THE DETERMINANTS OF HIGH-PERFORMING SALES LEADERS OF MLM ORGANIZATIONS IN MALAYSIA: STUDY FROM DIRECT DOWNLINES' PERSPECTIVES

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ABSTRACT

Multi-Level Marketing (MLM) is one of the marketing strategy to market products or services in domestic and international markets. Multi-Level Marketing Organizations (MLMO) have existed for decades. They develop and manage their sales forces by recruiting and motivating independent distributors to promote and sell products. MLMO also utilize the reward schemes to encourage recruitment of more distributors by the existing sales forces. In Malaysia, MLMO able to sustain their performance and progressing steadily even during the current economic uncertainty. However, the MLM industry is getting more competitive where competitors came out with variety business strategies, which made the conventional business tools practiced by MLMO have lost its effectiveness gradually. Thus, there is an increase in emphasis on high-performing sales leaders as key players to bring MLMO towards higher performance level, rather than just depending on classic MLM marketing tools which is by recruiting more downlines. As such, MLMO need to identify the determinants of high-performing sales leaders in order to improve their channel performance. This study therefore examined the relationships between transformational leadership, entrepreneurial orientation, relationship marketing and channel performance. It also examined the role of soft skills training program as a moderating variable between transformational leadership, entrepreneurial orientation, relationship marketing and channel performance. A survey was conducted among 320 respondents from 64 MLMO registered with Direct Sales Association of Malaysia (DSAM). Data was analysed using Statistical Package for Social Science (SPSS) software. The analyses revealed significant relationships between transformational leadership, entrepreneurial orientation, relationship marketing and channel performance. In addition, soft skills training program was found to moderate the relationship between transformational leadership, entrepreneurial orientation, relationship marketing and channel performance. Consequently, this study offers several implications especially on how MLMO can identify and positioned high-performing MLM sales leaders as a key player to lead their downlines towards achieving an optimum channel performance. Future studies may expand this study either by studying different independent variables, or to include mediating variable, or testing different type of respondents for different perspectives on high-performing sales leaders.

Keywords: Transformational Leadership, Entrepreneurial Orientation, Relationship Marketing, Soft Skills Training Program, Channel Performance

ABSTRAK

Pemasaran Berbilang Tingkat atau lebih dikenali sebagai "MLM" adalah salah satu strategi pemasaran untuk memasarkan produk atau perkhidmatan di pasaran domestik dan antarabangsa. Organisasi pemasaran pelbagai peringkat (MLMO) telah wujud selama beberapa dekad. Mereka membangun dan mengurus pasukan jualan mereka dengan merekrut dan memotivasi pengedar bebas untuk mempromosi dan menjual produk. MLMO juga menggunakan skim ganjaran untuk mendorong pengambilan lebih banyak pengedar oleh pasukan jualan sedia ada. Di Malaysia, MLMO dapat mengekalkan prestasi mereka dan terus berkembang walaupun semasa ketidaktentuan ekonomi semasa. Walau bagaimanapun, industri MLM semakin kompetitif di mana para pesaing muncul dengan pelbagai strategi perniagaan dan mengakibatkan strategi perniagaan konvensional yang diamalkan oleh MLMO kehilangan keberkesanannya secara beransur-ansur. Oleh itu, terdapat peningkatan penekanan pada pemimpin jualan berprestasi tinggi sebagai pemain utama untuk membawa MLMO ke tahap prestasi yang lebih tinggi, bukan hanya bergantung kepada alat pemasaran MLM klasik iaitu dengan merekrut lebih ramai ahli semata - mata. Justeru, MLMO perlu mengenal pasti penentu pemimpin jualan berprestasi tinggi untuk meningkatkan prestasi saluran mereka. Sehubungan itu, kajian ini mengkaji hubungan antara kepimpinan transformasi, orientasi keusahawanan, pemasaran hubungan dan prestasi saluran. Ianya juga mengkaji peranan program latihan kemahiran insaniah sebagai pembolehubah penyederhana di antara kepimpinan transformasi, orientasi keusahawanan, pemasaran hubungan dan prestasi saluran. Satu tinjauan telah dijalankan di kalangan 320 responden daripada 64 MLMO yang berdaftar dengan Persatuan Jualan Langsung Malaysia (DSAM). Data dianalisis menggunakan perisian Statistik Untuk Sains Sosial (SPSS). Analisis menunjukkan hubungan yang signifikan di antara kepimpinan transformasi, orientasi keusahawanan, pemasaran hubungan dan prestasi saluran. Di samping itu, program latihan kemahiran insaniah didapati mempunyai kesan penyederhanaan ke atas hubungan di antara kepimpinan transformasi, orientasi keusahawanan, pemasaran hubungan dan prestasi saluran. Oleh yang demikian, kajian ini menawarkan beberapa implikasi terutamanya mengenai bagaimana MLMO dapat mengenal pasti dan meletakkan pemimpin jualan MLM berprestasi tinggi sebagai pemain utama untuk memimpin ahli di bawah mereka untuk mencapai prestasi saluran yang optimum. Kajian di masa hadapan boleh memperluaskan lagi kajian ini sama ada dengan mengkaji pemboleh ubah bebas yang berbeza, atau memasukkan pemboleh ubah pengantara, atau menguji responden yang berlainan bagi mendapatkan perspektif yang berbeza mengenai pemimpin jualan berprestasi tinggi.

Kata Kunci: Kepimpinan Transformasi, Orientasi Keusahawanan, Pemasaran Hubungan, Program Latihan Kemahiran Insaniah, Prestasi Saluran

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LIST OF ABBREVIATIONS

MLM	Multi-Level Marketing
MLMO	Multi-Level Marketing Organizations
MTDCC	Malaysian Ministry of Domestic Trade, Cooperatives, and Consumerism
WFDSA	World Federation of Direct Selling Association
DSAM	Direct Sales Association of Malaysia
SLM	Single Level Marketing
MO	Mail Order
CP	Channel Performance
TL	Transformational Leadership
EO	Entrepreneurial Orientation
RM	Relationship Marketing
CRM	Charismatic Role Modeling
IC	Individual Consideration
IM	Inspirational Motivation
IS	Intellectual Stimulation
PRO	Proactiveness
INNO	Innovativeness
RT	Risk Taking
TRT	Trust
COMM	Commitment
SSTP	Soft Skills Training Program

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Multi-Level Marketing (MLM) refers to business model or mechanism allowing organizations to promote their products or services with low-risk mode of entry into local and international markets. By leveraging its existing social networks, business model of MLM encourages downlines to take the advantages on large groups of potential sales contacts to recruit new agents (Grayson 2007; Pratt and Rosa 2003). In this circumstance, the downlines play vital roles in Multi-Level Marketing Organizations (MLMO) with undertaking more responsibilities in administration and management for those recruited under their sponsoring groups (Brodie, Stanworth, & Wotruba, 2002). The effective and successful downlines eventually recruited other large groups of downlines and became the sales leaders of those big groups. Subsequently, those sales leaders who achieved superior performance will lead numerous downlines and then they will be responsible for navigating and motivating their downlines to obtain higher levels performance as well. High-performing MLM sales leaders are considered as a key of success for MLMO due to the stunning achievements in aggressive participation by their sponsoring groups to generate enormous sales revenue and continuous recruitments' activities. Hence, the contribution of high-performing MLM sales leaders is undoubtedly indispensable to MLMO performance in such competitive network marketing industry nowadays.

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Appendix A1:
Introductory Letter

THE DETERMINANTS OF HIGH-PERFORMING SALES LEADERS OF MULTI-LEVEL MARKETING ORGANIZATIONS IN MALAYSIA: A STUDY FROM DIRECT DOWNLINES' PERSPECTIVES

13 November 2016

Re: Soliciting cooperation to answer the questionnaire

Dear Sir/Madam:

The undersign is Loo Yew Liang, a Ph.D. student from School of International Studies, Universiti Utara Malaysia, Kedah. I am inviting you to participate in this research study by completing the attached surveys and return it to me as soon as possible. Attached herewith the 5 sets of questionnaires and each questionnaire is only entitled for one participant to complete. Enclosed is postage-paid reply envelop for your convenience.

The following questionnaire will require approximately 20 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this, please answer all questions as honestly as possible and return the completed questionnaires promptly. Participation is strictly voluntary, and you may refuse to participate at any time. If you are not in the position to answer these questions, kindly forward this questionnaire to a suitable person in your company. Your assistance in this matter is much appreciated.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding my Ph.D. thesis. The result from this research will be used only for academic purpose and will be available for those who participate in this survey. If you wish to have a copy, please enclose your contact details in the provided envelope. Completion and return of the questionnaire will indicate your willingness to participate in this study. For any enquires on the research, please call HP: 012-5579758 or email: s94499@student.uum.edu.my/ marcusloo79@yahoo.com

Yours Sincerely,

Loo Yew Liang
Ph.D. Candidate

Appendix A2:
Supervisor Letter

13 November 2016

Dear Sir/Madam,

I wish to introduce Loo Yew Liang. He is a Ph.D. student at School of International Studies, Universiti Utara Malaysia, Kedah. His Doctoral thesis is entitled "The Determinants of High-Performing Sales Leaders of Multi-Level Marketing Organizations in Malaysia: A Study from Direct Downlines' Perspectives". This is a very important topic and not been previously studied.

I am very much a ware of how little time that someone with your responsibilities has, but your cooperation in completing and returning this survey will enable us to understand the determinants of high-performing MLM sales leaders as key persons to enhance the channel performance of Multi-Level Marketing Organizations in Malaysia. The data gathered will be used in aggregate form and confidentiality of the respondent is assured.

I would be grateful if you could assist Loo Yew Liang in his endeavor. If you have any questions, please do not hesitate to write or call me at 019-45756666 or email: bri1182@uum.edu.my

Thank you so much in anticipation.

Yours faithfully,

Associate Professor Dr. Sobri Bin Don @ A. Wahab
Thesis Supervisor

Appendix A3:
Reminder Letter (1)

THE DETERMINANTS OF HIGH-PERFORMING SALES LEADERS OF MULTI-LEVEL MARKETING ORGANIZATIONS IN MALAYSIA: A STUDY FROM DIRECT DOWNLINES' PERSPECTIVES

3 December 2016

Re: Requesting cooperation to answer the questionnaire

Dear Sir/Madam:

The undersign is Loo Yew Liang, a Ph.D. student from School of International Studies, Universiti Utara Malaysia, Kedah. I am requesting assistance regarding my questionnaire on "The Determinants of High-Performing Sales Leaders of Multi-Level Marketing Organizations in Malaysia: A Study from Direct Downlines' Perspectives" was sent out four weeks ago to your company.

I would be very grateful if you could complete the items on the questionnaire and return it as soon as possible. If you do not receive the questionnaire or it has been misplaced, please call or communicate with me by email and I will forward another copy to you as soon as possible***. If you have already returned your questionnaire, kindly discard this letter.***

I wish to repeat to my promise of confidentiality from the result of the study. A summary of the research result is provided to the participants who would like to receive a copy of it, please call HP: 012-5579758 or email: s94499@student.uum.edu.my/ marcusloo79@yahoo.com

Yours Sincerely,

Loo Yew Liang
Ph.D. Candidate

Appendix A4:
Reminder Letter (2)

THE DETERMINANTS OF HIGH-PERFORMING SALES LEADERS OF MULTI-LEVEL MARKETING ORGANIZATIONS IN MALAYSIA: A STUDY FROM DIRECT DOWNLINES' PERSPECTIVES

3 January 2017

Re: Requesting cooperation to answer the questionnaire

Dear Sir/Madam:

The undersign is Loo Yew Liang, a Ph.D. student from School of International Studies, Universiti Utara Malaysia, Kedah. Approximately two months ago, 5 sets of questionnaires were sent to you seeking your participation in a study of "The Determinants of High-Performing Sales Leaders of Multi-Level Marketing Organizations in Malaysia: A Study from Direct Downlines' Perspectives".

If you have already returned your questionnaires, please accept my sincere thanks and appreciation for your cooperation. If by some chance you did not receive the questionnaires or it have been misplaced, please do not hesitate to call me and I will forward another copy to you as soon as possible.

This is a major part of my doctoral program at the Universiti Utara Malaysia (UUM). My study will not be completed without your help by returning the completed questionnaires. Again, I cannot out an overemphasis on the importance of your contribution to the success of this study. Your response is vital to satisfactory completion of this study.

Thank you for your consideration and assistance.

Yours Sincerely,

Loo Yew Liang
Ph.D. Candidate

Appendix A5:
QUESTIONNAIRE (Original Version)

PART I: GENERAL INFORMATION OF RESPONDENT

Please **tick√** the appropriate answer in the boxes given.

1. Gender
   ☐Female ☐Male

2. Age (*minimum age of joining MLM business at 18 years old*)
   ☐<21 ☐21-30 ☐31-40 ☐41-50 ☐51-60 ☐>60

3. Ethnicity
   ☐Malay ☐Chinese ☐Indian ☐Others

4. Marital Status
   ☐Married ☐Single

5. Education level
   ☐SPM ☐STPM ☐Diploma ☐Degree ☐Master
   ☐PhD ☐Others

6. Job type (*Involvement in MLM business*)
   ☐Full Time ☐Part Time

7. Year(s) of experience in MLM industry
   ☐1-5 ☐6-10 ☐11-15 ☐>16-20 ☐>20

8. Numbers of downlines under your sales leaders (*in Malaysia Only*)
   ☐<500 ☐500-1,000 ☐1,001-2,000 ☐2,001-3,000
   ☐3,001-4,000 ☐4,001-5,000 ☐>5,000

9. Your current monthly income

☐<RM1,000 ☐RM1,000-10,000 ☐RM10,001-20,000

☐RM20,001-30,000 ☐RM30,001-40,000 ☐RM40,001-50,000

☐>RM50,000

PART II: CHANNEL PERFORMANCE

Based on the statements below, kindly select the level (from 1 = strongly disagree to 5 = strongly agree) that most suitable statement which relate to your answers. Please rate the degree of satisfaction by **circling** the appropriate scales given. Kindly answer the all questions.

1	2	3	4	5
Strongly disagree	Disagree	*Either agree or disagree*	Agree	Strongly agree

High Performing MLM Sales Leaders refers to **Channel Performance-** an evaluation of high-performing MLM sales leaders' job activities and accomplishments relative to the organization's objectives.

	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly agree
Q1. My sales leader achieved annual sales target set by Multi-Level Marketing Organizations (MLMO).	1	2	3	4	5
Q2. My sales leader provided feedback and comments to management.	1	2	3	4	5
Q3. My sales leader increased territory market share.	1	2	3	4	5
Q4. My sales leader contributed to my sales unit's profits.	1	2	3	4	5
Q5. My sales leader made effective presentations to downlines and prospects in recruitment activities.	1	2	3	4	5

Q6. My sales leader built effective relationships with downlines.	1	2	3	4	5
Q7. My sales leader understood MLMO services and their application.	1	2	3	4	5
Q8. My sales leader understood downlines' needs and work processes.	1	2	3	4	5
Q9. My sales leader kept expenses at acceptable levels.	1	2	3	4	5
Q10. I expect good profits from this business relationship.	1	2	3	4	5
Q11. I expect a good level of sales with this business relationship.	1	2	3	4	5
Q12. I expect to achieve high growth with this business relationship.	1	2	3	4	5

PART III: TRANSFORMATIONAL LEADERSHIP

Transformational Leadership refers to the personalities or characters carried by a person who is able to lead the subordinates successfully and effectively to achieve the goals. It consists of *charismatic role modeling*, *individual consideration*, *inspirational motivation*, and *intellectual stimulation*.

