

The Impact of National Culture in Operations and Supply Chain Agility

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Abstract

1 Preliminary Observations

1.1 Correlation Coefficients

Table 1: Correlation Coefficients: GLOBE Value Dimensions

	guav	gfuov	gpdv	ginscolv	ghumv	gperv	gigrcolv	ggndv	gassv
guav	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
gpdv	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

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

$$\beta_0 = \gamma_{00} + \gamma_{01} \cdot mfr2013 + u_{00}$$

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

brm.agility.model \leftarrow proactive2 ~ mfr2013lnstd + network2xcj*firmsize.adj.cj*cult + (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)

4

	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_strategycj	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_competitive1cj	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_competitive1cj: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_competitive1cj: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_competitive1cj	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_competitive1cj	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_competitive1cj	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

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	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 [-0.28; 0.13]	-0.08 [-0.33; 0.18]	-0.08 [-0.31; 0.15]	-0.07 [-0.30; 0.17]	-0.03 [-0.24; 0.19]	-0.07 [-0.32; 0.18]	-0.09 [-0.33; 0.16]	-0.08 [-0.30; 0.15]	-0.08 [-0.32; 0.17]
b_mfr2013.z	0.05 [-0.15; 0.25]	0.11 [-0.11; 0.34]	-0.01 [-0.26; 0.23]	0.10 [-0.12; 0.32]	0.03 [-0.18; 0.23]	0.11 [-0.13; 0.34]	0.13 [-0.11; 0.37]	0.05 [-0.17; 0.27]	0.08 [-0.21; 0.36]
b_firmsize.adj.cj	0.16* [0.04; 0.29]	0.17* [0.05; 0.29]	0.17* [0.04; 0.30]	0.16* [0.04; 0.27]	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* [0.07; 0.24]	0.16* [0.07; 0.25]	0.16* [0.07; 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; 0.45]	0.29* [0.11; 0.46]	0.29* [0.13; 0.46]	0.29* [0.16; 0.40]	0.28* [0.10; 0.45]	0.28* [0.13; 0.42]	0.29* [0.12; 0.46]	0.29* [0.12; 0.46]	0.29* [0.12; 0.46]
