.02	-0.01	-0.02	-0.01
	[-0.13; 0.10]	[-0.12; 0.11]	[-0.13; 0.10]	[-0.11; 0.12]	[-0.12; 0.10]	[-0.13; 0.10]	[-0.13; 0.10]	[-0.13; 0.09]	[-0.13; 0.11]
b_agility2cj	0.29*	0.28*	0.29*	0.26*	0.29*	0.30*	0.30*	0.29*	0.29*
	[0.14; 0.43]	[0.12; 0.43]	[0.13; 0.44]	[0.13; 0.37]	[0.09; 0.45]	[0.17; 0.42]	[0.12; 0.46]	[0.13; 0.43]	[0.12; 0.45]
b_network2xcj	0.04	0.03	0.03	0.04	0.05	0.05	0.03	0.03	0.03
	[-0.16; 0.25]	[-0.17; 0.23]	[-0.17; 0.24]	[-0.15; 0.24]	[-0.15; 0.24]	[-0.14; 0.25]	[-0.17; 0.23]	[-0.17; 0.25]	[-0.16; 0.23]
b_cul	0.04	-0.20	0.00	0.08	-0.37	-0.04	-0.24	0.00	-0.26*
	[-0.18; 0.24]	[-0.50; 0.10]	[-0.62; 0.63]	[-0.22; 0.37]	[-1.26; 0.58]	[-0.50; 0.39]	[-0.73; 0.21]	[-0.29; 0.31]	[-0.44; -0.08]
b_strategycj	0.19*	0.17*	0.18*	0.17*	0.18*	0.17*	0.18*	0.19*	0.18*
	[0.11; 0.27]	[0.09; 0.25]	[0.10; 0.27]	[0.09; 0.25]	[0.11; 0.26]	[0.08; 0.25]	[0.10; 0.25]	[0.11; 0.26]	[0.10; 0.26]
b_agility2cj:cul	0.06	0.01	0.15	-0.47*	0.13	-0.40*	0.01	-0.09	0.02
	[-0.19; 0.29]	[-0.35; 0.36]	[-0.47; 0.77]	[-0.71; -0.23]	[-0.90; 1.22]	[-0.78; -0.02]	[-0.49; 0.52]	[-0.40; 0.24]	[-0.18; 0.21]
b_agility2cj:network2xcj	0.15	0.17	0.17	0.05	0.21*	0.10	0.19	0.12	0.17
	[-0.04; 0.34]	[-0.03; 0.37]	[-0.02; 0.37]	[-0.16; 0.25]	[0.01; 0.40]	[-0.10; 0.30]	[-0.01; 0.39]	[-0.07; 0.32]	[-0.02; 0.36]
b_agility2cj:strategycj	-0.09	-0.09*	-0.10*	-0.04	-0.07	-0.07	-0.08	-0.10*	-0.08
	[-0.18; 0.00]	[-0.18; -0.01]	[-0.19; -0.01]	[-0.14; 0.05]	[-0.15; 0.02]	[-0.17; 0.02]	[-0.16; 0.01]	[-0.19; -0.01]	[-0.17; 0.01]
b_agility2cj:cul:strategycj	0.09	-0.28*	0.36	0.12	-1.15*	-0.02	-0.36*	-0.14	0.07
	[-0.06; 0.25]	[-0.49; -0.06]	[-0.00; 0.72]	[-0.10; 0.33]	[-1.86; -0.43]	[-0.26; 0.22]	[-0.66; -0.08]	[-0.31; 0.03]	[-0.02; 0.15]
b_agility2cj:network2xcj:cul	0.34	-0.05	0.46	-0.76*	-0.39	-0.82*	-0.40	-0.60*	0.16
	[-0.01; 0.70]	[-0.53; 0.44]	[-0.33; 1.23]	[-1.21; -0.31]	[-1.78; 1.00]	[-1.32; -0.29]	[-1.07; 0.27]	[-1.02; -0.17]	[-0.03; 0.35]
b_agility2cj:network2xcj:strategycj	-0.07	0.00	-0.06	0.01	-0.04	-0.04	-0.07	-0.11	-0.07
	[-0.25; 0.11]	[-0.18; 0.18]	[-0.24; 0.11]	[-0.18; 0.19]	[-0.22; 0.13]	[-0.22; 0.15]	[-0.25; 0.11]	[-0.28; 0.07]	[-0.25; 0.11]
sd_countryx__Intercept	0.19*	0.18*	0.22*	0.22*	0.21*	0.22*	0.21*	0.20*	0.13*
