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)