	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly agree
Charismatic Role Modeling					
Q1. My sales Leader makes me feel good to be around him/her.	1	2	3	4	5
Q2. I am ready to trust his/her capacity and judgment to overcome any obstacles.	1	2	3	4	5
Q3. My sales leader increases my optimism for the future.	1	2	3	4	5

Q4. My sales leader encourages me to express my ideas and opinions.	1	2	3	4	5
Q5. My sales leader has a sense of mission which he/she transmits to me.	1	2	3	4	5
Q6. My sales leaders' commands taken and gain respect from downlines.	1	2	3	4	5
Individual Consideration					
Q1. I felt satisfied when I met the agreed-upon standards for good work.	1	2	3	4	5
Q2. My sales leader makes me feel we can reach our goals without him/her if we have to.	1	2	3	4	5
Q3.I earn credit with him/her for doing my job well.	1	2	3	4	5
Q4. You can count on him/her to express his/her appreciation when you do a good job.	1	2	3	4	5
Q5. My sales leader gives personal attention to downlines who seem neglected.	1	2	3	4	5
Q6. My sales leader always treats each downline individually.	1	2	3	4	5
Inspirational Motivation					
Q1. My sales leader sets high standard for my works.	1	2	3	4	5
Q2. My sales leader's vision spurs me on.	1	2	3	4	5
Q3. My sales leader develops ways to encourage me.	1	2	3	4	5
Q4. In my mind, the person I am rating is a symbol of success and accomplishment.	1	2	3	4	5

Q5. My sales leader talks optimistically about the future.	1	2	3	4	5
Q6. My sales leader is an excellent source of inspiration.	1	2	3	4	5
Intellectual Stimulation					
Q1. My sales leader has provided me with new ways of looking at things which used to be a puzzle for me.	1	2	3	4	5
Q2. My sales leader's ideas have forced me to rethink some of my own ideas which I had never questioned before.	1	2	3	4	5
Q3. My sales leader enables me to think about old problems in new ways.	1	2	3	4	5
Q4. My sales leader emphasizes my use of intelligence to overcome obstacles.	1	2	3	4	5
Q5. My sales leader requires that I back up my opinions with good reasoning.	1	2	3	4	5
Q6. My sales leader I am rating introduces new projects and new challenges.	1	2	3	4	5

PART IV: ENTREPRENEURIAL ORIENTATION

Entrepreneurial Orientation –entrepreneurial characteristics is one that engages in product-market *innovation*, undertakes somewhat *risky* ventures, and is first to come up with '*proactive*' innovations, beating competitors to the punch.

	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly agree
Proactiveness					
Q1. In general, my sales leader has a strong tendency to be ahead of other competitors in introducing novel ideas or products.	1	2	3	4	5
Q2. In dealing with competition, my sales leader is very often the first business to introduce new products or services, administrative techniques, and operating technologies.	1	2	3	4	5
Q3. In dealing with the competitors, my sales leader typically responds to actions that competitors initiate.	1	2	3	4	5
Innovativeness					
Q1. In general, my sales leader prefers a strong emphasis on unique marketing strategy or approach rather than conventional methods that have been used before.	1	2	3	4	5
Q2. My sales leader often like to execute new technique (such as time management) and new activities that are not typical, but it is able to show better performance.	1	2	3	4	5
Q3. My sales leader tended to change or shift to another kind of problem solving skills rather than keep using same methods or other generally use for solving his/her problems.	1	2	3	4	5
Risk-Taking					
Q1. My sales leader has a strong proclivity for high risk projects (with chances of very high return) rather than low risk projects (with normal and certain rates of return).	1	2	3	4	5

Q2. My sales leader believes that owing bold and wide-ranging acts necessary to achieve the firms' objectives (rather than owing to the nature of the environment which the best to explore the environment gradually via careful and incremental behavior).	1	2	3	4	5
Q3. When confronted with decision-making situations involving uncertainty, my sales leader typically has propensity with a bold and aggressive posture to maximize the probability of exploiting potential opportunities (rather than adopting a cautions, "wait-and-see" posture in order to minimize the probability of making costly decisions).	1	2	3	4	5

PART V: RELATIONSHIP MARKETING

In **Relationship Marketing**, the creation and maintenance of a context which enables *trust* building and the development of credibility has been discussed as the building of a collaborative atmosphere. *Commitment* refers to the implicit or explicit pledge of continuity between relationship partners. *Commitment* is when "An exchange partner believes that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it; that is, the committed party believes the relationship is worth working to ensure that is endures indefinitely".

	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly agree
Trust					
Q1. I feel very loyalty to my sales leader in this business relationship.	1	2	3	4	5
Q2. For us, our relationship is the best possible business in order to achieve financial freedom.	1	2	3	4	5
Q3. I am proud to tell others about our business relationship with my sales leader.	1	2	3	4	5

Q4.We do really care about the fate of our business relationship.	1	2	3	4	5
Q5. I will not simply quit this business relationship with my sales leader in our present circumstance.	1	2	3	4	5
Commitment					
Q1. In my opinion, the business relationship between my sales leader and I are reliable.	1	2	3	4	5
Q2. I believe that my sales leader meets his/her obligation to our organization.	1	2	3	4	5
Q3. I feel my sales leader in this business relationship negotiates with us honestly.	1	2	3	4	5
Q4. I feel that my sales leader in this business relationship will keep his/her words.	1	2	3	4	5
Q5. I believe that my sales leader in this business relationship does not mislead me.	1	2	3	4	5

PART VI: SOFT SKILLS TRAINING PROGRAM

Training Program is a key factor for the marketing function of any organization because of the constant and fast changes that characterize the modern working environment and successful training program could make a significant contribution to the level of sales effectiveness or performance of individual. The orientation of training program based on soft skills refers to a person's ability to relate with others as well as with one's own self. **Soft Skills** include the knowledge and ability of an individual to solve a technical problem or deal with an intellectual challenge through effective communication skills.

	Strongly disagree	Disagree	Either agree or disagree	Agree	Strongly agree
Q1. In general, I rate as very good the last MLM business soft skills training program that my sales leader received.	1	2	3	4	5

Q2. I believe that the soft skills training program has helped my sales leader to achieve higher levels of success through his/her promotion to higher ranking in distributorship.	1	2	3	4	5
Q3. My sales leader was very well motivated after undergoing the organized soft skills training program.	1	2	3	4	5
Q4. In my opinion, the existing rules and procedures of this MLM business make my sales leader's job easier after undergoing the organized soft skills training program.	1	2	3	4	5
Q5. I think the soft skills training program addressed the important issues related to my sales leader's job as a high-performing MLM sales leader.	1	2	3	4	5

END OF QUESTIONNAIRE& THANKS FOR YOUR COOPERATION.

Appendix A6:
QUESTIONNAIRE (Malay Version)

SOAL SELIDIK

BAHAGIAN I: MAKLUMAT UMUM RESPONDEN

Sila tandakan **(√)** yang sesuai dalam kotak yang disediakan.

1. Jantina
   ☐Lelaki ☐Perempuan

2. Umur (*umur minimum untuk menyertai perniagaan MLM adalah 18 tahun*)
   ☐<21 ☐21-30 ☐31-40 ☐41-50 ☐51-60 ☐>60

3. Bangsa
   ☐Melayu ☐Cina ☐India ☐Lain-lain

4. Status Perkahwinan
   ☐Berkahwin ☐Bujang

5. Tahap Pendidikan
   ☐SPM ☐STPM ☐Diploma ☐Ijazah Sarjana Muda
   ☐Ijazah Sarjana ☐Ijazah Kedoktoran ☐Lain-lain

6. Penglibatan dalam bidang perniagaan MLM
   ☐Sepenuh Masa ☐Separuh Masa

7. Tahun pengalaman anda dalam bidang perniagaan MLM
   ☐1-5 ☐6-10 ☐11-15 ☐>16-20 ☐>20

8. Bilangan 'downline' bawah pemimpin jualan anda (*di Malaysia sahaja*)
   ☐<500 ☐500-1,000 ☐1,001-2,000 ☐2,001-3,000
   ☐3,001-4,000 ☐4,001-5,000 ☐>5,000

9. Pendapatan bulanan semasa anda

☐<RM1,000 ☐RM1,000-10,000 ☐RM10,001-20,000

☐RM20,001-30,000 ☐RM30,001-40,000 ☐RM40,001-50,000

☐>RM50,000

BAHAGIAN II: PRESTASI SALURAN

Berdasarkan kenyataan-kenyataan di bawah, sila pilih tahap (dari 1 = sangat tidak setuju hingga 5 = sangat setuju) yang paling sesuai daripada kenyataan yang berkaitan dengan jawapan anda. Sila jawap semua soalan.

1	2	3	4	5
Sangat tidak setuju	Tidak setuju	Tidak pasti	Setuju	Sangat setuju

Pemimpin Jualan MLM Yang Berprestasi Tinggi merujuk kepada **Prestasi Saluran** – penilaian dalam pelaksanaan aktiviti dan pencapaian yang berkaitan dengan objektif organisasi.

	Sangat tidak setuju	Tidak setuju	Tidak pasti	Setuju	Sangat setuju
Q1. Pemimpin jualan saya mencapai sasaran jualan tahunan yang ditetapkan oleh organisasi MLM.	1	2	3	4	5
Q2. Pemimpin jualan saya memberikan maklum balas kepada pihak pengurusan.	1	2	3	4	5
Q3. Pemimpin jualan saya memperluaskan bahagian pasaran wilayah.	1	2	3	4	5
Q4. Pemimpin jualan saya memberikan sumbangan dalam keuntungan jualan unit saya.	1	2	3	4	5
Q5. Pemimpin jualan saya memberikan persembahan yang berkesan untuk 'downlines' dan prospek dalam aktiviti pengambilan ahli-ahli.	1	2	3	4	5

Q6. Pemimpin jualan saya menjalin hubungan yang berkesan dengan 'downlines'.	1	2	3	4	5
Q7. Pemimpin jualan saya memahami perkhidmatan yang disediakan oleh organisasi MLM dan peranan sebagai pemimpin jualan MLM.	1	2	3	4	5
Q8. Pemimpin jualan saya memahami keperluan 'downline' and proses kerja.	1	2	3	4	5
Q9. Pemimpin jualan saya mengekalkan perbelanjaan pada tahap yang boleh diterima.	1	2	3	4	5
Q10. Saya mengharapkan pencapaian keuntungan yang memuaskan melalui hubungan perniagaan ini.	1	2	3	4	5
Q11. Saya mengharapkan jualan dicapai di tingkat yang bagus dengan hubungan perniagaan ini.	1	2	3	4	5
Q12. Saya mengharapkan peningkatan dalam pencapaian perniagaan melalui hubungan perniagaan ini.	1	2	3	4	5

BAHAGIAN III: KEPIMPINAN TRANSFORMASI

Kepimpinan Transformasi merujuk kepada personaliti atau watak-watak yang dibawa oleh seseorang yang mampu untuk memimpin orang bawahan berjaya dan berkesan untuk mencapai matlamat. Ia terdiri daripada *peranan pemodelan berkarisma*, *pertimbangan individu*, *motivasi inspirasi*, dan *stimulasi intelektual*.

	Sangat tidak setuju	Tidak setuju	Tidak paasti	Setuju	Sangat setuju
Peranan Pemodelan Berkarisma					
Q1. Saya berasa selesa semasa bersama dengan pemimpin jualan saya.	1	2	3	4	5

Q2. Saya bersedia untuk mempercayai keupayaan dan pertimbangan pemimpin jualan saya untuk mengatasi sebarang halangan.	1	2	3	4	5
Q3. Pemimpin jualan meningkatkan tahap keyakinan saya terhadap masa depan yang cerah.	1	2	3	4	5
Q4. Pemimpin jualan saya mengalakkan saya untuk memberikan pandangan atau pendapat.	1	2	3	4	5
Q5. Saya mendapat motivasi melalui pelaksanaan misi yang tertentu daripada pemimpin jualan saya.	1	2	3	4	5
Q6. Arahan pemimpin jualan saya dipatuhi dan penghormatan beliau diterima di kalangan'downlines'.	1	2	3	4	5
Pertimbangan Individu					
Q1. Saya berpuas hati terhadap kerja-kerja saya apabila menepati piawaian yang dipersetujui.	1	2	3	4	5
Q2. Pemimpin jualan saya membuatkan saya rasa kita boleh mencapai matlamat tanpa beliau jika kita bertekad.	1	2	3	4	5
Q3. Saya mendapat kredit daripada pemimpin jualan saya jika dapat melaksanakan tugas dengan baik.	1	2	3	4	5
Q4. Anda diberikan penghargaan daripada pemimpin jualan apabila anda melakukan kerja dengan baik.	1	2	3	4	5
Q5. Pemimpin jualan saya memberikan perhatian secara peribadi kepada'downlines' yang seolah-olah diabaikan.	1	2	3	4	5
Q6. Pemimpin jualan saya sentiasa melayan setiap 'downlines' secara individu.	1	2	3	4	5

Motivasi Inspirasi					
Q1. Pemimpin jualan saya menetapkan piawaian yang tinggi terhadap kerja-kerja saya.	1	2	3	4	5
Q2. Visi pemimpin jualan saya memberikan dorongan kepada saya.	1	2	3	4	5
Q3. Pemimpin jualan saya memikirkan pelbagai cara demi memberikan dorongan kepada saya.	1	2	3	4	5
Q4. Pada pendapat saya, pemimpin jualan saya adalah symbol pencapaian dan kejayaan.	1	2	3	4	5
Q5. Pemimpin jualan saya bercakap secara optimistik tentang masa depan.	1	2	3	4	5
Q6. Pemimpin jualan saya adalah sumber inspirasi yang sangat baik.	1	2	3	4	5
Stimulasi Intelek					
Q1. Pemimpin jualan saya telah menyediakan cara-cara penyelesaian baru bagi melihat sesuatu perkara yang pernah menjadi teka-teki bagi saya selama ini.	1	2	3	4	5
Q2. Idea pemimpin jualan saya telah memaksa saya untuk memikirkan semula beberapa idea saya sendiri yang tidak pernah dipersoalkan sebelum ini.	1	2	3	4	5
Q3. Pemimpin jualan saya membolehkan saya berfikir tentang masalah-masalah lama dengan penggunaan cara baru.	1	2	3	4	5
Q4. Pemimpin jualan saya menekankan penggunaan kebijaksanaan saya sendiri bagi mengatasi halangan-halangan.	1	2	3	4	5
Q5. Pemimpin jualan saya meminta setiap pendapat saya yang diberikan dapat disokong dengan alasan yang kukuh.	1	2	3	4	5
Q6. Pemimpin jualan saya memperkenalkan pelbagai projek dan cabaran yang baru.	1	2	3	4	5

BAHAGIAN IV: ORIENTASI KEUSAHAWANAN

Orientasi Keusahawanan – ciri-ciri yang terlibat dalam *inovasi* produk-pasaran, menjalankan usaha agak *berisiko*, dan adalah yang pertama untuk tampil dengan inovasi yang '*proaktif*', menewaskan pesaing demi kejayaan.