	[0.05; 0.35]	[0.04; 0.33]	[0.10; 0.39]	[0.10; 0.38]	[0.09; 0.38]	[0.11; 0.38]	[0.09; 0.36]	[0.08; 0.36]	[0.01; 0.28]
sd_countryx__network2xcj	0.14*	0.13*	0.14*	0.10*	0.12*	0.12*	0.13*	0.16*	0.13*
	[0.01; 0.38]	[0.01; 0.36]	[0.01; 0.36]	[0.00; 0.30]	[0.00; 0.34]	[0.01; 0.34]	[0.01; 0.36]	[0.01; 0.39]	[0.01; 0.35]
sd_countryx__agility2cj	0.20*	0.23*	0.23*	0.10*	0.23*	0.15*	0.24*	0.21*	0.25*
	[0.04; 0.38]	[0.08; 0.41]	[0.08; 0.41]	[0.01; 0.25]	[0.09; 0.42]	[0.01; 0.34]	[0.09; 0.42]	[0.05; 0.40]	[0.11; 0.45]
cor_countryx__Intercept__network2xcj	-0.20	-0.15	-0.22	-0.06	-0.15	-0.16	-0.22	-0.25	-0.15
	[-0.92; 0.77]	[-0.91; 0.78]	[-0.92; 0.76]	[-0.90; 0.85]	[-0.92; 0.81]	[-0.91; 0.80]	[-0.93; 0.77]	[-0.94; 0.74]	[-0.92; 0.82]
cor_countryx__Intercept__agility2cj	0.08	0.13	0.15	0.21	0.18	0.15	0.17	0.12	0.16
	[-0.74; 0.79]	[-0.65; 0.80]	[-0.59; 0.77]	[-0.71; 0.91]	[-0.57; 0.80]	[-0.67; 0.86]	[-0.55; 0.78]	[-0.65; 0.77]	[-0.67; 0.85]
cor_countryx__network2xcj__agility2cj	0.03	0.01	0.05	-0.04	-0.06	-0.03	0.00	0.02	-0.02
	[-0.84; 0.88]	[-0.86; 0.88]	[-0.85; 0.89]	[-0.89; 0.87]	[-0.88; 0.86]	[-0.88; 0.86]	[-0.85; 0.87]	[-0.83; 0.88]	[-0.87; 0.86]
sigma	0.89*	0.89*	0.88*	0.88*	0.88*	0.88*	0.88*	0.88*	0.88*
	[0.84; 0.94]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.93]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.93]	[0.83; 0.94]

* Null hypothesis value outside 95% credible interval.

Table 14: Outcome2 Models - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	−0.10	−0.09	−0.10	−0.10	−0.09	−0.09	−0.08	−0.09	−0.09
	[−0.22; 0.03]	[−0.22; 0.02]	[−0.23; 0.04]	[−0.24; 0.03]	[−0.23; 0.04]	[−0.22; 0.05]	[−0.21; 0.05]	[−0.22; 0.04]	[−0.21; 0.01]
b_mfr2013.z	−0.04	−0.06	−0.05	−0.03	−0.06	−0.04	−0.08	−0.05	0.08
	[−0.16; 0.06]	[−0.16; 0.04]	[−0.20; 0.09]	[−0.15; 0.08]	[−0.18; 0.05]	[−0.16; 0.08]	[−0.21; 0.04]	[−0.18; 0.07]	[−0.05; 0.20]
b_firmsize.adj.cj	−0.02	−0.01	−0.01	0.00	−0.01	−0.01	−0.01	−0.02	−0.01
	[−0.13; 0.10]	[−0.12; 0.11]	[−0.13; 0.10]	[−0.11; 0.11]	[−0.13; 0.11]	[−0.13; 0.10]	[−0.13; 0.11]	[−0.14; 0.10]	[−0.12; 0.10]
b_agility2cj	0.29*	0.28*	0.29*	0.25*	0.29*	0.27*	0.30*	0.28*	0.28*
	[0.13; 0.43]	[0.12; 0.43]	[0.13; 0.43]	[0.13; 0.36]	[0.12; 0.44]	[0.13; 0.41]	[0.13; 0.45]	[0.12; 0.43]	[0.12; 0.44]
b_network2xcj	0.04	0.03	0.03	0.04	0.04	0.05	0.03	0.03	0.03