b_cul	0.26* [0.03; 0.49]	0.06 [-0.19; 0.30]	0.21 [-0.06; 0.47]	0.03 [-0.21; 0.27]	-0.31* [-0.55; -0.06]	0.09 [-0.15; 0.34]	0.06 [-0.21; 0.34]	-0.16 [-0.40; 0.08]	0.05 [-0.26; 0.36]
b_competitive1cj:cul	-0.00 [-0.18; 0.18]	-0.03 [-0.20; 0.13]	0.06 [-0.11; 0.23]	-0.22* [-0.33; -0.10]	0.07 [-0.13; 0.28]	-0.17* [-0.31; -0.02]	0.01 [-0.17; 0.18]	-0.07 [-0.22; 0.09]	-0.00 [-0.17; 0.17]
sd_countryx_Intercept	0.40* [0.25; 0.63]	0.49* [0.31; 0.76]	0.45* [0.28; 0.69]	0.48* [0.30; 0.74]	0.40* [0.24; 0.62]	0.48* [0.30; 0.75]	0.49* [0.31; 0.76]	0.45* [0.28; 0.71]	0.49* [0.31; 0.75]
sd_countryx_competitive1cj	0.28* [0.13; 0.47]	0.28* [0.14; 0.48]	0.27* [0.12; 0.47]	0.12* [0.01; 0.30]	0.27* [0.13; 0.46]	0.20* [0.03; 0.38]	0.28* [0.13; 0.47]	0.27* [0.12; 0.46]	0.28* [0.14; 0.48]
cor_countryx_Intercept_competitive1cj	-0.20 [-0.76; 0.48]	-0.21 [-0.76; 0.46]	-0.32 [-0.82; 0.36]	-0.31 [-0.97; 0.73]	-0.13 [-0.73; 0.56]	-0.12 [-0.79; 0.66]	-0.23 [-0.78; 0.43]	-0.32 [-0.83; 0.36]	-0.22 [-0.76; 0.45]
sigma	0.78* [0.72; 0.84]	0.78* [0.72; 0.84]	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; 0.84]	0.78* [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 [-0.24; 0.02]	-0.12 [-0.24; 0.01]	-0.12 [-0.26; 0.01]	-0.11 [-0.26; 0.02]	-0.10 [-0.25; 0.04]	-0.10 [-0.25; 0.03]	-0.09 [-0.24; 0.04]	-0.11 [-0.25; 0.02]	-0.14* [-0.25; -0.03]
b_mfr2013std	-0.06 [-0.21; 0.08]	-0.08 [-0.23; 0.05]	-0.07 [-0.26; 0.11]	-0.04 [-0.19; 0.11]	-0.09 [-0.25; 0.07]	-0.05 [-0.21; 0.10]	-0.10 [-0.27; 0.06]	-0.07 [-0.24; 0.09]	0.11 [-0.06; 0.26]
b_firmsize.adj.cj	-0.02 [-0.13; 0.10]	-0.00 [-0.12; 0.11]	-0.01 [-0.13; 0.10]	0.00 [-0.11; 0.12]	-0.01 [-0.12; 0.10]	-0.02 [-0.13; 0.10]	-0.01 [-0.13; 0.10]	-0.02 [-0.13; 0.09]	-0.01 [-0.13; 0.11]
b_agility2cj	0.29* [0.14; 0.43]	0.28* [0.12; 0.43]	0.29* [0.13; 0.44]	0.26* [0.13; 0.37]	0.29* [0.09; 0.45]	0.30* [0.17; 0.42]	0.30* [0.12; 0.46]	0.29* [0.13; 0.43]	0.29* [0.12; 0.45]
b_network2xcj	0.04 [-0.16; 0.25]	0.03 [-0.17; 0.23]	0.03 [-0.17; 0.24]	0.04 [-0.15; 0.24]	0.05 [-0.15; 0.24]	0.05 [-0.14; 0.25]	0.03 [-0.17; 0.23]	0.03 [-0.17; 0.25]	0.03 [-0.16; 0.23]
b_cul	0.04 [-0.18; 0.24]	-0.20 [-0.50; 0.10]	0.00 [-0.62; 0.63]	0.08 [-0.22; 0.37]	-0.37 [-1.26; 0.58]	-0.04 [-0.50; 0.39]	-0.24 [-0.73; 0.21]	0.00 [-0.29; 0.31]	-0.26* [-0.44; -0.08]