	Sangat tidak setuju	Tidak setuju	Tidak pasti	Setuju	Sangat setuju
Proaktif					
Q1. Secara umumnya, pemimpin jualan saya mempunyai kecenderungan yang kuat untuk mendahului pesaing lain dengan memperkenalkan idea atau produk yang baru.	1	2	3	4	5
Q2. Dalam menangani persaingan, pemimpin jualan saya sentiasa dalam kedudukan perniagaan pertama untuk memperkenalkan produk atau perkhidmatan baru, teknik pentadbiran, operasi dan teknologi.	1	2	3	4	5
Q3. Dalam berurusan dengan pesaing, pemimpin saya biasanya membalas tindakan yang mana tempat pesaing yang memulakannya.	1	2	3	4	5
Inovasi					
Q1. Secara umumnya, pemimpin jualan saya cenderung kepada penekanan yang kuat dalam strategi atau pendekatan pemasaran yang unik daripada kaedah konvensional yang telah digunakan sebelum ini.	1	2	3	4	5
Q2. Pemimpin jualan saya sering ingin melaksanakan teknik dan aktiviti baru (seperti pengurusan masa), dan ia mampu menunjukkan prestasi yang lebih baik.	1	2	3	4	5
Q3. Pemimpin jualan saya cenderung untuk menukar atau beralih kepada satu lagi jenis kemahiran penyelesaian masalah dan bukannya terus menggunakan kaedah yang sama atau	1	2	3	4	5

yang lain secara amnya digunakan untuk menyelesaikan masalah beliau.					
Pengambilan Risiko					
Q1. Pemimpin jualan saya mempunyai kecenderungan yang kuat untuk menanggung projek-projek berisiko tinggi (dengan peluang pulangan yang sangat tinggi) dan bukannya projek-projek berisiko rendah (dengan kadar normal dan pulangan tertentu).	1	2	3	4	5
Q2. Pemimpin jualan saya percaya bahawa tahap keberanian yang tinggi amat diperlukan untuk mencapai objektif organisasi (bukannya kerana bergantung kepada keadaan dan tingkah laku yang baik secara beransur-ansur demi mencapai objektif organisasi).	1	2	3	4	5
Q3. Apabila membuat keputusan yang melibatkan keadaan yang tidak menentu, pemimpin jualan saya biasanya mempunyai kecenderungan dengan sikap yang berani dan agresif untuk memaksimumkan kebarangkalian mengeksploitasi peluang yang berpotensi (bukannya mengamalkan sikap berwaspada, sikap "tunggu dan lihat" untuk mengurangkan kebarangkalian membuat keputusan yang berisiko).	1	2	3	4	5

BAHAGIAN V: PEMASARAN HUBUNGAN

Dalam **Pemasaran Perhubungan**, konteks penciptaan dan penyelenggaraan yang membolehkan pembinaan *amanah* atau kepercayaan dan pembangunan kredibiliti sebagai pembinaan suasana kerjasama. *Komitmen* merujuk kepada ikrar yang tersirat atau tersurat kesinambungan hubungan antara rakan-rakan. *Komitmen* adalah apabila "Pekongsi pertukaran percaya bahawa hubungan yang berterusan dengan satu lagi adalah sangat penting untuk menjamin usaha maksimum untuk mengekalkannya; iaitu pihak yang mempunyai *komitmen* percaya bahwa hubungan tersebut adalah bernilai dalam kerjasama untuk selama-lamanya".

	Sangat tidak setuju	Tidak setuju	Tidak pasti	Setuju	Sangat setuju
Amanah					
Q1. Saya berasa sangat setia terdahap pemimpin jualan saya dalam hubungan perniagaan ini.	1	2	3	4	5
Q2. Bagi kami, kerjasama kami adalah perniagaan yang terbaik untuk mencapai status kebebasan kewangan.	1	2	3	4	5
Q3. Saya bangga memberitahu orang lain tentang hubungan perniagaan dengan pemimpin jualan saya ini.	1	2	3	4	5
Q4. Kami benar-benar mengambil berat tentang nasib atau masa depan hubungan perniagaan kami.	1	2	3	4	5
Q5. Saya tidak akan berhenti meneruskan hubungan perniagaan ini dalam keadaan masa sekarang.	1	2	3	4	5
Komitmen					
Q1. Pada pendapat saya, hubungan perniagaan dengan pemimpin jualan saya boleh dipercayai.	1	2	3	4	5
Q2. Saya percaya bahawa pemimpin jualan saya memenuhi kewajipan beliau demi kebaikan organisasi kami.	1	2	3	4	5
Q3. Saya rasa pemimpin jualan saya berunding dengan kami secara jujur dalam hubungan perniagaan ini.	1	2	3	4	5
Q4. Saya rasa pemimpin jualan saya akan menepati janji beliau dalam hubungan perniagaan ini.	1	2	3	4	5
Q5. Saya percaya bahawa pemimpin jualan saya dapat memimpin saya ke arah yang berjaya melakui hubungan perniagaan ini.	1	2	3	4	5

BAHAGIAN VI: PROGRAM LATIHAN KEMAHIRAN INSANIAH

Program Latihan merupakan faktor utama untuk fungsi pemasaran mana-mana organisasi kerana perubahan yang berterusan dan cepat yang mencirikan persekitaran kerjaya yang moden dan program latihan yang berjaya boleh membuat sumbangan yang besar kepadatahap keberkesanan jualan individu. Program latihan yang berasaskan **Kemahiran Insaniah** merujuk kepada kemampuan individu menjalin hubungan atau diplomasi dengan individu yang lain demi menyelesaikan masalah teknikal atau menghadapi cabaran intelek melalui kemahiran komunikasi yang berkesan.

	Sangat tidak setuju	Tidak setuju	Tidak pasti	Setuju	Sangat setuju
Q1. Secara umumnya, penilaian saya terhadap program latihan berasaskan kemahiran insaniah MLM yang dijalani oleh pemimpin jualan saya setakat ini boleh dikatakan sangat bagus.	1	2	3	4	5
Q2. Saya percaya bahawa program latihan berasaskan kemahiran insaniah telah membantu pemimpin jualan saya untuk mencapai kejayaan yang lebih tinggi melalui promosi ke pangkat lebih tinggi dalam struktur perniagaan MLM.	1	2	3	4	5
Q3. Pemimpin jualan saya bermotivasi tinggi selepas melalui sesi program latihan berasaskan kemahiran insaniah yang teratur.	1	2	3	4	5
Q4. Pada pendapat saya, peraturan and prosedur dalam organisasi MLM sekarang banyak membantu pemimpin jualan saya dalam menyelesaikan masalah rumit setelah menerima program latihan berasaskan kemahiran insaniah.	1	2	3	4	5
Q5. Saya rasa program latihan berasaskan kemahiran insaniah yang berteraskan penyelesaian isu-isu penting dalam perniagaan MLM adalah berkaitan dengan tugas pemimpin jualan saya.	1	2	3	4	5

SEKIAN, TERIMA KASIH ATAS KERJASAMA YANG DIBERIKAN.

Appendix B:
Non-Response Bias Test between Early and Late Respondent Downlines

GENDER * NRB Crosstabulation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Non Respondent Bias of Gender	210	100.0%	0	0.0%	210	100.0%

Gender * Non Respondent Bias of Gender Crosstabulation

Count

		Non Respondent Bias of Gender		Total
		Early	Late	
Gender	Female	52	22	74
	Male	90	46	136
Total		142	68	210

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.367[a]	1	.545		
Continuity Correction[b]	.204	1	.652		
Likelihood Ratio	.369	1	.543		
Fisher's Exact Test				.644	.328
Linear-by-Linear Association	.365	1	.546		
N of Valid Cases	210				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 23.96.
b. Computed only for a 2x2 table

AGE * NRB Crosstabulation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * Non Respondent Bias of Downlines' Age	210	100.0%	0	0.0%	210	100.0%

Age * Non Respondent Bias of Downlines' Age Crosstabulation

Count

		Non Respondent Bias of Downlines' Age		Total
		Early	Late	
Age	<21	1	1	2
	21-30	30	11	41
	31-40	52	17	69
	41-50	30	18	48
	51-60	20	16	36
	>60	9	5	14
Total		142	68	210

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.788[a]	5	.327
Likelihood Ratio	5.749	5	.331
Linear-by-Linear Association	3.000	1	.083
N of Valid Cases	210		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is .65.

JOB TYPE * NRB Crosstabulation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Job Type * Non Respondent Bias of Job Type	210	100.0%	0	0.0%	210	100.0%

Job Type * Non Respondent Bias of Job Type Crosstabulation

Count

		Non Respondent Bias of Job Type		Total
		Early	Late	
Job Type	Full Time	92	37	129
	Part Time	50	31	81
Total		142	68	210

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.090[a]	1	.148		
Continuity Correction[b]	1.675	1	.196		
Likelihood Ratio	2.071	1	.150		
Fisher's Exact Test				.173	.098
Linear-by-Linear Association	2.080	1	.149		
N of Valid Cases	210				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 26.23.
b. Computed only for a 2x2 table

YEAR OF EXPERIENCE * NRB Crosstabulation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Year(s) of Experience In MLM Industry * Non Respondent Bias of Years of Experience	210	100.0%	0	0.0%	210	100.0%

Year(s) of Experience in MLM Industry * Non Respondent Bias of Years of Experience Crosstabulation

Count

		Non Respondent Bias of Years of Experience		Total
		Early	Late	
Year(s) of Experience In MLM Industry	<1	6	3	9
	1-5	52	26	78
	6-10	45	28	73
	11-15	25	4	29
	16-20	9	5	14
	>20	5	2	7
Total		142	68	210

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.920[a]	5	.314
Likelihood Ratio	6.626	5	.250
Linear-by-Linear Association	.665	1	.415
N of Valid Cases	210		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 2.27.

Appendix C:
Frequency Tables for Demographics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	74	35.2	35.2	35.2
	Male	136	64.8	64.8	100.0
	Total	210	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<21	2	1.0	1.0	1.0
	21-30	41	19.5	19.5	20.5
	31-40	69	32.9	32.9	53.3
	41-50	48	22.9	22.9	76.2
	51-60	36	17.1	17.1	93.3
	>60	14	6.7	6.7	100.0
	Total	210	100.0	100.0	

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	44	21.0	21.0	21.0
	Chinese	140	66.7	66.7	87.6
	Indian	17	8.1	8.1	95.7
	Others	9	4.3	4.3	100.0
	Total	210	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	85	40.5	40.5	40.5
	Married	125	59.5	59.5	100.0
	Total	210	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	69	32.9	32.9	32.9
	STPM	48	22.9	22.9	55.7
	Diploma	32	15.2	15.2	71.0
	Degree	38	18.1	18.1	89.0
	Master	14	6.7	6.7	95.7
	PhD	1	.5	.5	96.2
	Others	8	3.8	3.8	100.0
	Total	210	100.0	100.0	

Job Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full Time	129	61.4	61.4	61.4
	Part Time	81	38.6	38.6	100.0
	Total	210	100.0	100.0	

Year(s) of Experience in MLM Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1	9	4.3	4.3	4.3
	1-5	78	37.1	37.1	41.4
	6-10	73	34.8	34.8	76.2
	11-15	29	13.8	13.8	90.0
	16-20	14	6.7	6.7	96.7
	>20	7	3.3	3.3	100.0
	Total	210	100.0	100.0	

Numbers of Downlines of Your Sales Leader (In Malaysia Only)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<500	12	5.7	5.7	5.7
	500-1000	13	6.2	6.2	11.9
	1001-2000	14	6.7	6.7	18.6
	2001-3000	23	11.0	11.0	29.5
	3001-4000	63	30.0	30.0	59.5
	4001-5000	61	29.0	29.0	88.6
	>5000	24	11.4	11.4	100.0
	Total	210	100.0	100.0	

Your Current Monthly Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1000	14	6.7	6.7	6.7
	1000-10000	98	46.7	46.7	53.3
	10001-20000	24	11.4	11.4	64.8
	20001-30000	38	18.1	18.1	82.9
	30001-40000	21	10.0	10.0	92.9
	40001-50000	7	3.3	3.3	96.2
	>50000	8	3.8	3.8	100.0
	Total	210	100.0	100.0	

Appendix D:
Factor and Reliability Analysis on Antecedent Variables

KMO and Bartlett's Test

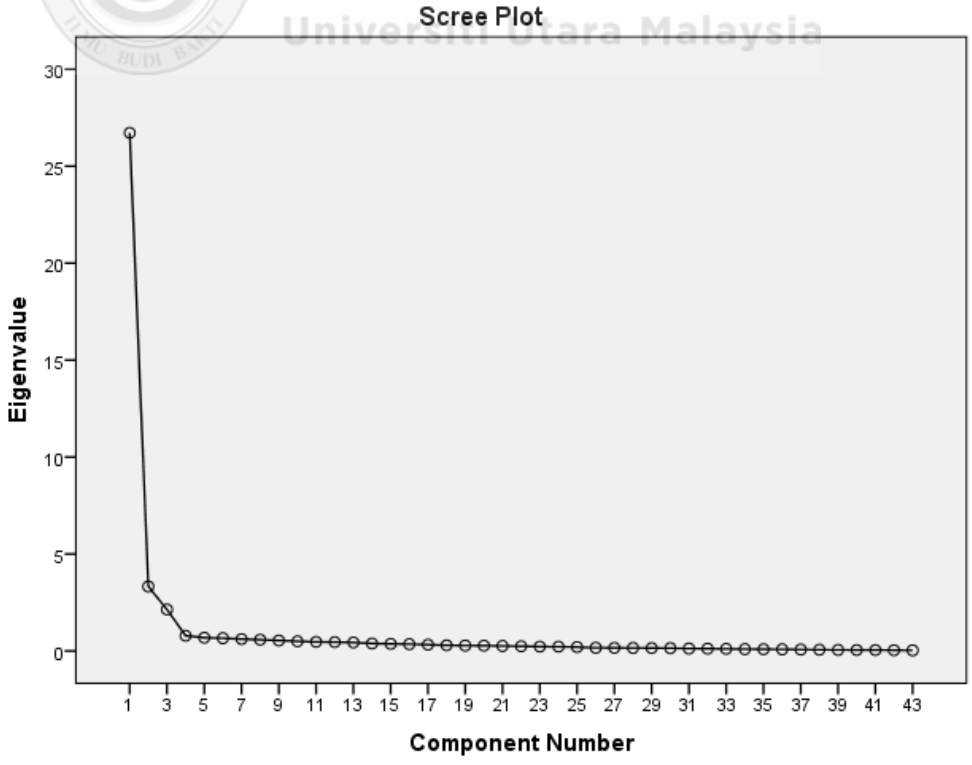
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.940
Bartlett's Test of Sphericity	Approx. Chi-Square	11728.279
	df	903
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var	Cum %	Total	% of Var	Cum %	Total	% of Var	Cum %
1	26.716	62.131	62.131	26.716	62.131	62.131	15.736	36.596	36.596
2	3.324	7.731	69.862	3.324	7.731	69.862	8.317	19.342	55.938
3	2.136	4.968	74.829	2.136	4.968	74.829	8.123	18.891	74.829
4	.784	1.824	76.653						
5	.683	1.589	78.242						
6	.656	1.525	79.767						
7	.612	1.422	81.190						
8	.580	1.348	82.538						
9	.540	1.255	83.792						
10	.496	1.155	84.947						
11	.467	1.086	86.034						
12	.455	1.058	87.092						
13	.438	1.018	88.110						
14	.383	.891	89.000						
15	.363	.844	89.844						
16	.350	.813	90.657						
17	.322	.749	91.406						
18	.295	.686	92.092						
19	.278	.646	92.738						
20	.274	.637	93.375						
21	.258	.599	93.975						
22	.240	.558	94.533						
23	.223	.519	95.052						