	[−0.17; 0.26]	[−0.17; 0.23]	[−0.17; 0.24]	[−0.15; 0.24]	[−0.16; 0.25]	[−0.14; 0.25]	[−0.18; 0.22]	[−0.17; 0.25]	[−0.17; 0.24]
b_cul	0.03	−0.08	0.00	0.03	−0.06	−0.01	−0.07	0.00	−0.20*
	[−0.11; 0.16]	[−0.21; 0.04]	[−0.15; 0.15]	[−0.11; 0.16]	[−0.22; 0.10]	[−0.15; 0.13]	[−0.22; 0.07]	[−0.13; 0.14]	[−0.33; −0.06]
b_strategycj	0.19*	0.17*	0.18*	0.17*	0.18*	0.17*	0.18*	0.19*	0.18*
	[0.11; 0.27]	[0.09; 0.25]	[0.10; 0.27]	[0.09; 0.25]	[0.11; 0.26]	[0.09; 0.24]	[0.10; 0.26]	[0.11; 0.26]	[0.10; 0.26]
b_agility2cj:cul	0.04	−0.00	0.04	−0.21*	0.02	−0.12*	0.00	−0.04	0.01
	[−0.13; 0.19]	[−0.15; 0.14]	[−0.12; 0.20]	[−0.32; −0.10]	[−0.16; 0.21]	[−0.24; −0.00]	[−0.16; 0.17]	[−0.18; 0.10]	[−0.14; 0.16]
b_agility2cj:network2xcj	0.11	0.17	0.15	0.04	0.19*	0.06	0.15	0.06	0.13
	[−0.09; 0.31]	[−0.02; 0.37]	[−0.05; 0.35]	[−0.17; 0.25]	[0.00; 0.38]	[−0.15; 0.27]	[−0.05; 0.35]	[−0.15; 0.28]	[−0.07; 0.33]
b_agility2cj:strategycj	−0.10*	−0.09	−0.12*	−0.04	−0.12*	−0.07	−0.11*	−0.11*	−0.10
	[−0.19; −0.01]	[−0.18; 0.00]	[−0.22; −0.02]	[−0.13; 0.05]	[−0.21; −0.03]	[−0.17; 0.02]	[−0.20; −0.02]	[−0.21; −0.02]	[−0.19; 0.00]
b_agility2cj:cul:strategycj	0.06	−0.11*	0.09	0.05	−0.19*	−0.01	−0.11*	−0.06	0.05
	[−0.04; 0.17]	[−0.20; −0.02]	[−0.00; 0.18]	[−0.04; 0.15]	[−0.32; −0.07]	[−0.08; 0.07]	[−0.20; −0.02]	[−0.14; 0.02]	[−0.01; 0.12]
b_agility2cj:network2xcj:cul	0.23	−0.02	0.11	−0.34*	−0.07	−0.25*	−0.12	−0.27*	0.12
	[−0.02; 0.47]	[−0.22; 0.18]	[−0.08; 0.31]	[−0.53; −0.14]	[−0.31; 0.17]	[−0.40; −0.08]	[−0.33; 0.08]	[−0.46; −0.08]	[−0.02; 0.27]
b_agility2cj:network2xcj:strategycj	−0.07	0.00	−0.06	0.00	−0.04	−0.04	−0.07	−0.11	−0.07
	[−0.26; 0.10]	[−0.17; 0.17]	[−0.24; 0.11]	[−0.18; 0.18]	[−0.23; 0.14]	[−0.23; 0.15]	[−0.24; 0.11]	[−0.29; 0.08]	[−0.25; 0.11]
sd_countryx__Intercept	0.18*	0.18*	0.22*	0.22*	0.21*	0.22*	0.21*	0.21*	0.13*
	[0.05; 0.35]	[0.05; 0.33]	[0.10; 0.38]	[0.11; 0.39]	[0.09; 0.37]	[0.10; 0.38]	[0.09; 0.35]	[0.08; 0.37]	[0.01; 0.28]
sd_countryx__network2xcj	0.14*	0.12*	0.14*	0.10*	0.12*	0.12*	0.13*	0.16*	0.13*
	[0.01; 0.38]	[0.00; 0.35]	[0.01; 0.37]	[0.00; 0.30]	[0.01; 0.34]	[0.01; 0.34]	[0.01; 0.36]	[0.01; 0.41]	[0.01; 0.35]
sd_countryx__agility2cj	0.20*	0.23*	0.23*	0.10*	0.23*	0.15*	0.24*	0.21*	0.25*
