**APPENDICES**

*Appendix A.* Statements Used in the Study

Perceived Benefits from Supplier-Buyer Exchange Relation

(Special treatment benefits)

1. Buyer makes timely payment.
2. Buyer gives training and development opportunities.
3. Buyer gives us high sales quotas.
4. Buyer shares knowledge.
5. Buyer shares documents.
6. Buyer shares sales forecasts.
7. Buyer shares plans.
8. Buyer shares IT resources.
9. Buyer leads us in innovation.
10. Buyer increases our access to other buyers.
11. Buyer helps us in developing our competence.
12. Buyer makes long-term contracts with us.
13. Buyer gives us reference.
14. Buyer shares risks.

(Confidence benefits)

1. Buyer trusts us.
2. When making important decisions, buyer is concerned about our welfare.
3. When we have important requirements, we can depend on buyer’s support.
4. Buyer is loyal to us.

(Social benefits)

1. Problems are treated as joint rather than individual responsibilities.
2. Parties are committed to improvements that benefit the relationship as a whole.
3. Our values and buyer’s values are similar.
4. Our and buyer staff work in joint teams if necessary.
5. Buyer’s contact person is attentive to our problems.
6. Buyer’s contact person is receptive to our ideas.
7. Buyer’s contact person has good relations with our staff.
8. While handling our issues, buyer’s contact person uses managerial discretion.

Resilience

(Redundancy - reliance on know-how)

1. We do not have cash flow problem.
2. We implement maintenance programs.
3. We plan for contingencies.
4. We are capable of engaging in technical development projects.
5. We are able to manage our manufacturing and supply chain processes effectively.
6. Our ability to develop new product and improve existing products is good.
7. Our quality control procedures are well above the standards.

 (Requisite variety - market capability)

1. We produce a diverse set of products.
2. We have multiple number of customers.
3. Our products are good value for money.
4. We have satisfactory inventory levels to fulfill unpredicted demand (raw material, semi-finished and finished components/ goods)
5. We do not have financial risk.

(Resources - input continuity)

1. We have appropriately trained staff.
2. We have effective employee development programs.
3. We do not have funding problems.
4. Our suppliers are selected to ensure the continuity and quality of our production.

Supplier Satisfaction

1. Supplier thinks that dealing with buyer firm benefits them.
2. Supplier is satisfied with the dealings with buyer firm.
3. Supplier would discontinue selling to buyer firm if it could.
4. Supplier evaluates that buyer firm is a good company to do business with.

Supplier Commitment

1. Supplier sees this relationship as a long-term alliance.
2. Supplier is committed to the preservation of a good relationship with buyer firm.
3. Supplier believes in us as a partner.
4. Supplier is willing to invest time and other resources into the relationship with buyer firm.

*Appendix B.* Indicators of Convergent Validity

|  |  |  |  |
| --- | --- | --- | --- |
| Construct | Item | Standardized Loading | Variance Extracted |
| Perceived Benefits from Supplier-Buyer Relations |  |  |  |
|  | PBSB1 | 0.88 | 0.51 |
|  | PBSB2 | 0.79 |  |
|  | PBSB3 | 0.78 |  |
|  | PBSB4 | 0.77 |  |
|  | PBSB5 | 0.76 |  |
|  | PBSB6 | 0.75 |  |
|  | PBSB7 | 0.78 |  |
|  | PBSB8 | 0.77 |  |
|  | PBSB9 | 0.76 |  |
|  | PBSB10 | 0.71 |  |
|  | PBSB11 | 0.69 |  |
|  | PBSB12 | 0.68 |  |
|  | PBSB13 | 0.76 |  |
|  | PBSB14 | 0.73 |  |
|  | PBSB15 | 0.69 |  |
|  | PBSB16 | 0.68 |  |
|  | PBSB17 | 0.72 |  |
|  | PBSB18 | 0.61 |  |
|  | PBSB19 | 0.63 |  |
|  | PBSB20 | 0.62 |  |
|  | PBSB21 | 0.61 |  |
|  | PBSB22 | 0.58 |  |
|  | PBSB23 | 0.58 |  |
|  | PBSB24 | 0.68 |  |
|  | PBSB25 | 0.67 |  |
|  | PBSB26 | 0.57 |  |
| Supplier Resilience |  |  |  |
|  | SR1 | 0.97 | 0.50 |
|  | SR2 | 0.88 |  |
|  | SR3 | 0.82 |  |
|  | SR4 | 0.75 |  |
|  | SR5 | 0.76 |  |
|  | SR6 | 0.73 |  |
|  | SR7 | 0.73 |  |
|  | SR8 | 0.74 |  |
|  | SR9 | 0.71 |  |
|  | SR10 | 0.68 |  |
|  | SR11 | 0.63 |  |
|  | SR12 | 0.63 |  |
|  | SR13 | 0.54 |  |
|  | SR14 | 0.54 |  |
|  | SR15 | 0.55 |  |
|  | SR16 | 0.50 |  |
| Supplier Satisfaction |  |  |  |
|  | SS1 | 0.91 | 0.74 |
|  | SS2 | 0.91 |  |
|  | SS3 | 0.83 |  |
|  | SS4 | 0.79 |  |
| Supplier Commitment |  |  |  |
|  | SC1 | 0.93 | 0.79 |
|  | SC2 | 0.91 |  |
|  | SC3 | 0.91 |  |
|  | SC4 | 0.81 |  |

Note. N=97. PBSB=Perceived Benefits from Supplier-Buyer Relations, SR=Supplier Resilience, SS= Supplier Satisfaction, SC= Supplier Commitment

*Appendix C.* Squared Correlation Coefficient Matrix and VEs (diagonal values)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | 1 | 2 | 3 | 4 |
| 1. | PBSB | .53 |  |  |  |
| 2. | SR  | .53 | 50 |  |  |
| 3. | SS  | .38 | .39 | .75 |  |
| 4. | SC  | .53 | .50 | .75 | .79 |

Note. N=97. PBSB=Perceived Benefits from Supplier-Buyer Relations, SR=Supplier Resilience, SS= Supplier Satisfaction, SC= Supplier Commitment.