24	.217	.505	95.557
25	.198	.460	96.017
26	.163	.379	96.396
27	.160	.372	96.768
28	.155	.360	97.128
29	.146	.339	97.467
30	.144	.334	97.801
31	.121	.282	98.083
32	.117	.271	98.354
33	.104	.242	98.597
34	.093	.216	98.813
35	.086	.201	99.013
36	.082	.192	99.205
37	.070	.164	99.369
38	.061	.143	99.511
39	.050	.117	99.628
40	.048	.110	99.739
41	.044	.103	99.842
42	.038	.088	99.930
43	.030	.070	100.000

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component		
	1	2	3
TL_CRM_1	.857	-.137	-.066
TL_CRM_2	.843	-.149	-.138
TL_CRM_3	.854	-.129	-.140
TL_CRM_4	.840	-.180	-.171
TL_CRM_5	.844	-.122	-.091
TL_CRM_6	.827	-.144	-.139
TL_IC_1	.843	-.079	-.123
TL_IC_2	.813	-.162	-.173
TL_IC_3	.857	-.102	-.162
TL_IC_4	.823	-.159	-.103
TL_IC_5	.808	-.167	-.130
TL_IC_6	.817	-.161	-.160
TL_IM_1	.848	-.108	-.145
TL_IM_2	.857	-.201	-.122
TL_IM_3	.849	-.098	-.132
TL_IM_4	.827	-.188	-.151
TL_IM_5	.845	-.202	.009
TL_IM_6	.813	-.192	-.145
TL_IS_1	.834	-.187	-.151
TL_IS_2	.855	-.114	-.139
TL_IS_3	.848	-.134	-.160
TL_IS_4	.845	-.110	-.188
TL_IS_5	.803	-.154	-.128
TL_IS_6	.820	-.198	-.180
EO_PRO_1	.700	.557	-.028
EO_PRO_2	.662	.521	-.078
EO_PRO_3	.681	.556	-.003
EO_INNO_1	.717	.578	-.081
EO_INNO_2	.671	.535	-.087
EO_INNO_3	.689	.581	-.053
EO_RT_1	.713	.536	-.069
EO_RT_2	.693	.536	-.037
EO_RT_3	.701	.529	-.007
RM_TRT_1	.738	-.151	.435
RM_TRT_2	.760	-.086	.364
RM_TRT_3	.745	-.058	.430
RM_TRT_4	.763	.031	.374
RM_TRT_5	.755	.007	.446

RM_COMM_1	.694	-.104	.448
RM_COMM_2	.749	-.061	.409
RM_COMM_3	.739	-.051	.340
RM_COMM_4	.756	-.027	.435
RM_COMM_5	.790	-.075	.338

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix[a]

	Component		
	1	2	3
TL_CRM_1	**.727**	.284	.385
TL_CRM_2	**.758**	.275	.318
TL_CRM_3	**.758**	.299	.319
TL_CRM_4	**.786**	.251	.292
TL_CRM_5	**.723**	.294	.354
TL_CRM_6	**.745**	.273	.309
TL_IC_1	**.718**	.336	.320
TL_IC_2	**.759**	.255	.275
TL_IC_3	**.760**	.326	.297
TL_IC_4	**.731**	.254	.340
TL_IC_5	**.737**	.243	.310
TL_IC_6	**.756**	.256	.288
TL_IM_1	**.746**	.315	.309
TL_IM_2	**.784**	.235	.346
TL_IM_3	**.736**	.323	.319
TL_IM_4	**.771**	.236	.305
TL_IM_5	**.711**	.212	.453
TL_IM_6	**.759**	.225	.303
TL_IS_1	**.775**	.240	.308
TL_IS_2	**.751**	.312	.318
TL_IS_3	**.766**	.294	.299
TL_IS_4	**.767**	.317	.271
TL_IS_5	**.726**	.252	.308
TL_IS_6	**.784**	.227	.277
EO_PRO_1	.276	**.817**	.241
EO_PRO_2	.289	**.773**	.185
EO_PRO_3	.250	**.804**	.254
EO_INNO_1	.306	**.849**	.202

EO_INNO_2	.294	**.791**	.179
EO_INNO_3	.270	**.835**	.212
EO_RT_1	.316	**.809**	.216
EO_RT_2	.284	**.796**	.233
EO_RT_3	.278	**.790**	.264
RM_TRT_1	.396	.156	**.758**
RM_TRT_2	.418	.233	**.699**
RM_TRT_3	.361	.243	**.744**
RM_TRT_4	.362	.336	**.693**
RM_TRT_5	.331	.302	**.753**
RM_COMM_1	.336	.176	**.742**
RM_COMM_2	.376	.244	**.729**
RM_COMM_3	.398	.256	**.663**
RM_COMM_4	.353	.274	**.750**
RM_COMM_5	.448	.259	**.689**

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Component Transformation Matrix

Component	1	2	3
1	.737	.463	.493
2	-.456	.878	-.142
3	-.498	-.120	.859

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
TL_CRM_1	1.000	.757
TL_CRM_2	1.000	.751
TL_CRM_3	1.000	.766
TL_CRM_4	1.000	.767
TL_CRM_5	1.000	.735
TL_CRM_6	1.000	.725

TL_IC_1	1.000	.731
TL_IC_2	1.000	.717
TL_IC_3	1.000	.772
TL_IC_4	1.000	.714
TL_IC_5	1.000	.698
TL_IC_6	1.000	.719
TL_IM_1	1.000	.752
TL_IM_2	1.000	.789
TL_IM_3	1.000	.748
TL_IM_4	1.000	.743
TL_IM_5	1.000	.755
TL_IM_6	1.000	.719
TL_IS_1	1.000	.753
TL_IS_2	1.000	.763
TL_IS_3	1.000	.762
TL_IS_4	1.000	.762
TL_IS_5	1.000	.685
TL_IS_6	1.000	.743
EO_PRO_1	1.000	.801
EO_PRO_2	1.000	.715
EO_PRO_3	1.000	.773
EO_INNO_1	1.000	.855
EO_INNO_2	1.000	.744
EO_INNO_3	1.000	.815
EO_RT_1	1.000	.800
EO_RT_2	1.000	.769
EO_RT_3	1.000	.772
RM_TRT_1	1.000	.756
RM_TRT_2	1.000	.718
RM_TRT_3	1.000	.743
RM_TRT_4	1.000	.724
RM_TRT_5	1.000	.768
RM_COMM_1	1.000	.694
RM_COMM_2	1.000	.732
RM_COMM_3	1.000	.664
RM_COMM_4	1.000	.762
RM_COMM_5	1.000	.743

Extraction Method: Principal Component Analysis.

Reliability Statistics – Transformational Leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.985	.985	24

Reliability Statistics – Entrepreneurial Orientation

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.965	.965	9

Reliability Statistics – Relationship Marketing

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.958	.958	10

Appendix E:
Frequency Table for Variables

Statistics

Channel Performance

N	Valid	210
	Missing	0
Mean		4.3992
Std. Deviation		.59187

Channel Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.67	1	.5	.5	.5
	2.83	1	.5	.5	1.0
	2.92	1	.5	.5	1.4
	3.00	5	2.4	2.4	3.8
	3.08	1	.5	.5	4.3
	3.17	1	.5	.5	4.8
	3.42	3	1.4	1.4	6.2
	3.50	1	.5	.5	6.7
	3.58	6	2.9	2.9	9.5
	3.75	2	1.0	1.0	10.5
	3.83	2	1.0	1.0	11.4
	3.92	3	1.4	1.4	12.9
	4.00	64	30.5	30.5	43.3
	4.17	1	.5	.5	43.8
	4.25	9	4.3	4.3	48.1
	4.33	7	3.3	3.3	51.4
	4.42	7	3.3	3.3	54.8
	4.50	1	.5	.5	55.2
	4.58	4	1.9	1.9	57.1
	4.67	1	.5	.5	57.6
	4.92	2	1.0	1.0	58.6
	5.00	87	41.4	41.4	100.0
	Total	210	100.0	100.0	

Statistics

Charismatic Role Modeling

N	Valid	210
	Missing	0
Mean		4.3516
Std. Deviation		.52711

Charismatic Role Modeling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.83	1	.5	.5	.5
	3.00	4	1.9	1.9	2.4
	3.17	1	.5	.5	2.9
	3.33	2	1.0	1.0	3.8
	3.50	5	2.4	2.4	6.2
	3.67	7	3.3	3.3	9.5
	3.83	2	1.0	1.0	10.5
	4.00	72	34.3	34.3	44.8
	4.17	8	3.8	3.8	48.6
	4.33	18	8.6	8.6	57.1
	4.50	14	6.7	6.7	63.8
	4.67	11	5.2	5.2	69.0
	4.83	2	1.0	1.0	70.0
	5.00	63	30.0	30.0	100.0
	Total	210	100.0	100.0	

Statistics

Individual Consideration

N	Valid	210
	Missing	0
Mean		4.3508
Std. Deviation		.52802

Individual Consideration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.83	1	.5	.5	.5
	3.00	5	2.4	2.4	2.9
	3.17	2	1.0	1.0	3.8
	3.50	5	2.4	2.4	6.2
	3.67	6	2.9	2.9	9.0
	3.83	1	.5	.5	9.5
	4.00	71	33.8	33.8	43.3
	4.17	12	5.7	5.7	49.0
	4.33	17	8.1	8.1	57.1
	4.50	17	8.1	8.1	65.2
	4.67	8	3.8	3.8	69.0
	4.83	2	1.0	1.0	70.0
	5.00	63	30.0	30.0	100.0
	Total	210	100.0	100.0	

Statistics

Inspirational Motivation

N	Valid	210
	Missing	0
Mean		4.3405
Std. Deviation		.51822

Inspirational Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.67	1	.5	.5	.5
	3.00	4	1.9	1.9	2.4
	3.17	1	.5	.5	2.9
	3.33	1	.5	.5	3.3
	3.50	3	1.4	1.4	4.8
	3.67	6	2.9	2.9	7.6
	3.83	3	1.4	1.4	9.0
	4.00	74	35.2	35.2	44.3
	4.17	21	10.0	10.0	54.3
	4.33	14	6.7	6.7	61.0
	4.50	12	5.7	5.7	66.7
	4.67	5	2.4	2.4	69.0
	4.83	1	.5	.5	69.5
	5.00	64	30.5	30.5	100.0
	Total	210	100.0	100.0	

Statistics

Intellectual Stimulation

N	Valid	210
	Missing	0
Mean		4.3595
Std. Deviation		.53578

Intellectual Stimulation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.50	1	.5	.5	.5
	2.83	1	.5	.5	1.0
	3.00	4	1.9	1.9	2.9
	3.33	2	1.0	1.0	3.8
	3.50	2	1.0	1.0	4.8
	3.67	7	3.3	3.3	8.1
	3.83	3	1.4	1.4	9.5
	4.00	75	35.7	35.7	45.2
	4.17	9	4.3	4.3	49.5
	4.33	16	7.6	7.6	57.1
	4.50	14	6.7	6.7	63.8
	4.67	6	2.9	2.9	66.7
	4.83	3	1.4	1.4	68.1
	5.00	67	31.9	31.9	100.0
	Total	210	100.0	100.0	

Statistics

Proactiveness

N	Valid	210
	Missing	0
Mean		4.3270
Std. Deviation		.51862

Proactiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	5	2.4	2.4	2.4
	3.33	5	2.4	2.4	4.8
	3.67	4	1.9	1.9	6.7
	4.00	98	46.7	46.7	53.3
	4.33	26	12.4	12.4	65.7
	4.67	7	3.3	3.3	69.0
	5.00	65	31.0	31.0	100.0
	Total	210	100.0	100.0	

Statistics

Innovativeness

N	Valid	210
	Missing	0
Mean		4.3381
Std. Deviation		.53726

Innovativeness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	6	2.9	2.9	2.9
	3.33	3	1.4	1.4	4.3
	3.67	10	4.8	4.8	9.0
	4.00	91	43.3	43.3	52.4
	4.33	24	11.4	11.4	63.8
	4.67	5	2.4	2.4	66.2
	5.00	71	33.8	33.8	100.0
	Total	210	100.0	100.0	

Statistics

Risk-Taking

N	Valid	210
	Missing	0
Mean		4.3397
Std. Deviation		.54559

Risk-Taking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	6	2.9	2.9	2.9
	3.33	6	2.9	2.9	5.7
	3.67	6	2.9	2.9	8.6
	4.00	92	43.8	43.8	52.4
	4.33	22	10.5	10.5	62.9
	4.67	6	2.9	2.9	65.7
	5.00	72	34.3	34.3	100.0
	Total	210	100.0	100.0	

Statistics

Trust

N	Valid	210
	Missing	0
Mean		4.2505
Std. Deviation		.48865

Trust

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.80	1	.5	.5	.5
	3.00	5	2.4	2.4	2.9
	3.20	1	.5	.5	3.3
	3.40	5	2.4	2.4	5.7
	3.60	3	1.4	1.4	7.1
	3.80	5	2.4	2.4	9.5
	4.00	95	45.2	45.2	54.8
	4.20	12	5.7	5.7	60.5
	4.40	27	12.9	12.9	73.3
	4.60	8	3.8	3.8	77.1
	4.80	6	2.9	2.9	80.0
	5.00	42	20.0	20.0	100.0
	Total	210	100.0	100.0	

Statistics

Commitment

N	Valid	210
	Missing	0
Mean		4.2590
Std. Deviation		.47637

Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	5	2.4	2.4	2.4
	3.20	2	1.0	1.0	3.3
	3.40	2	1.0	1.0	4.3
	3.60	4	1.9	1.9	6.2
	3.80	4	1.9	1.9	8.1
	4.00	101	48.1	48.1	56.2
	4.20	10	4.8	4.8	61.0
	4.40	21	10.0	10.0	71.0
	4.60	15	7.1	7.1	78.1
	4.80	4	1.9	1.9	80.0
	5.00	42	20.0	20.0	100.0
	Total	210	100.0	100.0	

Appendix F:
Correlation Analysis Among the Explanatory Variables

Descriptive Statistics

	Mean	Std. Deviation	N
CP	4.3992	.59187	210
CRM	4.3516	.52711	210
IC	4.3508	.52802	210
IM	4.3405	.51822	210
IS	4.3595	.53578	210
PRO	4.3270	.51862	210
INNO	4.3381	.53726	210
RT	4.3397	.54559	210
TRT	4.2505	.48865	210
COMM	4.2590	.47637	210
SSTP	4.3152	.52045	210