	[0.04; 0.39]	[0.09; 0.41]	[0.08; 0.41]	[0.00; 0.24]	[0.09; 0.42]	[0.01; 0.34]	[0.10; 0.43]	[0.05; 0.40]	[0.11; 0.44]
cor_countryx__Intercept__network2xcj	−0.19	−0.15	−0.21	−0.08	−0.15	−0.17	−0.23	−0.26	−0.16
	[−0.91; 0.77]	[−0.91; 0.82]	[−0.93; 0.76]	[−0.89; 0.83]	[−0.92; 0.80]	[−0.90; 0.81]	[−0.92; 0.75]	[−0.93; 0.73]	[−0.91; 0.80]
cor_countryx__Intercept__agility2cj	0.06	0.14	0.13	0.22	0.17	0.15	0.18	0.12	0.16
	[−0.76; 0.79]	[−0.61; 0.82]	[−0.57; 0.76]	[−0.72; 0.91]	[−0.56; 0.78]	[−0.67; 0.84]	[−0.53; 0.78]	[−0.65; 0.78]	[−0.69; 0.85]
cor_countryx__network2xcj__agility2cj	0.01	0.04	0.05	−0.03	−0.03	−0.04	−0.02	0.00	0.00
	[−0.87; 0.87]	[−0.86; 0.88]	[−0.84; 0.88]	[−0.89; 0.86]	[−0.88; 0.85]	[−0.88; 0.86]	[−0.87; 0.85]	[−0.83; 0.86]	[−0.86; 0.87]
sigma	0.89*	0.89*	0.88*	0.88*	0.88*	0.88*	0.88*	0.88*	0.88*
	[0.84; 0.94]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.93]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.94]	[0.83; 0.94]

* Null hypothesis value outside 95% credible interval.

Table 15: Outcome2 Models (Z) - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	−0.16 [−0.33; 0.01]	−0.14 [−0.33; 0.04]	−0.14 [−0.33; 0.05]	−0.13 [−0.31; 0.05]	−0.11 [−0.30; 0.08]	−0.14 [−0.35; 0.06]	−0.12 [−0.33; 0.10]	−0.15 [−0.33; 0.04]	−0.16* [−0.32; −0.00]
b_mfr2013std	−0.03 [−0.21; 0.14]	−0.04 [−0.24; 0.14]	−0.07 [−0.31; 0.16]	0.01 [−0.17; 0.18]	−0.05 [−0.24; 0.12]	0.00 [−0.21; 0.20]	−0.03 [−0.26; 0.17]	−0.03 [−0.25; 0.17]	0.20 [−0.02; 0.40]
b_firmsize.adj.cj	−0.09 [−0.27; 0.09]	−0.09 [−0.28; 0.09]	−0.09 [−0.28; 0.09]	−0.08 [−0.27; 0.11]	−0.08 [−0.26; 0.11]	−0.10 [−0.29; 0.09]	−0.07 [−0.26; 0.11]	−0.09 [−0.27; 0.10]	−0.08 [−0.26; 0.11]
b_agility2cj	0.35* [0.20; 0.50]	0.35* [0.21; 0.50]	0.35* [0.20; 0.50]	0.36* [0.21; 0.51]	0.35* [0.20; 0.50]	0.35* [0.20; 0.51]	0.35* [0.20; 0.51]	0.35* [0.20; 0.50]	0.36* [0.21; 0.51]
b_cul	0.21 [−0.11; 0.49]	−0.30 [−0.75; 0.15]	0.41 [−0.42; 1.24]	0.14 [−0.25; 0.51]	−0.84 [−1.97; 0.28]	0.03 [−0.57; 0.60]	−0.14 [−0.89; 0.58]	−0.12 [−0.54; 0.31]	−0.30* [−0.54; −0.05]
b_strategycj	0.12* [0.00; 0.23]	0.11 [−0.00; 0.22]	0.11 [−0.00; 0.22]	0.12* [0.00; 0.23]	0.12* [0.00; 0.23]	0.11 [−0.01; 0.22]	0.11* [0.00; 0.23]	0.12* [0.01; 0.23]	0.12* [0.00; 0.23]