b_strategycj	0.19* [0.11; 0.27]	0.17* [0.09; 0.25]	0.18* [0.10; 0.27]	0.17* [0.09; 0.25]	0.18* [0.11; 0.26]	0.17* [0.08; 0.25]	0.18* [0.10; 0.25]	0.19* [0.11; 0.26]	0.18* [0.10; 0.26]
b_agility2cj:cul	0.06 [-0.19; 0.29]	0.01 [-0.35; 0.36]	0.15 [-0.47; 0.77]	-0.47* [-0.71; -0.23]	0.13 [-0.90; 1.22]	-0.40* [-0.78; -0.02]	0.01 [-0.49; 0.52]	-0.09 [-0.40; 0.24]	0.02 [-0.18; 0.21]
b_agility2cj:network2xcj	0.15 [-0.04; 0.34]	0.17 [-0.03; 0.37]	0.17 [-0.02; 0.37]	0.05 [-0.16; 0.25]	0.21* [0.01; 0.40]	0.10 [-0.10; 0.30]	0.19 [-0.01; 0.39]	0.12 [-0.07; 0.32]	0.17 [-0.02; 0.36]
b_agility2cj:strategycj	-0.09 [-0.18; 0.00]	-0.09* [-0.18; -0.01]	-0.10* [-0.19; -0.01]	-0.04 [-0.14; 0.05]	-0.07 [-0.15; 0.02]	-0.07 [-0.17; 0.02]	-0.08 [-0.16; 0.01]	-0.10* [-0.19; -0.01]	-0.08 [-0.17; 0.01]
b_agility2cj:cul:strategycj	0.09 [-0.06; 0.25]	-0.28* [-0.49; -0.06]	0.36 [-0.00; 0.72]	0.12 [-0.10; 0.33]	-1.15* [-1.86; -0.43]	-0.02 [-0.26; 0.22]	-0.36* [-0.66; -0.08]	-0.14 [-0.31; 0.03]	0.07 [-0.02; 0.15]
b_agility2cj:network2xcj:cul	0.34 [-0.01; 0.70]	-0.05 [-0.53; 0.44]	0.46 [-0.33; 1.23]	-0.76* [-1.21; -0.31]	-0.39 [-1.78; 1.00]	-0.82* [-1.32; -0.29]	-0.40 [-1.07; 0.27]	-0.60* [-1.02; -0.17]	0.16 [-0.03; 0.35]
b_agility2cj:network2xcj:strategycj	-0.07 [-0.25; 0.11]	0.00 [-0.18; 0.18]	-0.06 [-0.24; 0.11]	0.01 [-0.18; 0.19]	-0.04 [-0.22; 0.13]	-0.04 [-0.22; 0.15]	-0.07 [-0.25; 0.11]	-0.11 [-0.28; 0.07]	-0.07 [-0.25; 0.11]
sd_countryx_Intercept	0.19* [0.05; 0.35]	0.18* [0.04; 0.33]	0.22* [0.10; 0.39]	0.22* [0.10; 0.38]	0.21* [0.09; 0.38]	0.22* [0.11; 0.38]	0.21* [0.09; 0.36]	0.20* [0.08; 0.36]	0.13* [0.01; 0.28]
sd_countryx_network2xcj	0.14* [0.01; 0.38]	0.13* [0.01; 0.36]	0.14* [0.01; 0.36]	0.10* [0.00; 0.30]	0.12* [0.00; 0.34]	0.12* [0.01; 0.34]	0.13* [0.01; 0.36]	0.16* [0.01; 0.39]	0.13* [0.01; 0.35]
sd_countryx_agility2cj	0.20* [0.04; 0.38]	0.23* [0.08; 0.41]	0.23* [0.08; 0.41]	0.10* [0.01; 0.25]	0.23* [0.09; 0.42]	0.15* [0.01; 0.34]	0.24* [0.09; 0.42]	0.21* [0.05; 0.40]	0.25* [0.11; 0.45]
cor_countryx_Intercept_network2xcj	-0.20 [-0.92; 0.77]	-0.15 [-0.91; 0.78]	-0.22 [-0.92; 0.76]	-0.06 [-0.90; 0.85]	-0.15 [-0.92; 0.81]	-0.16 [-0.91; 0.80]	-0.22 [-0.93; 0.77]	-0.25 [-0.94; 0.74]	-0.15 [-0.92; 0.82]