Correlations

		CP	CRM	IC	IM	IS	PRO	INNO	RT	TRT	COMM	SSTP
CP	Pearson Correlation	1	.716**	.716**	.682**	.685**	.557**	.531**	.574**	.689**	.688**	.703**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
CRM	Pearson Correlation	.716**	1	.932**	.938**	.935**	.611**	.622**	.646**	.763**	.764**	.750**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
IC	Pearson Correlation	.716**	.932**	1	.940**	.914**	.607**	.628**	.638**	.747**	.749**	.715**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
IM	Pearson Correlation	.682**	.938**	.940**	1	.912**	.606**	.607**	.614**	.761**	.765**	.721**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
IS	Pearson Correlation	.685**	.935**	.914**	.912**	1	.623**	.609**	.605**	.732**	.737**	.719**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
PRO	Pearson Correlation	.557**	.611**	.607**	.606**	.623**	1	.897**	.857**	.595**	.564**	.590**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
INNO	Pearson Correlation	.531**	.622**	.628**	.607**	.609**	.897**	1	.883**	.559**	.573**	.570**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
RT	Pearson Correlation	.574**	.646**	.638**	.614**	.605**	.857**	.883**	1	.597**	.588**	.582**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
TRT	Pearson Correlation	.689**	.763**	.747**	.761**	.732**	.595**	.559**	.597**	1	.905**	.808**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	210	210	210	210	210	210	210	210	210	210	210
COMM	Pearson Correlation	.688**	.764**	.749**	.765**	.737**	.564**	.573**	.588**	.905**	1	.788**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	210	210	210	210	210	210	210	210	210	210	210
SSTP	Pearson Correlation	.703**	.750**	.715**	.721**	.719**	.590**	.570**	.582**	.808**	.788**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	210	210	210	210	210	210	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

CP = Channel Performance, CRM = Charismatic Role Modeling, IC = Individual Consideration, IM = Inspirational Motivation, IS = Intellectual Stimulation, PRO = Proactiveness, INNO = Innovativeness, RT = Risk Taking, TRT = Trust, COMM = Commitment, SSTP = Soft Skills Training Program

Appendix G1:
Regression: Between Transformational Leadership (CRM, IC, IM, IS) and Channel Performance (CP)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	IS, IC, CRM, IM[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730[a]	.533	.524	.40828

a. Predictors: (Constant), IS, IM, IC, CRM
b. Dependent Variable: CP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.041	4	9.760	58.552	.000[b]
	Residual	34.173	205	.167		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), IS, IM, IC, CRM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.813	.242		3.365	.001		
	CRM	.486	.193	.433	2.520	.012	.077	12.973
	IC	.504	.179	.450	2.823	.005	.090	11.138
	IM	-.190	.186	-.166	-1.019	.310	.086	11.666
	IS	.023	.159	.021	.144	.885	.110	9.075

a. Dependent Variable: CP

Collinearity Diagnostics[a]

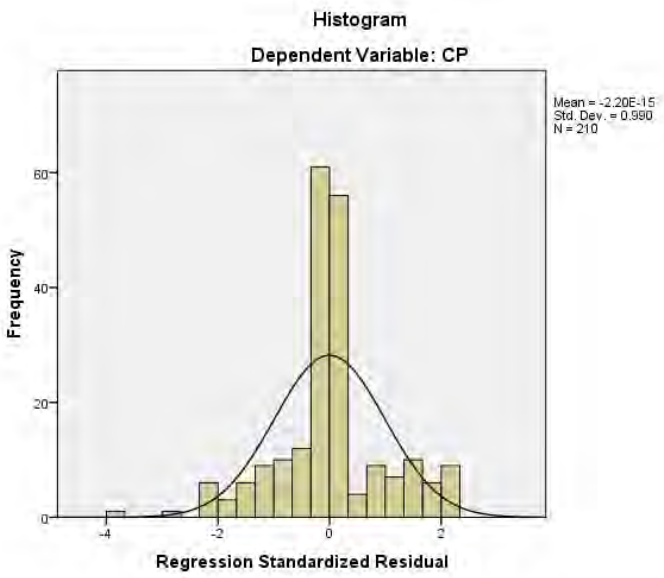
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	CRM	IC	IM	IS
1	1	4.986	1.000	.00	.00	.00	.00	.00
	2	.011	21.346	1.00	.01	.01	.00	.01
	3	.001	59.322	.00	.01	.18	.17	.67
	4	.001	74.488	.00	.39	.67	.20	.12
	5	.001	79.966	.00	.59	.14	.63	.20

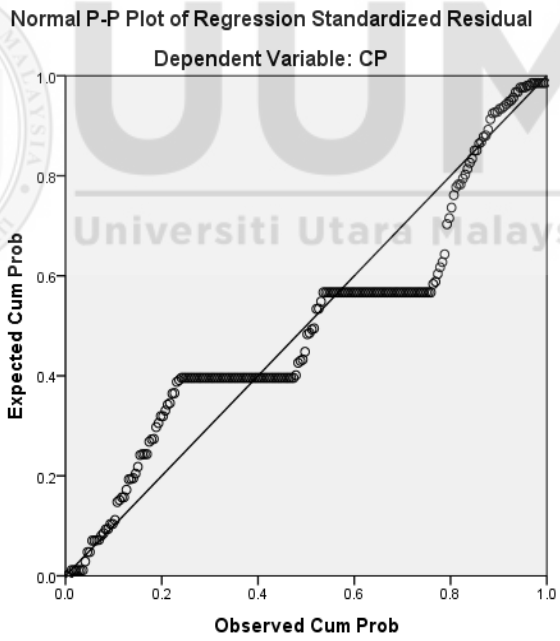
a. Dependent Variable: CP

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1708	4.9314	4.3992	.43220	210
Residual	-1.57543	.89226	.00000	.40436	210
Std. Predicted Value	-2.842	1.231	.000	1.000	210
Std. Residual	-3.859	2.185	.000	.990	210

a. Dependent Variable: CP





CP = Channel Performance, CRM = Charismatic Role Modeling, IC = Individual Consideration, IM = Inspirational Motivation, IS = Intellectual Stimulation, PRO = Proactiveness, INNO = Innovativeness, RT = Risk Taking, TRT = Trust, COMM = Commitment, SSTP = Soft Skills Training Program

Appendix G2:
Regression: Between Entrepreneurial Orientation (PRO, INNO, RT) and Channel Performance (CP)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	RT, PRO, INNO[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589[a]	.346	.337	.48198

a. Predictors: (Constant), RT, PRO, INNO
b. Dependent Variable: CP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.358	3	8.453	36.385	.000[b]
	Residual	47.856	206	.232		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), RT, PRO, INNO

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.484	.286		5.193	.000		
	PRO	.322	.153	.282	2.104	.037	.177	5.665
	INNO	-.075	.162	-.068	-.464	.643	.146	6.840
	RT	.426	.137	.393	3.106	.002	.199	5.036

a. Dependent Variable: CP

Collinearity Diagnostics[a]

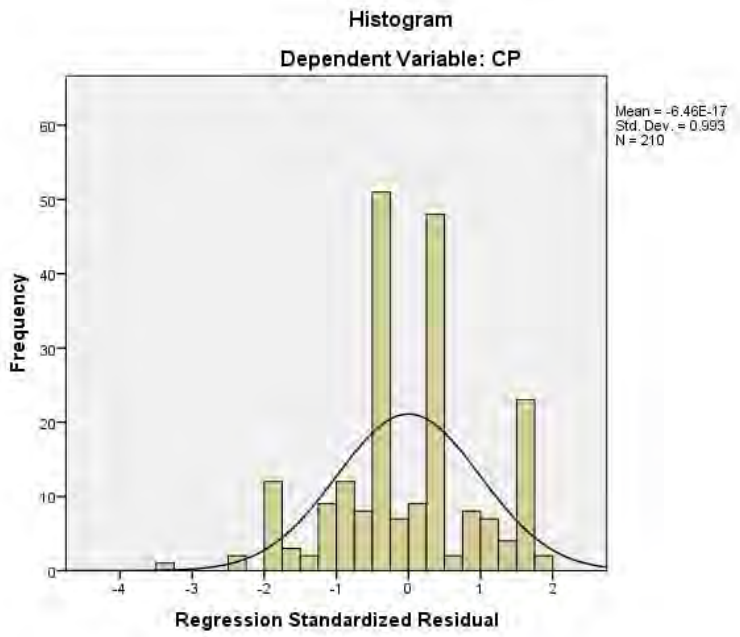
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	PRO	INNO	RT
1	1	3.986	1.000	.00	.00	.00	.00
	2	.010	19.665	.98	.01	.02	.03
	3	.002	43.001	.01	.41	.04	.85
	4	.001	52.620	.01	.57	.94	.12

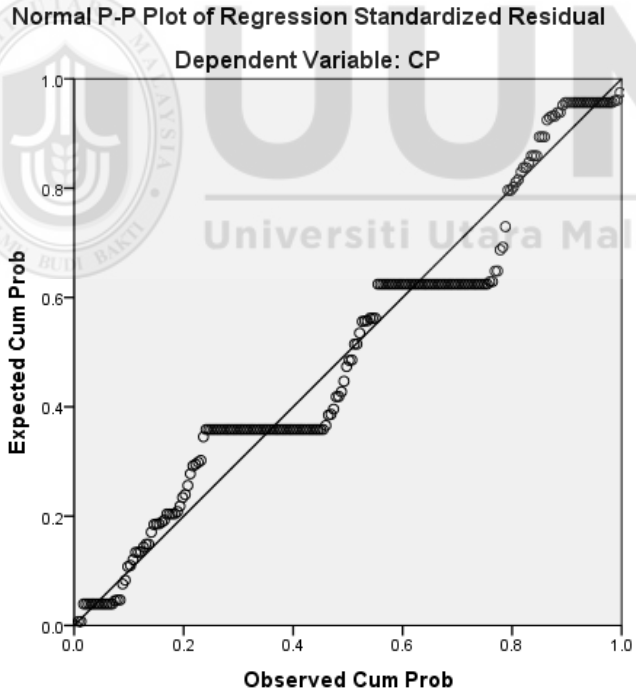
a. Dependent Variable: CP

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5020	4.8474	4.3992	.34832	210
Residual	-1.61532	.94224	.00000	.47851	210
Std. Predicted Value	-2.576	1.287	.000	1.000	210
Std. Residual	-3.351	1.955	.000	.993	210

a. Dependent Variable: CP





CP = Channel Performance, CRM = Charismatic Role Modeling, IC = Individual Consideration, IM = Inspirational Motivation, IS = Intellectual Stimulation, PRO = Proactiveness, INNO = Innovativeness, RT = Risk Taking, TRT = Trust, COMM = Commitment, SKTP = Soft Skills Training Program

Appendix G3:
Regression: Between Relationship Marketing (TRT and COMM) and Channel Performance (CP)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	COMM, TRT[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706[a]	.498	.493	.42124

a. Predictors: (Constant), COMM, TRT
b. Dependent Variable: CP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.483	2	18.242	102.804	.000[b]
	Residual	36.730	207	.177		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), COMM, TRT

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.624	.265		2.351	.020		
	TRT	.444	.140	.367	3.172	.002	.182	5.509
	COMM	.443	.144	.357	3.088	.002	.182	5.509

a. Dependent Variable: CP

Collinearity Diagnostics[a]

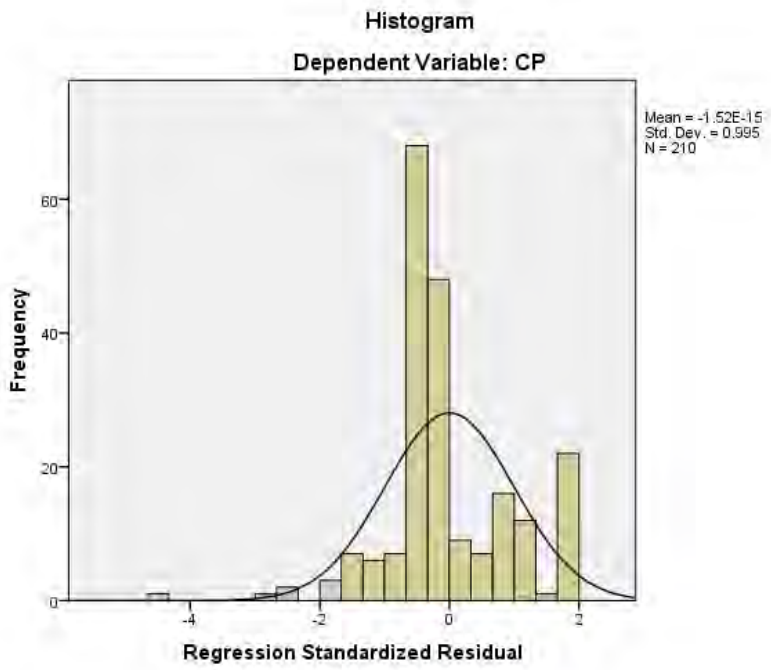
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	TRT	COMM
1	1	2.991	1.000	.00	.00	.00
	2	.008	19.269	.99	.05	.04
	3	.001	49.858	.01	.95	.96

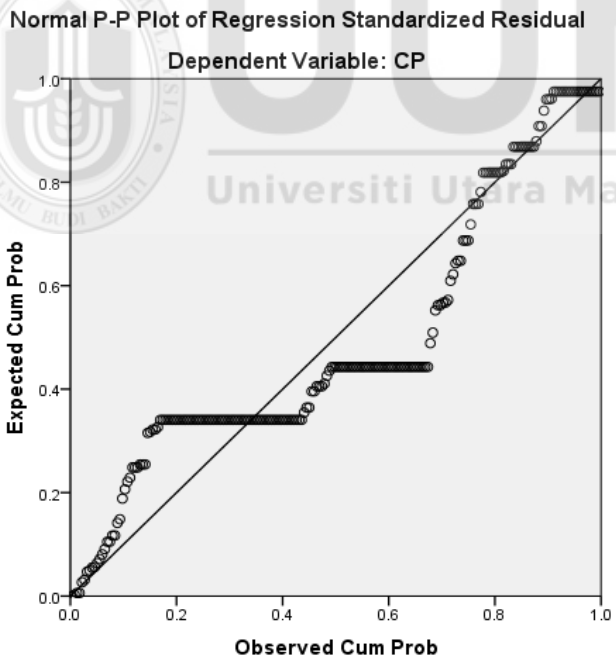
a. Dependent Variable: CP

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2857	5.0604	4.3992	.41781	210
Residual	-1.86166	.82684	.00000	.41922	210
Std. Predicted Value	-2.665	1.583	.000	1.000	210
Std. Residual	-4.419	1.963	.000	.995	210

a. Dependent Variable: CP





CP = Channel Performance, CRM = Charismatic Role Modeling, IC = Individual Consideration, IM = Inspirational Motivation, IS = Intellectual Stimulation, PRO = Proactiveness, INNO = Innovativeness, RT = Risk Taking, TRT = Trust, COMM = Commitment, SKTP = Soft Skills Training Program

Appendix H1:
Regression: Between Transformational Leadership and Channel Performance (Moderator: Soft Skills Training Program)

Charismatic Role Modeling (CRM)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, CRM[b]	.	Enter
2	CRM_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.759[a]	.576	.572	.38727	.576	140.577	2	207	.000
2	.765[b]	.586	.580	.38362	.010	4.957	1	206	.027

a. Predictors: (Constant), SSTP, CRM
b. Predictors: (Constant), SSTP, CRM, CRM_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