b_agility2cj:cul	0.02 [−0.24; 0.27]	0.04 [−0.33; 0.42]	0.13 [−0.42; 0.70]	0.02 [−0.32; 0.35]	0.10 [−0.89; 1.06]	−0.06 [−0.47; 0.35]	0.01 [−0.48; 0.47]	−0.02 [−0.32; 0.27]	−0.02 [−0.17; 0.12]
b_agility2cj:strategycj	−0.03 [−0.17; 0.12]	−0.01 [−0.15; 0.12]	−0.01 [−0.15; 0.12]	0.02 [−0.11; 0.15]	−0.02 [−0.14; 0.11]	−0.02 [−0.15; 0.11]	−0.01 [−0.14; 0.12]	−0.03 [−0.17; 0.10]	−0.01 [−0.14; 0.12]
b_agility2cj:cul:strategycj	0.06 [−0.16; 0.28]	−0.08 [−0.39; 0.24]	0.09 [−0.38; 0.55]	0.22 [−0.08; 0.52]	−0.43 [−1.35; 0.51]	−0.15 [−0.52; 0.22]	−0.35 [−0.73; 0.03]	−0.13 [−0.36; 0.10]	0.06 [−0.05; 0.18]
sd_countryx__Intercept	0.19* [0.01; 0.42]	0.23* [0.05; 0.45]	0.24* [0.06; 0.48]	0.22* [0.03; 0.46]	0.22* [0.04; 0.44]	0.26* [0.07; 0.50]	0.26* [0.08; 0.49]	0.24* [0.05; 0.47]	0.14* [0.01; 0.36]
sd_countryx__agility2cj	0.08* [0.00; 0.24]	0.08* [0.00; 0.24]	0.08* [0.00; 0.25]	0.08* [0.00; 0.24]	0.08* [0.00; 0.24]	0.08* [0.00; 0.26]	0.08* [0.00; 0.24]	0.08* [0.00; 0.25]	0.09* [0.00; 0.27]
cor_countryx__Intercept__agility2cj	0.11 [−0.92; 0.96]	0.13 [−0.94; 0.97]	0.11 [−0.92; 0.95]	0.13 [−0.93; 0.97]	0.16 [−0.92; 0.96]	0.14 [−0.91; 0.96]	0.15 [−0.91; 0.97]	0.13 [−0.91; 0.96]	0.01 [−0.95; 0.96]
sigma	0.90* [0.83; 0.98]	0.90* [0.82; 0.98]	0.90* [0.83; 0.98]	0.90* [0.82; 0.98]	0.90* [0.82; 0.98]	0.90* [0.82; 0.98]	0.89* [0.82; 0.97]	0.90* [0.83; 0.98]	0.90* [0.82; 0.98]

* Null hypothesis value outside 95% credible interval.

Table 16: Outcome2 Models Regional Model - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	−0.18 [−0.36; 0.00]	−0.13 [−0.32; 0.07]	−0.14 [−0.34; 0.05]	−0.13 [−0.32; 0.05]	−0.13 [−0.31; 0.06]	−0.14 [−0.35; 0.06]	−0.12 [−0.33; 0.08]	−0.15 [−0.35; 0.05]	−0.13 [−0.29; 0.03]
b_mfr2013.z	−0.02 [−0.15; 0.10]	−0.03 [−0.18; 0.11]	−0.05 [−0.24; 0.13]	0.01 [−0.13; 0.13]	−0.04 [−0.18; 0.09]	0.00 [−0.15; 0.14]	−0.03 [−0.20; 0.14]	−0.02 [−0.19; 0.13]	0.15 [−0.02; 0.29]
b_firmsize.adj.cj	−0.09 [−0.28; 0.09]	−0.08 [−0.27; 0.11]	−0.09 [−0.29; 0.10]	−0.08 [−0.27; 0.10]	−0.08 [−0.27; 0.11]	−0.10 [−0.28; 0.09]	−0.08 [−0.27; 0.12]	−0.09 [−0.28; 0.10]	−0.08 [−0.25; 0.10]
b_agility2cj	0.35* [0.18; 0.51]	0.35* [0.21; 0.50]	0.35* [0.19; 0.50]	0.36* [0.21; 0.52]	0.35* [0.21; 0.50]	0.35* [0.19; 0.51]	0.35* [0.20; 0.50]	0.34* [0.18; 0.51]	0.37* [0.21; 0.53]
