Model standardized coefficients

| **Relationships** | | | **Path coefficients**  **(hypothesized model)** | **Path coefficients (model with control variables)** |
| --- | --- | --- | --- | --- |
| **Effect of company culture on the objectives of the complaint management system (HI)** | | | |  |
| HI.1a | | Customer orientation → Defensive objectives | .31\*\* | .31\*\* |
| HI.1b | | Customer orientation → Improvement objectives | .27\*\* | .27\*\* |
| HI.2 | | Innovation orientation → Improvement objectives | .33\*\* | .33\*\* |
| **Effect of the complaint management system objectives on the mechanistic approach (HII)** | | | |  |
| HII.1a | Defensive objectives → Facilitation | | .04 | .05 |
| HII.1b | Defensive objectives → Processing protocol | | .36\*\* | .38\*\* |
| HII.1c | Defensive objectives → Customer participation in process | | .33\*\* | .35\*\* |
| HII.1d | Defensive objectives → Customer participation in solution | | .24\*\* | .25\*\* |
| HII.1e | Defensive objectives → Interpersonal treatment | | .41\*\* | .40\*\* |
| HII.1f | Defensive objectives → Explanation | | .32\*\* | .32\*\* |
| HII.1g | Defensive objectives → Apology | | .22\*\* | .23\*\* |
| HII.1h | Defensive objectives → Redress | | .04 | .04 |
| HII.2a | Improvement objectives → Facilitation | | .47\*\* | .49\*\* |
| HII.2b | Improvement objectives → Processing protocol | | .29\*\* | .31\*\* |
| HII.2c | Improvement objectives → Customer participation in process | | .23\*\* | .24\*\* |
| HII.2d | Improvement objectives → Customer participation in solution | | .29\*\* | .31\*\* |
| HII.2e | Improvement objectives → Interpersonal treatment | | .19\* | .21\* |
| HII.2f | Improvement objectives → Explanation | | .26\*\* | .31\*\* |
| HII.2g | Improvement objectives → Apology | | .48\*\* | .51\*\* |
| HII.2h | Improvement objectives → Redress | | .21\*\* | .19\* |
| **Effect of the complaint management system objectives on the organic approach (HIII)** | | | |  |
| HIII.1a | | Defensive objectives → Training | .07 | .07 |
| HIII.1b | | Defensive objectives → Empowerment | .10 | .11 |
| HIII.1c | | Defensive objectives → Extra-role behaviour | .07 | .07 |
| HIII.2a | | Improvement objectives → Training | .25\*\* | .27\*\* |
| HIII.2b | Improvement objectives → Empowerment | | .19\* | .24\*\* |
| HIII.2c | Improvement objectives → Extra-role behaviour | | .25\*\* | .26\*\* |
| **Effect of company culture on the organic approach (HIV)** | | | |  |
| HIV.1a | | Customer orientation → Training | .35\*\* | .35\*\* |
| HIV.1b | | Customer orientation → Empowerment | .22\*\* | .23\*\* |
| HIV.1c | | Customer orientation → Extra-role behaviour | .28\*\* | .28\*\* |
| HIV.2a | | Innovation orientation → Training | -.07 | -.07 |
| HIV.2b | | Innovation orientation → Empowerment | .11 | .12 |
| HIV.2c | | Innovation orientation → Extra-role behaviour | .05 | .06 |
| **Effect of customer orientation on innovation orientation** | | | |  |
|  | | Customer orientation → Innovation orientation | .41\*\* | .41\*\* |
| **Effect of control variables** | | |  |  |
|  | | Direct channel → Facilitation |  | .03 |
|  | | Direct channel → Processing protocol |  | .07 |
|  | | Direct channel → Customer participation in process |  | .00 |
|  | | Direct channel → Customer participation in solution |  | .13 |
|  | | Direct channel → Interpersonal treatment |  | .10 |
|  | | Direct channel → Explanation |  | .08 |
|  | | Direct channel → Apology |  | -.04 |
|  | | Direct channel → Redress |  | .08 |
|  | | Direct channel → Training |  | .13 |
|  | | Direct channel → Empowerment |  | .16\* |
|  | | Direct channel → Extra-role behaviour |  | .05 |
|  | | Type of market → Facilitation |  | -.04 |
|  | | Type of market → Processing protocol |  | -.11 |
|  | | Type of market → Customer participation in process |  | -.13\* |
|  | | Type of market → Customer participation in solution |  | -.12\* |
|  | | Type of market → Interpersonal treatment |  | .04 |
|  | | Type of market → Explanation |  | -.01 |
|  | | Type of market → Apology |  | -.08 |
|  | | Type of market → Redress |  | .13 |
|  | | Type of market → Training |  | .00 |
|  | | Type of market → Empowerment |  | -.05 |
|  | | Type of market → Extra-role behaviour |  | -.03 |
|  | | Size → Facilitation |  | -.05 |
|  | | Size → Processing protocol |  | -.06 |
|  | | Size → Customer participation in process |  | -.01 |
|  | | Size → Customer participation in solution |  | .08 |
|  | | Size → Interpersonal treatment |  | -.03 |
|  | | Size → Explanation |  | -.12 |
|  | | Size → Apology |  | -.13\* |
|  | | Size → Redress |  | .11 |
|  | | Size → Training |  | .01 |
|  | | Size → Empowerment |  | -.09 |
|  | | Size → Extra-role behaviour |  | .01 |
|  | | R2 of Innovation orientation | .164 | .164 |
|  | | R2 of Defensive objectives | .096 | .096 |
|  | | R2 of Improvement objectives | .253 | .253 |
|  | | R2 of Facilitation | .237 | .241 |
|  | | R2 of Processing protocol | .271 | .291 |
|  | | R2 of Customer participation in process | .209 | .226 |
|  | | R2 of Customer participation in solution | .182 | .213 |
|  | | R2 of Interpersonal treatment | .245 | .253 |
|  | | R2 of Explanation | .219 | .240 |
|  | | R2 of Apology | .348 | .377 |
|  | | R2 of Redress | .053 | .086 |
|  | | R2 of Training | .251 | .265 |
|  | | R2 of Empowerment | .215 | .252 |
|  | | R2 of Extra-role behaviour | .249 | .253 |

Level of significance: \*\* p<.01; \* p<.05 (one-tailed test)