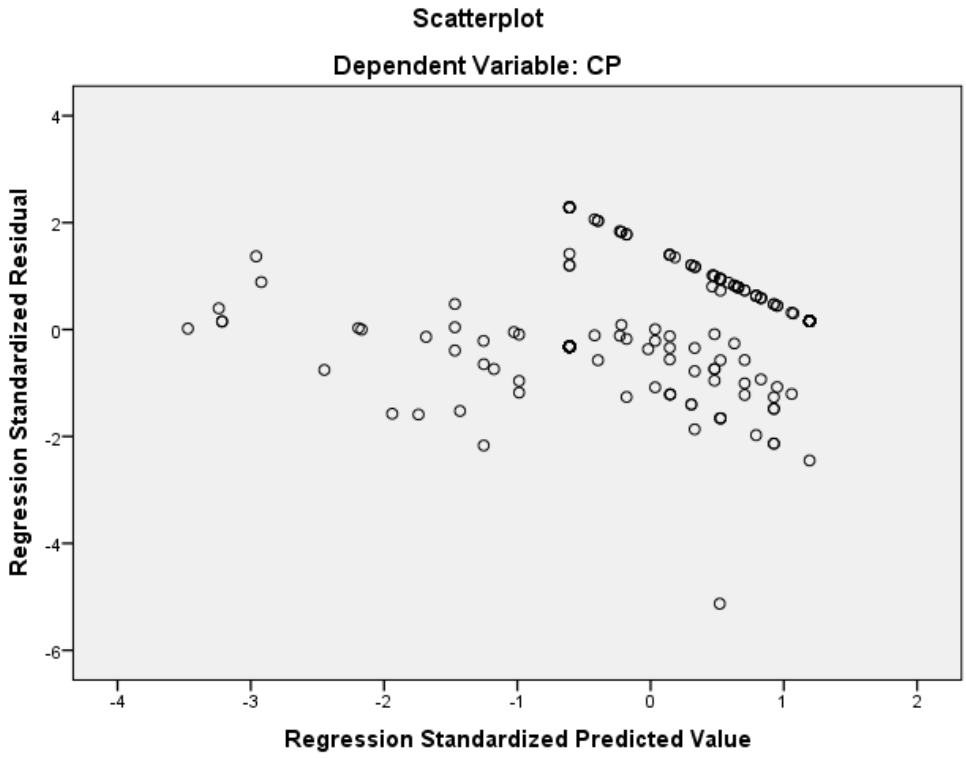
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.168	2	21.084	140.577	.000[b]
	Residual	31.046	207	.150		
	Total	73.214	209			
2	Regression	42.897	3	14.299	97.162	.000[c]
	Residual	30.317	206	.147		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, CRM
c. Predictors: (Constant), SSTP, CRM, CRM_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.428	.238		1.797	.074
	CRM	.484	.077	.431	6.291	.000
	SSTP	.432	.078	.380	5.552	.000
2	(Constant)	-2.791	1.465		-1.905	.058
	CRM	1.243	.349	1.107	3.557	.000
	SSTP	1.215	.360	1.069	3.376	.001
	CRM_x_SSTP	-.182	.082	-1.281	-2.226	.027

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
******************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
******
Model = 1
    Y = CP
    X = CRM
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE          F    df1    df2          p
      .7655      .5859      .1472   149.1925   3.0000 206.0000
.0000

Model
              coeff         se          t          p       LLCI
ULCI
constant     4.4366      .0346   128.3597     .0000    4.3684
4.5047
SSTP         .4212      .0891     4.7301     .0000     .2457
.5968
CRM          .4558      .0919     4.9597     .0000     .2746
.6370
int_1       -.1825      .0648    -2.8169     .0053    -.3102     -
.0548

Product terms key:

 int_1    CRM         X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0100     7.9348     1.0000   206.0000      .0053

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t       p    LLCI
ULCI
     -.5204      .5507      .0942     5.8496    .0000    .3651
.7364
      .0000      .4558      .0919     4.9597    .0000    .2746
.6370
      .5204      .3608      .1015     3.5555    .0005    .1607
.5609

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***

Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.

DATA LIST FREE/CRM SSTP CP.
BEGIN DATA.

     -.5271     -.5204     3.9271
      .0000     -.5204     4.2174
      .5271     -.5204     4.5077
     -.5271      .0000     4.1963
      .0000      .0000     4.4366
      .5271      .0000     4.6768
     -.5271      .5204     4.4656
      .0000      .5204     4.6558
      .5271      .5204     4.8460

END DATA.
GRAPH/SCATTERPLOT=CRM WITH CP BY SSTP.

********************* ANALYSIS NOTES AND WARNINGS
***********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 CRM      SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Individual Consideration (IC)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, IC[b]	.	Enter
2	IC_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.767[a]	.588	.584	.38177	.588	147.659	2	207	.000
2	.770[b]	.593	.587	.38043	.005	2.463	1	206	.118

a. Predictors: (Constant), SSTP, IC
b. Predictors: (Constant), SSTP, IC, IC_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

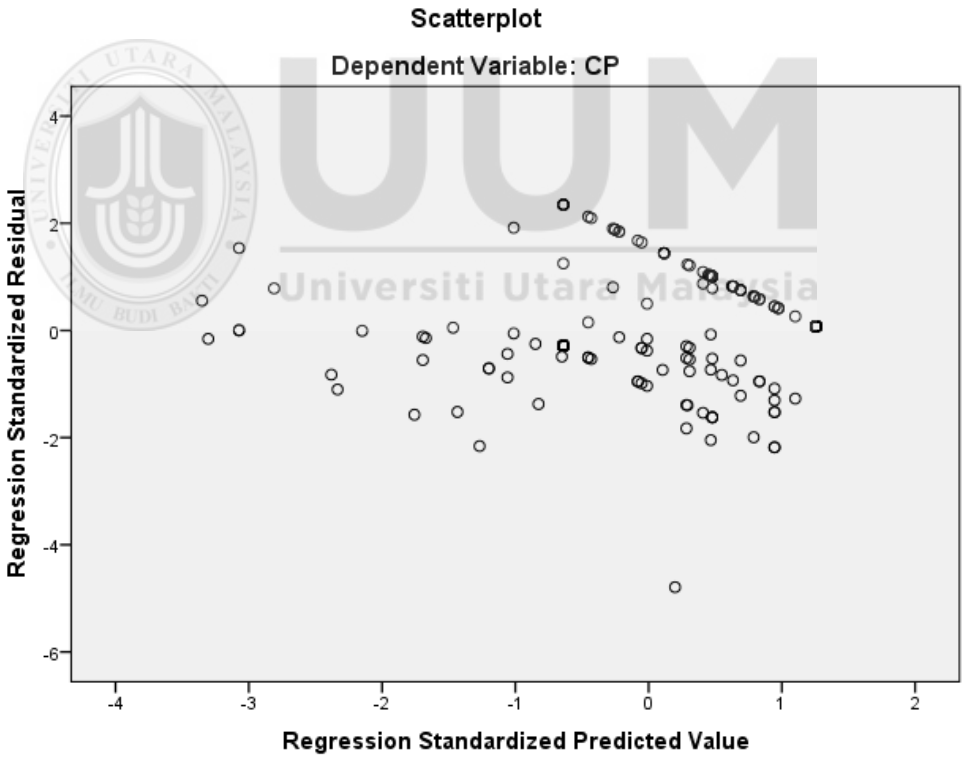
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.043	2	21.522	147.659	.000[b]
	Residual	30.171	207	.146		
	Total	73.214	209			
2	Regression	43.400	3	14.467	99.956	.000[c]
	Residual	29.814	206	.145		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, IC
c. Predictors: (Constant), SSTP, IC, IC_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.350	.237		1.477	.141
	IC	.489	.072	.436	6.836	.000
	SSTP	.445	.073	.391	6.130	.000
2	(Constant)	-1.799	1.390		-1.294	.197
	IC	.999	.333	.892	3.003	.003
	SSTP	.968	.341	.851	2.840	.005
	IC_x_SSTP	-.123	.078	-.850	-1.569	.118

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = IC
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE      F      df1      df2        p
      .7699      .5928      .1447 176.7255 3.0000   206.0000   .0000

Model
              coeff         se          t    p      LLCI       ULCI
constant    4.4232      .0351   126.1792   .0000   4.3541
4.4923
SSTP         .4344      .0880     4.9385   .0000   .2610      .6078
IC           .4705      .0954     4.9332   .0000   .2825      .6585
int_1       -.1226      .0689    -1.7      .0766  -.2584      .0132

Product terms key:

 int_1    IC          X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0049     3.1672     1.0000   206.0000      .0766

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t    p     LLCI     ULCI
     -.5204      .5343      .0936     5.7092   .0000   .3498   .7188
      .0000      .4705      .0954     4.9332   .0000   .2825   .6585
      .5204      .4067      .1096     3.7121   .0003   .1907   .6227

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
Values for dichotomous moderators are the two values of the
moderator.

**************************************************************************
***
```

```
Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.
DATA LIST FREE/IC SSTP CP.
BEGIN DATA.

     -.5280     -.5204     3.9150
      .0000     -.5204     4.1971
      .5280     -.5204     4.4792
     -.5280      .0000     4.1748
      .0000      .0000     4.4232
      .5280      .0000     4.6716
     -.5280      .5204     4.4345
      .0000      .5204     4.6492
      .5280      .5204     4.8640

END DATA.
GRAPH/SCATTERPLOT=IC WITH CP BY SSTP.

******************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 IC       SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Inspirational Motivation (IM)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, IM[b]	.	Enter
2	IM_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.747[a]	.558	.554	.39527	.558	130.802	2	207	.000
2	.753[b]	.567	.561	.39231	.009	4.132	1	206	.043

a. Predictors: (Constant), SSTP, IM
b. Predictors: (Constant), SSTP, IM, IM_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

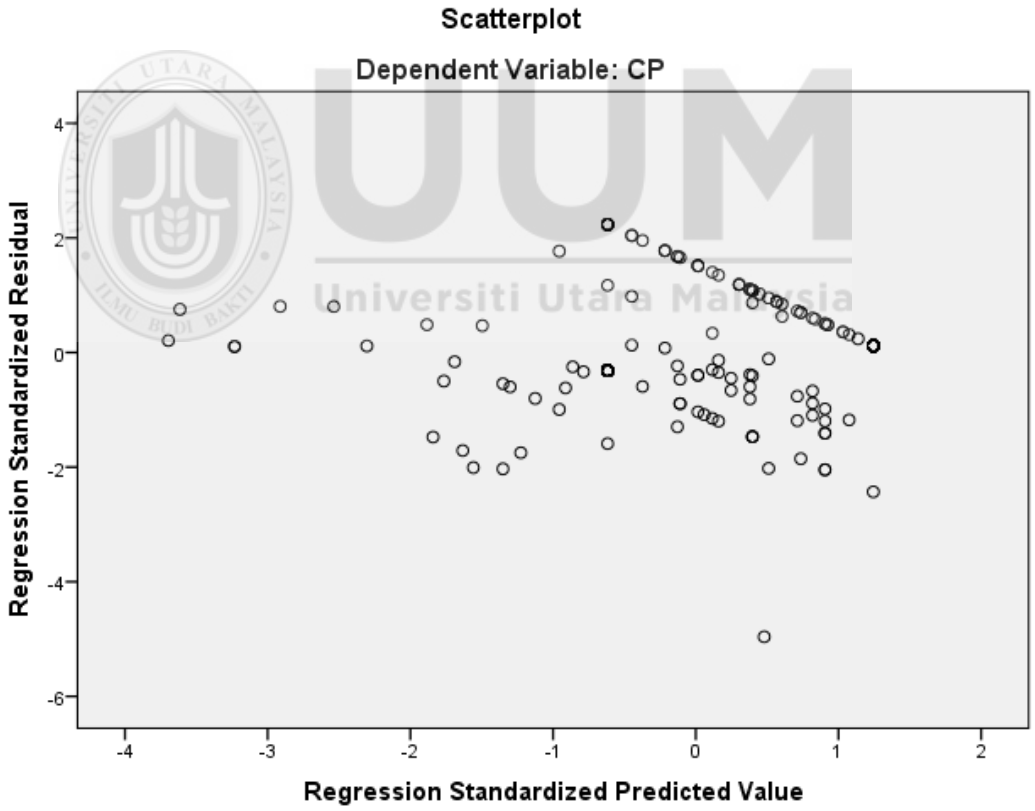
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.872	2	20.436	130.802	.000[b]
	Residual	32.341	207	.156		
	Total	73.214	209			
2	Regression	41.508	3	13.836	89.898	.000[c]
	Residual	31.705	206	.154		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, IM
c. Predictors: (Constant), SSTP, IM, IM_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.432	.247		1.747	.082
	IM	.415	.076	.364	5.450	.000
	SSTP	.502	.076	.441	6.616	.000
2	(Constant)	-2.548	1.486		-1.714	.088
	IM	1.123	.356	.983	3.152	.002
	SSTP	1.216	.359	1.069	3.385	.001
	IM_x_SSTP	-.168	.082	-1.161	-2.033	.043

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = IM
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE     F       df1       df2     p
      .7530      .5669      .1539   141.6534 3.0000 206.0000 .0000

Model
              coeff         se          t      p       LLCI
ULCI
constant     4.4317      .0348   127.2871   .0000     4.3630
4.5003
SSTP         .4880       .0899     5.4255   .0000      .3107
.6653
IM           .3995       .0932     4.2887   .0000      .2158
.5832
int_1       -.1677       .0622    -2.6945   .0076     -.2903     -
.0450

Product terms key:

 int_1    IM          X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0087     7.2603     1.0000   206.0000      .0076

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t    p     LLCI
ULCI
     -.5204      .4868      .0936     5.1987 .0000   .3022
.6713
      .0000      .3995      .0932     4.2887 .0000   .2158
.5832
      .5204      .3122      .1034     3.0206 .0028   .1084
.5160

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***

Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.



DATA LIST FREE/IM SSTP CP.
BEGIN DATA.

     -.5182     -.5204     3.9254
      .0000     -.5204     4.1777
      .5182     -.5204     4.4299
     -.5182      .0000     4.2246
      .0000      .0000     4.4317
      .5182      .0000     4.6387
     -.5182      .5204     4.5238
      .0000      .5204     4.6856
      .5182      .5204     4.8475

END DATA.
GRAPH/SCATTERPLOT=IM WITH CP BY SSTP.