b_cul	0.14 [−0.07; 0.33]	−0.12 [−0.31; 0.07]	0.10 [−0.11; 0.31]	0.06 [−0.11; 0.22]	−0.14 [−0.34; 0.05]	0.01 [−0.19; 0.18]	−0.04 [−0.29; 0.19]	−0.05 [−0.25; 0.14]	−0.23* [−0.41; −0.03]
b_strategycj	0.12* [0.00; 0.24]	0.11 [−0.00; 0.22]	0.11 [−0.00; 0.23]	0.11* [0.00; 0.23]	0.12* [0.00; 0.23]	0.11 [−0.01; 0.22]	0.11* [0.00; 0.22]	0.12* [0.00; 0.23]	0.12* [0.00; 0.23]
b_agility2cj:cul	0.01 [−0.15; 0.18]	0.02 [−0.14; 0.17]	0.03 [−0.10; 0.16]	0.01 [−0.15; 0.16]	0.02 [−0.15; 0.18]	−0.02 [−0.14; 0.11]	0.00 [−0.15; 0.16]	−0.01 [−0.15; 0.12]	−0.02 [−0.13; 0.10]
b_agility2cj:strategycj	−0.04 [−0.19; 0.12]	−0.01 [−0.15; 0.12]	−0.02 [−0.16; 0.13]	0.02 [−0.11; 0.15]	−0.03 [−0.17; 0.10]	−0.02 [−0.16; 0.11]	−0.04 [−0.17; 0.09]	−0.05 [−0.19; 0.10]	−0.03 [−0.17; 0.12]
b_agility2cj:cul:strategycj	0.04 [−0.10; 0.18]	−0.03 [−0.16; 0.09]	0.02 [−0.09; 0.14]	0.10 [−0.03; 0.23]	−0.07 [−0.22; 0.08]	−0.05 [−0.16; 0.07]	−0.11 [−0.23; 0.02]	−0.06 [−0.16; 0.04]	0.05 [−0.05; 0.14]
sd_countryx__Intercept	0.18* [0.01; 0.42]	0.23* [0.04; 0.45]	0.24* [0.06; 0.46]	0.22* [0.03; 0.46]	0.22* [0.04; 0.43]	0.26* [0.07; 0.50]	0.27* [0.09; 0.50]	0.24* [0.05; 0.48]	0.14* [0.01; 0.36]
sd_countryx__agility2cj	0.08* [0.00; 0.24]	0.08* [0.00; 0.25]	0.08* [0.00; 0.25]	0.08* [0.00; 0.24]	0.08* [0.00; 0.23]	0.08* [0.00; 0.25]	0.08* [0.00; 0.24]	0.08* [0.00; 0.25]	0.09* [0.00; 0.27]
cor_countryx__Intercept__agility2cj	0.09 [−0.94; 0.96]	0.15 [−0.92; 0.97]	0.10 [−0.94; 0.97]	0.14 [−0.91; 0.96]	0.16 [−0.92; 0.96]	0.13 [−0.91; 0.96]	0.15 [−0.92; 0.97]	0.13 [−0.90; 0.96]	0.02 [−0.93; 0.96]
sigma	0.90* [0.83; 0.98]	0.90* [0.82; 0.98]	0.90* [0.82; 0.98]	0.90* [0.83; 0.98]	0.90* [0.82; 0.98]	0.90* [0.83; 0.98]	0.89* [0.82; 0.97]	0.90* [0.83; 0.97]	0.90* [0.82; 0.97]

* Null hypothesis value outside 95% credible interval.

Table 17: Outcome2 Models Regional Model (Z) - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b.Intercept	−0.15*	−0.14*	−0.13*	−0.14*	−0.13	−0.13*	−0.12	−0.14*	−0.16*
	[−0.28; −0.02]	[−0.27; −0.02]	[−0.26; −0.00]	[−0.27; −0.00]	[−0.27; 0.02]	[−0.26; −0.00]	[−0.25; 0.01]	[−0.27; −0.01]	[−0.29; −0.04]
b_mfr2013std	−0.16	−0.17*	−0.13	−0.15	−0.17*	−0.17*	−0.20*	−0.16*	−0.01
	[−0.32; 0.00]	[−0.31; −0.02]	[−0.31; 0.05]	[−0.31; 0.01]	[−0.33; −0.01]	[−0.33; −0.01]	[−0.36; −0.04]	[−0.33; −0.01]	[−0.20; 0.17]