cor_countryx_Intercept_agility2cj	0.08 [-0.74; 0.79]	0.13 [-0.65; 0.80]	0.15 [-0.59; 0.77]	0.21 [-0.71; 0.91]	0.18 [-0.57; 0.80]	0.15 [-0.67; 0.86]	0.17 [-0.55; 0.78]	0.12 [-0.65; 0.77]	0.16 [-0.67; 0.85]
cor_countryx_network2xcj_agility2cj	0.03 [-0.84; 0.88]	0.01 [-0.86; 0.88]	0.05 [-0.85; 0.89]	-0.04 [-0.89; 0.87]	-0.06 [-0.88; 0.86]	-0.03 [-0.88; 0.86]	0.00 [-0.85; 0.87]	0.02 [-0.83; 0.88]	-0.02 [-0.87; 0.86]
sigma	0.89* [0.84; 0.94]	0.89* [0.83; 0.94]	0.88* [0.83; 0.94]	0.88* [0.83; 0.93]	0.88* [0.83; 0.94]	0.88* [0.83; 0.94]	0.88* [0.83; 0.93]	0.88* [0.83; 0.93]	0.88* [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 [-0.22; 0.03]	-0.09 [-0.22; 0.02]	-0.10 [-0.23; 0.04]	-0.10 [-0.24; 0.03]	-0.09 [-0.23; 0.04]	-0.09 [-0.22; 0.05]	-0.08 [-0.21; 0.05]	-0.09 [-0.22; 0.04]	-0.09 [-0.21; 0.01]
b_mfr2013.z	-0.04 [-0.16; 0.06]	-0.06 [-0.16; 0.04]	-0.05 [-0.20; 0.09]	-0.03 [-0.15; 0.08]	-0.06 [-0.18; 0.05]	-0.04 [-0.16; 0.08]	-0.08 [-0.21; 0.04]	-0.05 [-0.18; 0.07]	0.08 [-0.05; 0.20]
b_firmsize.adj.cj	-0.02 [-0.13; 0.10]	-0.01 [-0.12; 0.11]	-0.01 [-0.13; 0.10]	0.00 [-0.11; 0.11]	-0.01 [-0.13; 0.11]	-0.01 [-0.13; 0.10]	-0.01 [-0.13; 0.11]	-0.02 [-0.14; 0.10]	-0.01 [-0.12; 0.10]
b_agility2cj	0.29* [0.13; 0.43]	0.28* [0.12; 0.43]	0.29* [0.13; 0.43]	0.25* [0.13; 0.36]	0.29* [0.12; 0.44]	0.27* [0.13; 0.41]	0.30* [0.13; 0.45]	0.28* [0.12; 0.43]	0.28* [0.12; 0.44]
b_network2xcj	0.04 [-0.17; 0.26]	0.03 [-0.17; 0.23]	0.03 [-0.17; 0.24]	0.04 [-0.15; 0.24]	0.04 [-0.16; 0.25]	0.05 [-0.14; 0.25]	0.03 [-0.18; 0.22]	0.03 [-0.17; 0.25]	0.03 [-0.17; 0.24]
b_cul	0.03 [-0.11; 0.16]	-0.08 [-0.21; 0.04]	0.00 [-0.15; 0.15]	0.03 [-0.11; 0.16]	-0.06 [-0.22; 0.10]	-0.01 [-0.15; 0.13]	-0.07 [-0.22; 0.07]	0.00 [-0.13; 0.14]	-0.20* [-0.33; -0.06]
b_strategycj	0.19* [0.11; 0.27]	0.17* [0.09; 0.25]	0.18* [0.10; 0.27]	0.17* [0.09; 0.25]	0.18* [0.11; 0.26]	0.17* [0.09; 0.24]	0.18* [0.10; 0.26]	0.19* [0.11; 0.26]	0.18* [0.10; 0.26]
b_agility2cj:cul	0.04 [-0.13; 0.19]	-0.00 [-0.15; 0.14]	0.04 [-0.12; 0.20]	-0.21* [-0.32; -0.10]	0.02 [-0.16; 0.21]	-0.12* [-0.24; -0.00]	0.00 [-0.16; 0.17]	-0.04 [-0.18; 0.10]	0.01 [-0.14; 0.16]
b_agility2cj:network2xcj	0.11 [-0.09; 0.31]	0.17 [-0.02; 0.37]	0.15 [-0.05; 0.35]	0.04 [-0.17; 0.25]	0.19* [0.00; 0.38]	0.06 [-0.15; 0.27]	0.15 [-0.05; 0.35]	0.06 [-0.15; 0.28]	0.13 [-0.07; 0.33]