******************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 IM       SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

IS = Intellectual Stimulation (IS)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, IS[b]	.	Enter
2	IS_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.749[a]	.562	.557	.39379	.562	132.564	2	207	.000
2	.755[b]	.570	.564	.39075	.009	4.234	1	206	.041

a. Predictors: (Constant), SSTP, IS
b. Predictors: (Constant), SSTP, IS, IS_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

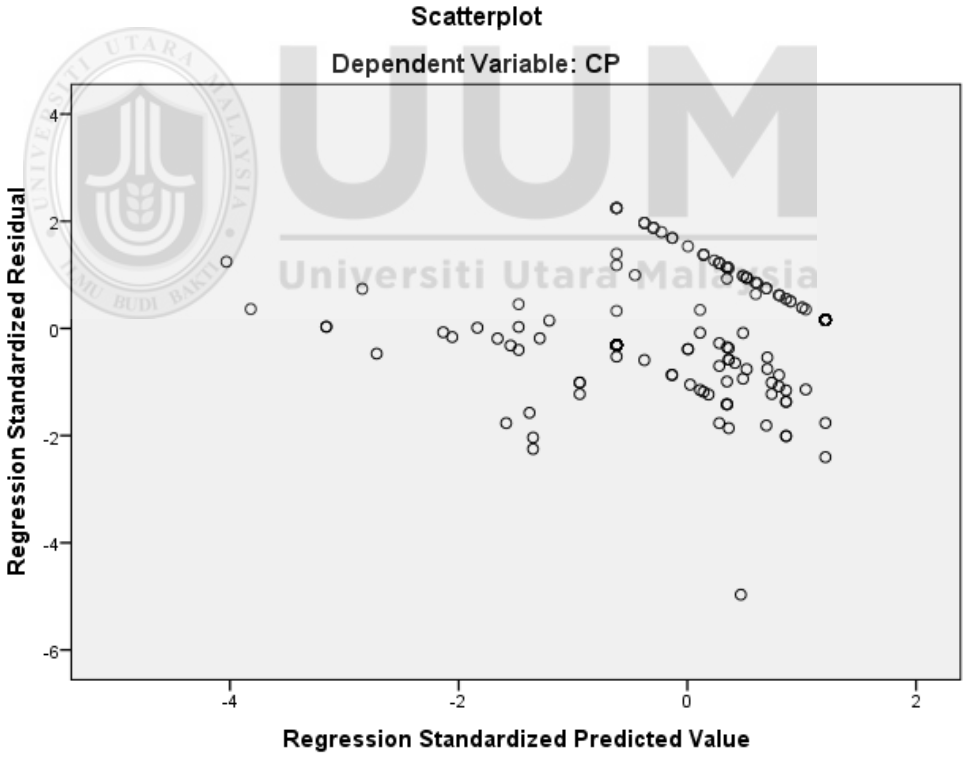
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.114	2	20.557	132.564	.000[b]
	Residual	32.100	207	.155		
	Total	73.214	209			
2	Regression	41.760	3	13.920	91.168	.000[c]
	Residual	31.453	206	.153		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, IS
c. Predictors: (Constant), SSTP, IS, IS_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.469	.243		1.929	.055
	IS	.410	.073	.372	5.611	.000
	SSTP	.496	.075	.436	6.590	.000
2	(Constant)	-2.326	1.379		-1.686	.093
	IS	1.068	.328	.967	3.259	.001
	SSTP	1.181	.341	1.038	3.463	.001
	IS_x_SSTP	-.159	.077	-1.114	-2.058	.041

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = IS
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE    F        df1        df2      p
      .7552      .5704      .1527 135.7367 3.0000   206.0000
.0000

Model
              coeff         se          t       p       LLCI
ULCI
constant     4.4310      .0351   126.3924   .0000     4.3618
4.5001
SSTP         .4869      .0878     5.5449   .0000      .3138
.6600
IS           .3814      .0908     4.2016   .0000      .2024
.5603
int_1        -.1591      .0737    -2.1602   .0319     -.3044     -
.0139

Product terms key:

 int_1    IS          X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0088     4.6662     1.0000   206.0000      .0319

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se    t          p       LLCI
ULCI
     -.5204      .4642      .0901   5.1524 .0000      .2866
.6418
      .0000      .3814      .0908   4.2016 .0000      .2024
.5603
      .5204      .2985      .1063   2.8084 .0055      .0890
.5081

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***



Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.



DATA LIST FREE/IS SSTP CP.
BEGIN DATA.

     -.5358     -.5204     3.9288
      .0000     -.5204     4.1775
      .5358     -.5204     4.4262
     -.5358      .0000     4.2266
      .0000      .0000     4.4310
      .5358      .0000     4.6353
     -.5358      .5204     4.5244
      .0000      .5204     4.6844
      .5358      .5204     4.8443

END DATA.
GRAPH/SCATTERPLOT=IS WITH CP BY SSTP.

******************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 IS       SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Appendix H2:
Regression: Between Entrepreneurial Orientation and Channel Performance (Moderator: Soft Skills Training Program)

Proactiveness (PRO)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, PRO[b]	.	Enter
2	PRO_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.725[a]	.526	.521	.40949	.526	114.813	2	207	.000
2	.730[b]	.534	.527	.40716	.008	3.376	1	206	.068

a. Predictors: (Constant), SSTP, PRO
b. Predictors: (Constant), SSTP, PRO, PRO_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

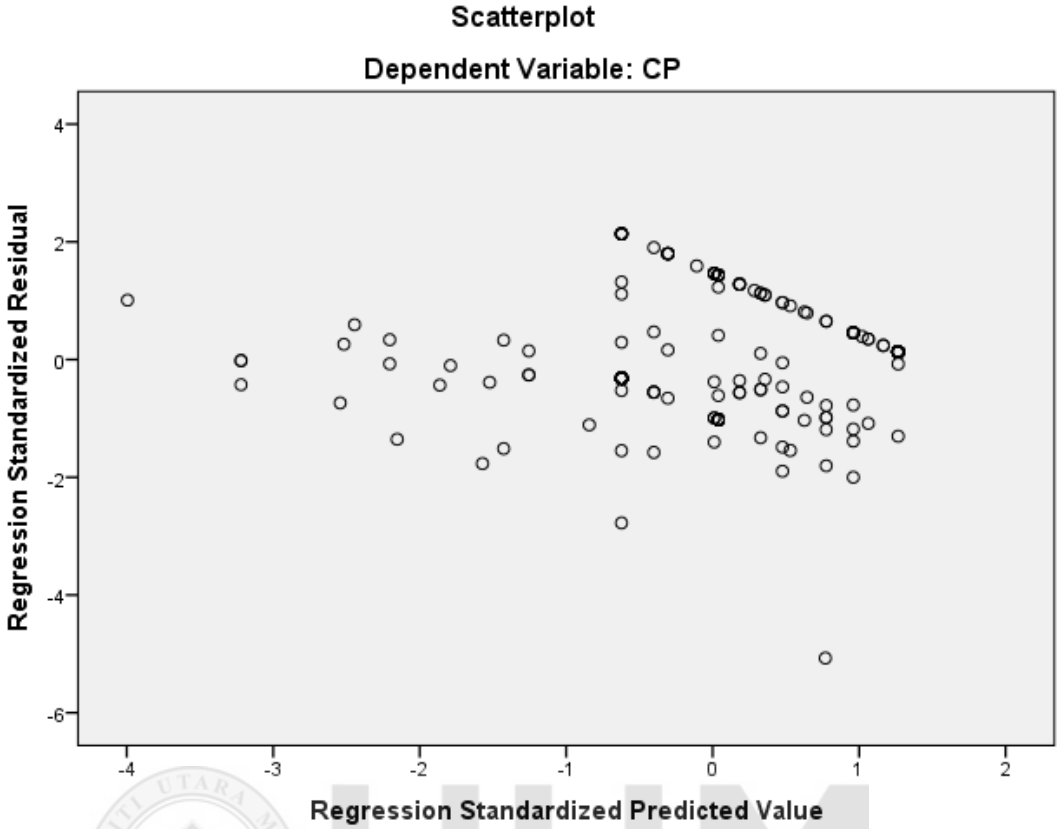
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.504	2	19.252	114.813	.000[b]
	Residual	34.710	207	.168		
	Total	73.214	209			
2	Regression	39.064	3	13.021	78.546	.000[c]
	Residual	34.150	206	.166		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, PRO
c. Predictors: (Constant), SSTP, PRO, PRO_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.501	.266		1.887	.061
	PRO	.249	.068	.218	3.681	.000
	SSTP	.654	.067	.575	9.695	.000
2	(Constant)	-2.201	1.494		-1.473	.142
	PRO	.899	.360	.788	2.497	.013
	SSTP	1.297	.357	1.141	3.637	.000
	PRO_x_SSTP	-.153	.083	-1.016	-1.838	.068

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = PRO
    M = SSTP

Sample size
        210

**************************************************************************
******
Outcome: CP

Model Summary
          R       R-sq        MSE         F     df1        df2      p
      .7304      .5336      .1658   149.2631 3.0000   206.0000 .0000

Model
              coeff         se          t       p       LLCI
ULCI
constant     4.4235      .0344   128.7261   .0000     4.3558
4.4913
SSTP         .6340      .0687     9.2349   .0000      .4986
.7693
PRO          .2374      .0706     3.3624   .0009      .0982
.3766
int_1       -.1533      .0660    -2.3213   .0213     -.2834     -
.0231

Product terms key:

 int_1    PRO         X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0076     5.3883     1.0000   206.0000      .0213

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t    p       LLCI
ULCI
     -.5204      .3172      .0806     3.9344   .0001   .1582
.4761
      .0000      .2374      .0706     3.3624   .0009   .0982
.3766
      .5204      .1576      .0764     2.0638   .0403   .0070
.3082

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***



Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.

DATA LIST FREE/PRO SSTP CP.
BEGIN DATA.

     -.5186     -.5204     3.9291
      .0000     -.5204     4.0935
      .5186     -.5204     4.2580
     -.5186      .0000     4.3004
      .0000      .0000     4.4235
      .5186      .0000     4.5466
     -.5186      .5204     4.6717
      .0000      .5204     4.7535
      .5186      .5204     4.8352

END DATA.
GRAPH/SCATTERPLOT=PRO WITH CP BY SSTP.

****************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 PRO      SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Innovativeness (INNO)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, INNO[b]	.	Enter
2	INNO_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.721[a]	.520	.516	.41194	.520	112.219	2	207	.000
2	.726[b]	.528	.521	.40973	.007	3.245	1	206	.073

a. Predictors: (Constant), SSTP, INNO
b. Predictors: (Constant), SSTP, INNO, INNO_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.086	2	19.043	112.219	.000[b]
	Residual	35.127	207	.170		
	Total	73.214	209			
2	Regression	38.631	3	12.877	76.706	.000[c]
	Residual	34.583	206	.168		
	Total	73.214	209			

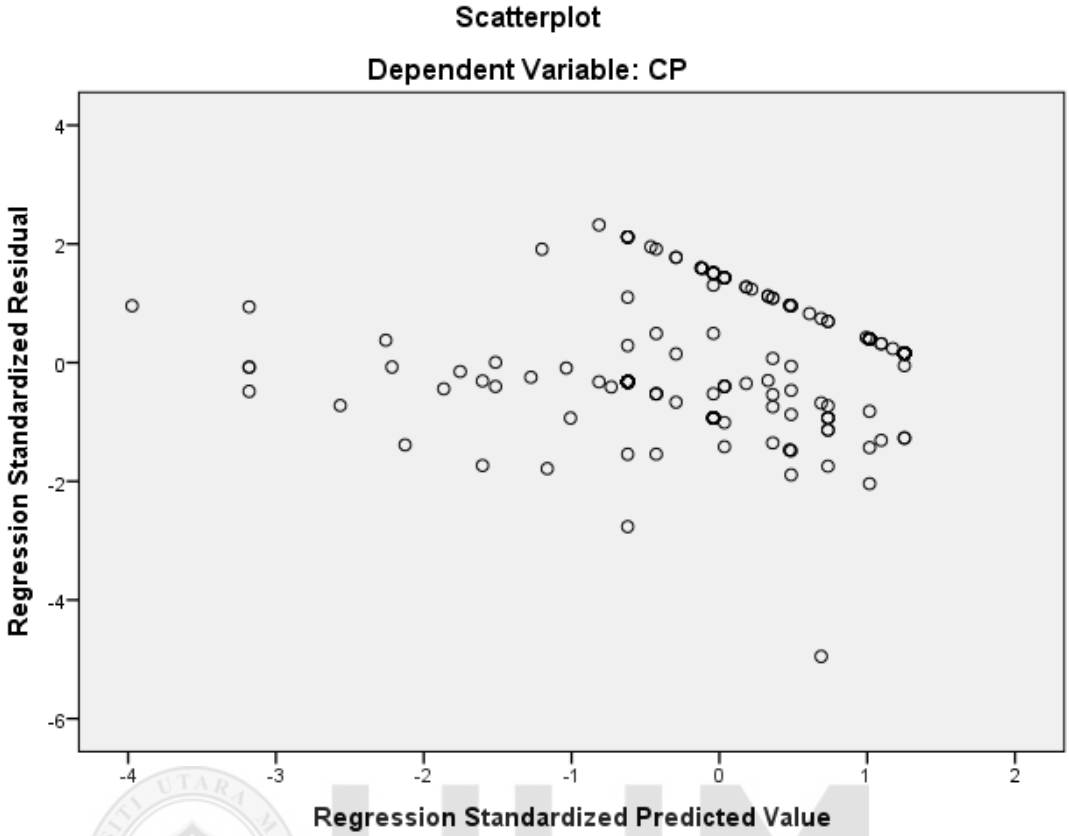
a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, INNO

c. Predictors: (Constant), SSTP, INNO, INNO_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.563	.265		2.125	.035
	INNO	.213	.065	.194	3.306	.001
	SSTP	.675	.067	.593	10.127	.000
2	(Constant)	-2.047	1.472		-1.390	.166
	INNO	.841	.354	.764	2.374	.019
	SSTP	1.295	.351	1.139	3.691	.000
	INNO_x_SSTP	-.148	.082	-.992	-1.801	.073

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = INNO
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE     F        df1        df2      p
      .7264      .5276      .1679   135.5800 3.0000   206.0000 .0000

Model
              coeff         se          t     p       LLCI
ULCI
constant     4.4227      .0349   126.7269    .0000   4.3539
4.4915
SSTP          .6535      .0709     9.2178    .0000   .5137
.7933
INNO          .2027      .0774     2.6181    .0095   .0501
.3554
int_1        -.1480      .0704    -2.1012    .0368  -.2868     -
.0091

Product terms key:

 int_1    INNO        X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0074     4.4152     1.0000   206.0000      .0368

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se     t        p      LLCI
ULCI
     -.5204      .2797      .0845   3.3086   .0011   .1130
.4464
      .0000      .2027      .0774   2.6181   .0095   .0501
.3554
      .5204      .1257      .0868   1.4487   .1489  -.0454
.2968

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***



Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.

DATA LIST FREE/INNO SSTP CP.
BEGIN DATA.

     -.5373     -.5204     3.9323
      .0000     -.5204     4.0825
      .5373     -.5204     4.2328
     -.5373      .0000     4.3138
      .0000      .0000     4.4227
      .5373      .0000     4.5316
     -.5373      .5204     4.6952
      .0000      .5204     4.7628
      .5373      .5204     4.8303

END DATA.
GRAPH/SCATTERPLOT=INNO WITH CP BY SSTP.