b_firmsize.adj.cj	0.02	0.02	0.01	0.03	0.02	0.02	0.02	0.02	0.02
	[−0.11; 0.16]	[−0.12; 0.16]	[−0.13; 0.15]	[−0.11; 0.16]	[−0.12; 0.16]	[−0.12; 0.16]	[−0.11; 0.16]	[−0.12; 0.15]	[−0.11; 0.16]
b_agility2cj	0.31*	0.26*	0.29*	0.26*	0.25	0.30*	0.28	0.31*	0.30*
	[0.04; 0.57]	[0.01; 0.52]	[0.02; 0.55]	[0.05; 0.47]	[−0.07; 0.55]	[0.05; 0.53]	[−0.00; 0.56]	[0.05; 0.56]	[0.01; 0.57]
b_cul	−0.05	−0.13	−0.23	0.00	−0.16	−0.02	−0.27	0.04	−0.24*
	[−0.25; 0.16]	[−0.42; 0.15]	[−0.83; 0.37]	[−0.27; 0.28]	[−1.02; 0.75]	[−0.47; 0.38]	[−0.70; 0.15]	[−0.25; 0.33]	[−0.43; −0.06]
b_strategycj	0.27*	0.26*	0.29*	0.26*	0.27*	0.26*	0.27*	0.26*	0.27*
	[0.16; 0.37]	[0.15; 0.36]	[0.18; 0.40]	[0.15; 0.37]	[0.16; 0.37]	[0.15; 0.37]	[0.16; 0.38]	[0.16; 0.37]	[0.15; 0.38]
b_agility2cj:cul	0.25	−0.02	0.25	−0.68*	0.22	−0.69	−0.05	−0.41	0.13
	[−0.18; 0.67]	[−0.60; 0.59]	[−0.85; 1.31]	[−1.14; −0.22]	[−1.63; 2.18]	[−1.46; 0.09]	[−0.92; 0.82]	[−0.97; 0.13]	[−0.20; 0.46]
b_agility2cj:strategycj	−0.16*	−0.16*	−0.20*	−0.16*	−0.12	−0.15*	−0.16*	−0.16*	−0.16*
	[−0.29; −0.04]	[−0.28; −0.03]	[−0.33; −0.07]	[−0.30; −0.02]	[−0.24; 0.01]	[−0.29; −0.02]	[−0.28; −0.04]	[−0.28; −0.04]	[−0.28; −0.04]
b_agility2cj:cul:strategycj	−0.05	−0.38*	0.64	−0.07	−1.53*	−0.00	−0.35	0.02	0.08
	[−0.31; 0.20]	[−0.70; −0.07]	[−0.00; 1.26]	[−0.39; 0.23]	[−2.66; −0.41]	[−0.31; 0.31]	[−0.79; 0.10]	[−0.29; 0.32]	[−0.04; 0.19]
sd_countryx__Intercept	0.10*	0.09*	0.11*	0.12*	0.11*	0.11*	0.09*	0.10*	0.08*
	[0.00; 0.27]	[0.00; 0.24]	[0.01; 0.30]	[0.01; 0.31]	[0.01; 0.30]	[0.00; 0.28]	[0.00; 0.25]	[0.00; 0.28]	[0.00; 0.23]
sd_countryx__agility2cj	0.44*	0.46*	0.43*	0.32*	0.46*	0.40*	0.46*	0.43*	0.46*
	[0.26; 0.72]	[0.27; 0.72]	[0.26; 0.70]	[0.15; 0.54]	[0.27; 0.75]	[0.21; 0.66]	[0.28; 0.73]	[0.25; 0.69]	[0.27; 0.74]
cor_countryx__Intercept__agility2cj	0.11	0.08	0.08	0.05	0.06	0.10	0.08	0.14	0.22
	[−0.88; 0.94]	[−0.90; 0.94]	[−0.89; 0.94]	[−0.91; 0.94]	[−0.87; 0.92]	[−0.90; 0.95]	[−0.89; 0.94]	[−0.85; 0.95]	[−0.86; 0.97]
sigma	0.85*	0.84*	0.84*	0.84*	0.83*	0.85*	0.84*	0.84*	0.83*
	[0.78; 0.92]	[0.77; 0.91]	[0.77; 0.92]	[0.77; 0.92]	[0.76; 0.91]	[0.78; 0.92]	[0.77; 0.91]	[0.77; 0.92]	[0.77; 0.91]

* Null hypothesis value outside 95% credible interval.