b_agility2cj:strategycj	-0.10* [-0.19; -0.01]	-0.09 [-0.18; 0.00]	-0.12* [-0.22; -0.02]	-0.04 [-0.13; 0.05]	-0.12* [-0.21; -0.03]	-0.07 [-0.17; 0.02]	-0.11* [-0.20; -0.02]	-0.11* [-0.21; -0.02]	-0.10 [-0.19; 0.00]
b_agility2cj:cul:strategycj	0.06 [-0.04; 0.17]	-0.11* [-0.20; -0.02]	0.09 [-0.00; 0.18]	0.05 [-0.04; 0.15]	-0.19* [-0.32; -0.07]	-0.01 [-0.08; 0.07]	-0.11* [-0.20; -0.02]	-0.06 [-0.14; 0.02]	0.05 [-0.01; 0.12]
b_agility2cj:network2xcj:cul	0.23 [-0.02; 0.47]	-0.02 [-0.22; 0.18]	0.11 [-0.08; 0.31]	-0.34* [-0.53; -0.14]	-0.07 [-0.31; 0.17]	-0.25* [-0.40; -0.08]	-0.12 [-0.33; 0.08]	-0.27* [-0.46; -0.08]	0.12 [-0.02; 0.27]
b_agility2cj:network2xcj:strategycj	-0.07 [-0.26; 0.10]	0.00 [-0.17; 0.17]	-0.06 [-0.24; 0.11]	0.00 [-0.18; 0.18]	-0.04 [-0.23; 0.14]	-0.04 [-0.23; 0.15]	-0.07 [-0.24; 0.11]	-0.11 [-0.29; 0.08]	-0.07 [-0.25; 0.11]
sd_countryx_Intercept	0.18* [0.05; 0.35]	0.18* [0.05; 0.33]	0.22* [0.10; 0.38]	0.22* [0.11; 0.39]	0.21* [0.09; 0.37]	0.22* [0.10; 0.38]	0.21* [0.09; 0.35]	0.21* [0.08; 0.37]	0.13* [0.01; 0.28]
sd_countryx_network2xcj	0.14* [0.01; 0.38]	0.12* [0.00; 0.35]	0.14* [0.01; 0.37]	0.10* [0.00; 0.30]	0.12* [0.01; 0.34]	0.12* [0.01; 0.34]	0.13* [0.01; 0.36]	0.16* [0.01; 0.41]	0.13* [0.01; 0.35]
sd_countryx_agility2cj	0.20* [0.04; 0.39]	0.23* [0.09; 0.41]	0.23* [0.08; 0.41]	0.10* [0.00; 0.24]	0.23* [0.09; 0.42]	0.15* [0.01; 0.34]	0.24* [0.10; 0.43]	0.21* [0.05; 0.40]	0.25* [0.11; 0.44]
cor_countryx_Intercept_network2xcj	-0.19 [-0.91; 0.77]	-0.15 [-0.91; 0.82]	-0.21 [-0.93; 0.76]	-0.08 [-0.89; 0.83]	-0.15 [-0.92; 0.80]	-0.17 [-0.90; 0.81]	-0.23 [-0.92; 0.75]	-0.26 [-0.93; 0.73]	-0.16 [-0.91; 0.80]
cor_countryx_Intercept_agility2cj	0.06 [-0.76; 0.79]	0.14 [-0.61; 0.82]	0.13 [-0.57; 0.76]	0.22 [-0.72; 0.91]	0.17 [-0.56; 0.78]	0.15 [-0.67; 0.84]	0.18 [-0.53; 0.78]	0.12 [-0.65; 0.78]	0.16 [-0.69; 0.85]
cor_countryx_network2xcj_agility2cj	0.01 [-0.87; 0.87]	0.04 [-0.86; 0.88]	0.05 [-0.84; 0.88]	-0.03 [-0.89; 0.86]	-0.03 [-0.88; 0.85]	-0.04 [-0.88; 0.86]	-0.02 [-0.87; 0.85]	0.00 [-0.83; 0.86]	0.00 [-0.86; 0.87]
sigma	0.89* [0.84; 0.94]	0.89* [0.83; 0.94]	0.88* [0.83; 0.94]	0.88* [0.83; 0.93]	0.88* [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