****************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 INNO     SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Risk-Taking (RT)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, RT[b]	.	Enter
2	RT_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.732[a]	.536	.532	.40511	.536	119.563	2	207	.000
2	.736[b]	.541	.534	.40386	.005	2.280	1	206	.133

a. Predictors: (Constant), SSTP, RT
b. Predictors: (Constant), SSTP, RT, RT_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

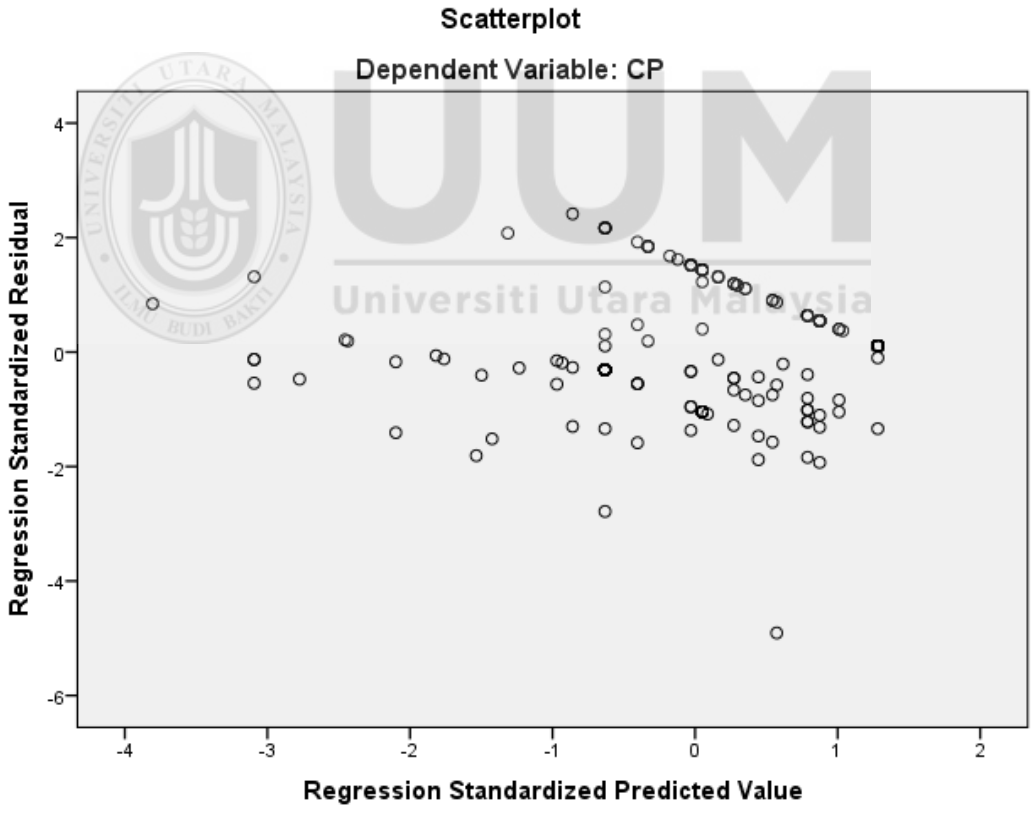
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.243	2	19.621	119.563	.000[b]
Residual	33.971	207	.164		
Total	73.214	209			
Regression	39.615	3	13.205	80.961	.000[c]
Residual	33.599	206	.163		
Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, RT
c. Predictors: (Constant), SSTP, RT, RT_x_SSTP

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.485	.258		1.881	.061
RT	.270	.063	.249	4.284	.000
SSTP	.635	.066	.558	9.596	.000
(Constant)	-1.596	1.402		-1.139	.256
RT	.775	.340	.714	2.280	.024
SSTP	1.133	.336	.996	3.369	.001
RT_x_SSTP	-.119	.079	-.806	-1.510	.133

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = RT
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE          F     df1         df2          p
      .7356      .5411      .1631   150.1109  3.0000   206.0000
.0000

Model
              coeff         se          t          p       LLCI
ULCI
constant     4.4188      .0348   127.1390     .0000     4.3503
4.4874
SSTP         .6148      .0723     8.5029     .0000      .4722
.7574
RT           .2593      .0771     3.3621     .0009      .1072
.4113
int_1       -.1195      .0672    -1.7766     .0771     -.2520
.0131

Product terms key:

 int_1    RT          X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0051     3.1562     1.0000   206.0000      .0771

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t          p       LLCI
ULCI
     -.5204      .3214      .0838     3.8364     .0002      .1562
.4866
      .0000      .2593      .0771     3.3621     .0009      .1072
.4113
      .5204      .1971      .0856     2.3032     .0223      .0284
.3658

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***


Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.

DATA LIST FREE/RT SSTP CP.
BEGIN DATA.

     -.5456     -.5204     3.9235
      .0000     -.5204     4.0989
      .5456     -.5204     4.2742
     -.5456      .0000     4.2774
      .0000      .0000     4.4188
      .5456      .0000     4.5603
     -.5456      .5204     4.6313
      .0000      .5204     4.7388
      .5456      .5204     4.8463

END DATA.
GRAPH/SCATTERPLOT=RT WITH CP BY SSTP.

******************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 RT       SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Appendix H3:
Regression: Between Relationship Marketing and Channel Performance (Moderator: Soft Skills Training Program)

Trust (TRT)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, TRT[b]	.	Enter
2	TRT_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.733[a]	.537	.533	.40465	.537	120.070	2	207	.000
2	.743[b]	.552	.546	.39887	.015	7.039	1	206	.009

a. Predictors: (Constant), SSTP, TRT
b. Predictors: (Constant), SSTP, TRT, TRT_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

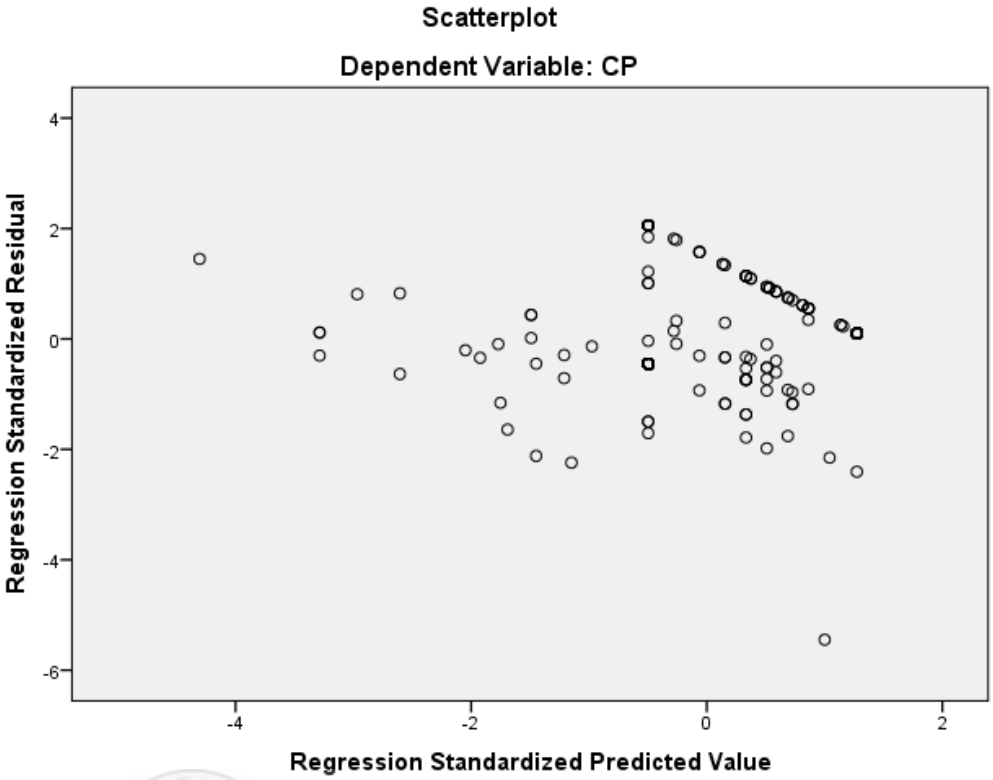
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.320	2	19.660	120.070	.000[b]
	Residual	33.894	207	.164		
	Total	73.214	209			
2	Regression	40.440	3	13.480	84.729	.000[c]
	Residual	32.774	206	.159		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, TRT
c. Predictors: (Constant), SSTP, TRT, TRT_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.534	.252		2.118	.035
	TRT	.422	.097	.348	4.343	.000
	SSTP	.480	.091	.422	5.259	.000
2	(Constant)	-3.415	1.509		-2.263	.025
	TRT	1.421	.389	1.173	3.657	.000
	SSTP	1.373	.349	1.208	3.940	.000
	TRT_x_SSTP	-.224	.084	-1.536	-2.653	.009

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = TRT
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE         F        df1        df2          p
      .7432      .5524      .1591   97.5186     3.0000   206.0000
.0000

Model
              coeff         se          t          p       LLCI
ULCI
constant     4.4450      .0351   126.8071     .0000     4.3759
4.5141
SSTP          .4214      .0898     4.6952     .0000      .2444
.5983
TRT           .4548      .0957     4.7509     .0000      .2661
.6435
int_1        -.2240      .0878    -2.5522     .0114     -.3970     -
.0510

Product terms key:

 int_1    TRT         X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0153     6.5139     1.0000   206.0000      .0114

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t          p       LLCI
ULCI
     -.5204      .5713      .1159     4.9276     .0000      .3428
.7999
      .0000      .4548      .0957     4.7509     .0000      .2661
.6435
      .5204      .3382      .0952     3.5544     .0005      .1506
.5258

Values for quantitative moderators are the mean and plus/minus one
SD from mean.
```

```
Values for dichotomous moderators are the two values of the
moderator.

************************************************************************
***


Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.

DATA LIST FREE/TRT SSTP CP.
BEGIN DATA.

     -.4887     -.5204     3.9465
      .0000     -.5204     4.2257
      .4887     -.5204     4.5049
     -.4887      .0000     4.2228
      .0000      .0000     4.4450
      .4887      .0000     4.6672
     -.4887      .5204     4.4990
      .0000      .5204     4.6643
      .4887      .5204     4.8296

END DATA.
GRAPH/SCATTERPLOT=TRT WITH CP BY SSTP.

******************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 TRT      SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```

Commitment (COMM)

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	SSTP, COMM[b]	.	Enter
2	COMM_x_SSTP[b]	.	Enter

a. Dependent Variable: CP
b. All requested variables entered.

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.736[a]	.542	.538	.40229	.542	122.691	2	207	.000
2	.747[b]	.558	.552	.39632	.016	7.288	1	206	.008

a. Predictors: (Constant), SSTP, COMM
b. Predictors: (Constant), SSTP, COMM, COMM_x_SSTP
c. Dependent Variable: CP

ANOVA[a]

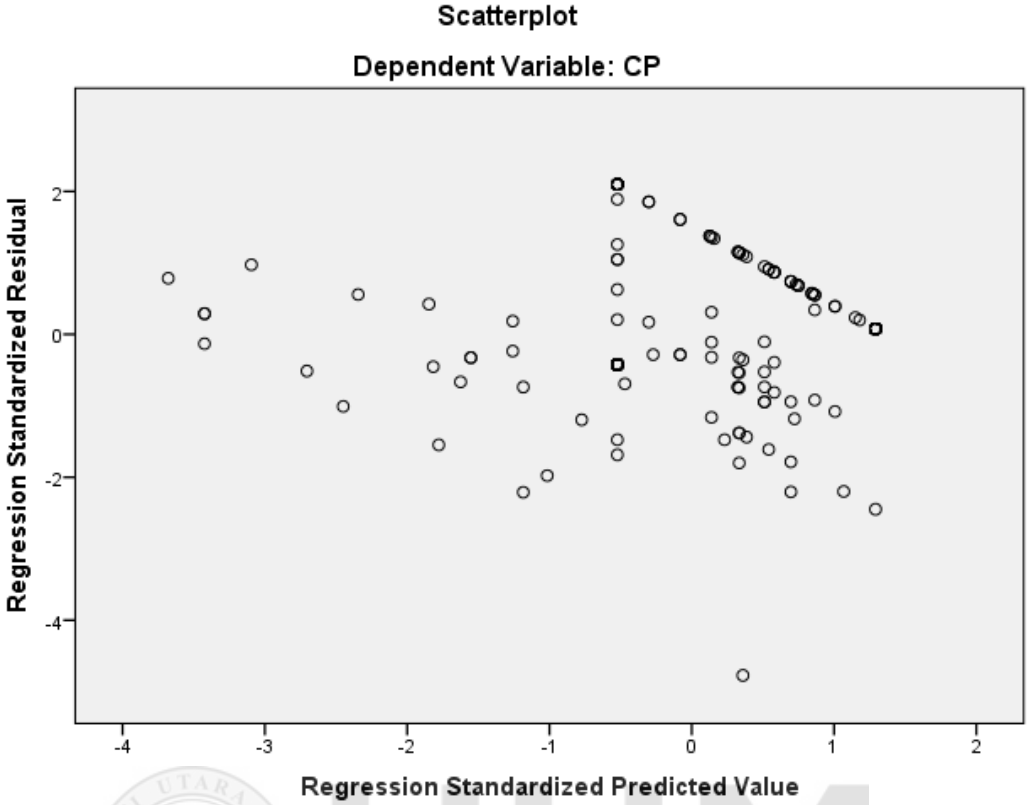
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.713	2	19.856	122.691	.000[b]
	Residual	33.501	207	.162		
	Total	73.214	209			
2	Regression	40.858	3	13.619	86.708	.000[c]
	Residual	32.356	206	.157		
	Total	73.214	209			

a. Dependent Variable: CP
b. Predictors: (Constant), SSTP, COMM
c. Predictors: (Constant), SSTP, COMM, COMM_x_SSTP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.442	.257		1.723	.086
	COMM	.440	.095	.354	4.638	.000
	SSTP	.483	.087	.425	5.567	.000
2	(Constant)	-3.848	1.609		-2.391	.018
	COMM	1.517	.410	1.221	3.702	.000
	SSTP	1.449	.368	1.274	3.939	.000
	COMM_x_SSTP	-.240	.089	-1.627	-2.700	.008

a. Dependent Variable: CP



```
Run MATRIX procedure:

************* PROCESS Procedure for SPSS Release 2.16.3
***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

**************************************************************************
***
Model = 1
    Y = CP
    X = COMM
    M = SSTP

Sample size
        210

**************************************************************************
***
Outcome: CP

Model Summary
          R       R-sq        MSE    F        df1        df2
p
      .7470      .5581      .1571   150.5199 3.0000   206.0000
.0000

Model
             coeff         se          t     p       LLCI
ULCI
constant     4.4459      .0353   125.7758   .0000     4.3762
4.5156
SSTP          .4251      .1026     4.1446   .0000      .2229
.6274
COMM          .4793      .1105     4.3388   .0000      .2615
.6971
int_1        -.2404      .0666    -3.6075   .0004     -.3718     -
.1090

Product terms key:

 int_1    COMM        X     SSTP

R-square increase due to interaction(s):
         R2-chng          F        df1        df2          p
int_1      .0156    13.0138     1.0000   206.0000      .0004

**************************************************************************
***

Conditional effect of X on Y at values of the moderator(s):
       SSTP     Effect         se          t    p       LLCI
ULCI
     -.5204      .6044      .1188     5.0867   .0000   .3701
.8387
      .0000      .4793      .1105     4.3388   .0000   .2615
.6971
      .5204      .3542      .1127     3.1437   .0019   .1321
.5763
```

```
Values for quantitative moderators are the mean and plus/minus one
SD from mean.
Values for dichotomous moderators are the two values of the
moderator.

**************************************************************************


Data for visualizing conditional effect of X on Y
Paste text below into a SPSS syntax window and execute to produce
plot.

DATA LIST FREE/COMM SSTP CP.
BEGIN DATA.

     -.4764     -.5204     3.9367
      .0000     -.5204     4.2247
      .4764     -.5204     4.5126
     -.4764      .0000     4.2176
      .0000      .0000     4.4459
      .4764      .0000     4.6742
     -.4764      .5204     4.4985
      .0000      .5204     4.6672
      .4764      .5204     4.8359

END DATA.
GRAPH/SCATTERPLOT=COMM WITH CP BY SSTP.

****************** ANALYSIS NOTES AND WARNINGS
**********************

Level of confidence for all confidence intervals in output:
    95.00

NOTE: The following variables were mean centered prior to analysis:
 COMM     SSTP

NOTE: All standard errors for continuous outcome models are based on
the HC3 estimator

------ END MATRIX -----
```