Table 18: Outcome2 Models Global Model - Cross Interaction

	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	−0.09 [−0.22; 0.03]	−0.09 [−0.22; 0.03]	−0.09 [−0.21; 0.04]	−0.09 [−0.22; 0.03]	−0.08 [−0.21; 0.05]	−0.09 [−0.21; 0.04]	−0.09 [−0.21; 0.04]	−0.09 [−0.21; 0.04]	−0.09 [−0.21; 0.03]
b_mfr2013.z	−0.12* [−0.24; −0.01]	−0.12* [−0.23; −0.02]	−0.09 [−0.23; 0.04]	−0.11 [−0.23; 0.01]	−0.12* [−0.25; −0.00]	−0.13* [−0.24; −0.02]	−0.15* [−0.26; −0.03]	−0.12* [−0.25; −0.00]	−0.01 [−0.15; 0.13]
b_firmsize.adj.cj	0.03 [−0.12; 0.17]	0.02 [−0.11; 0.17]	0.01 [−0.13; 0.14]	0.03 [−0.11; 0.18]	0.02 [−0.11; 0.16]	0.02 [−0.12; 0.16]	0.03 [−0.11; 0.16]	0.02 [−0.12; 0.15]	0.03 [−0.11; 0.17]
b_agility2cj	0.28* [0.02; 0.54]	0.26 [−0.01; 0.52]	0.28* [0.02; 0.53]	0.26* [0.04; 0.47]	0.26 [−0.02; 0.53]	0.26* [0.03; 0.50]	0.27* [0.02; 0.53]	0.27* [0.01; 0.52]	0.26 [−0.01; 0.52]
b_cul	−0.03 [−0.17; 0.10]	−0.06 [−0.17; 0.06]	−0.06 [−0.20; 0.09]	0.00 [−0.13; 0.13]	−0.03 [−0.18; 0.13]	−0.01 [−0.14; 0.12]	−0.08 [−0.21; 0.05]	0.02 [−0.11; 0.15]	−0.19* [−0.34; −0.03]
b_strategycj	0.27* [0.16; 0.37]	0.26* [0.15; 0.36]	0.29* [0.17; 0.40]	0.26* [0.15; 0.37]	0.27* [0.16; 0.37]	0.26* [0.14; 0.37]	0.27* [0.16; 0.38]	0.26* [0.15; 0.37]	0.27* [0.15; 0.38]
b_agility2cj:cul	0.17 [−0.11; 0.45]	−0.01 [−0.26; 0.24]	0.06 [−0.20; 0.32]	−0.30* [−0.50; −0.09]	0.04 [−0.28; 0.37]	−0.21 [−0.45; 0.03]	−0.02 [−0.29; 0.25]	−0.18 [−0.43; 0.07]	0.11 [−0.14; 0.36]
b_agility2cj:strategycj	−0.16* [−0.28; −0.04]	−0.16* [−0.27; −0.04]	−0.23* [−0.37; −0.08]	−0.16* [−0.30; −0.02]	−0.18* [−0.30; −0.06]	−0.15* [−0.30; −0.00]	−0.19* [−0.32; −0.07]	−0.16* [−0.28; −0.03]	−0.18* [−0.32; −0.04]
b_agility2cj:cul:strategycj	−0.04 [−0.20; 0.13]	−0.16* [−0.28; −0.03]	0.16* [0.00; 0.32]	−0.03 [−0.17; 0.11]	−0.26* [−0.45; −0.07]	−0.00 [−0.09; 0.09]	−0.11 [−0.24; 0.03]	0.01 [−0.13; 0.14]	0.06 [−0.03; 0.15]
sd_countryx__Intercept	0.10* [0.00; 0.26]	0.09* [0.00; 0.25]	0.12* [0.01; 0.29]	0.12* [0.00; 0.30]	0.12* [0.01; 0.30]	0.11* [0.00; 0.28]	0.09* [0.00; 0.26]	0.10* [0.00; 0.28]	0.08* [0.00; 0.23]
sd_countryx__agility2cj	0.44* [0.25; 0.73]	0.46* [0.28; 0.73]	0.44* [0.26; 0.70]	0.32* [0.15; 0.54]	0.47* [0.27; 0.74]	0.40* [0.22; 0.67]	0.47* [0.28; 0.73]	0.43* [0.25; 0.69]	0.46* [0.28; 0.72]
cor_countryx__Intercept__agility2cj	0.07 [−0.91; 0.94]	0.05 [−0.93; 0.94]	0.06 [−0.90; 0.93]	0.07 [−0.91; 0.95]	0.03 [−0.89; 0.88]	0.12 [−0.85; 0.94]	0.07 [−0.91; 0.94]	0.15 [−0.88; 0.95]	0.23 [−0.86; 0.97]
sigma	0.84* [0.77; 0.92]	0.83* [0.76; 0.91]	0.84* [0.77; 0.92]	0.84* [0.78; 0.92]	0.83* [0.76; 0.91]	0.85* [0.78; 0.92]	0.84* [0.77; 0.91]	0.84* [0.77; 0.92]	0.83* [0.77; 0.91]

* Null hypothesis value outside 95% credible interval.

Table 19: Outcome2 Models Global Model (Z - Cross Interaction)

4 Plots