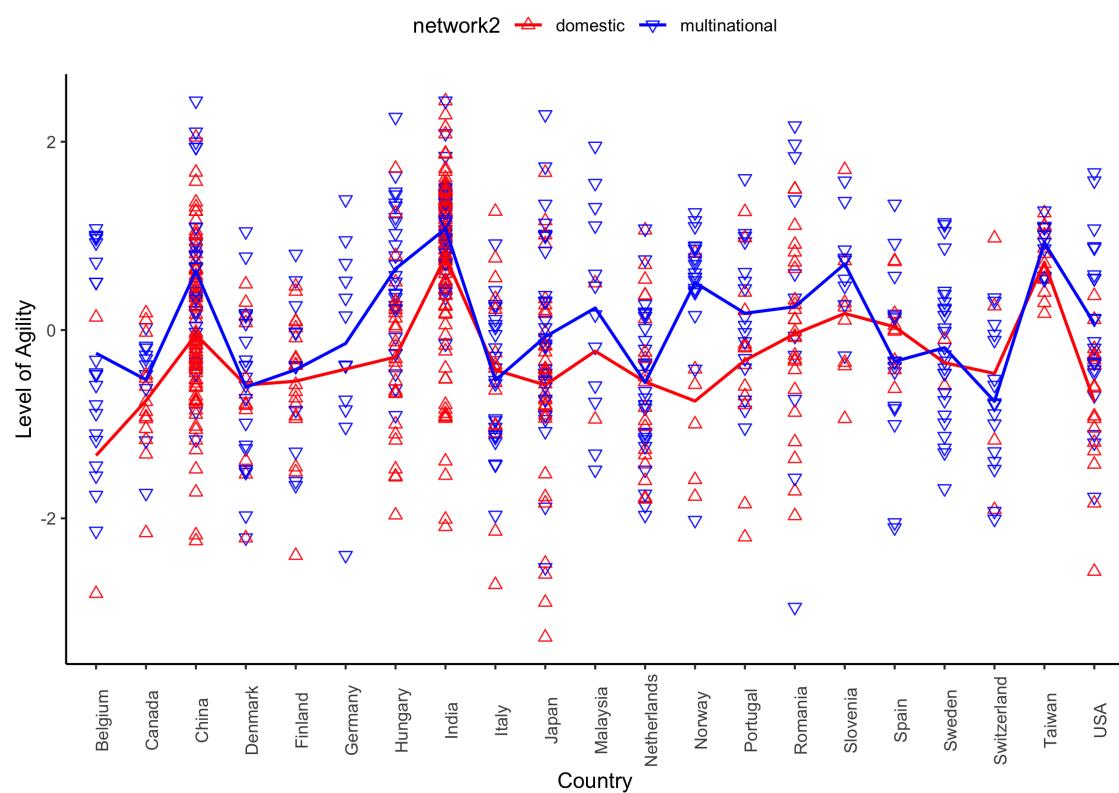
	UAI	FUO	PDI	InsCol	HUM	PER	IgrCol	GND	ASS
b_Intercept	-0.09 [-0.22; 0.03]	-0.09 [-0.22; 0.03]	-0.09 [-0.21; 0.04]	-0.09 [-0.22; 0.03]	-0.08 [-0.21; 0.05]	-0.09 [-0.21; 0.04]	-0.09 [-0.21; 0.04]	-0.09 [-0.21; 0.04]	-0.09 [-0.21; 0.03]
b_mfr2013.z	-0.12* [-0.24; -0.01]	-0.12* [-0.23; -0.02]	-0.09 [-0.23; 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

Level of Agility by Country and Network



Level of Agility and Operational Outcome

