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**COMPETING THROUGH SOURCING: MANUFACTURING FIRMS IN  
BANGLADESH**

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**UUM**  
**Universiti Utara Malaysia**

**DOCTOR OF PHILOSOPHY  
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FIRMS IN BANGLADESH**



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**A thesis submitted to School of Business Management,  
Universiti Utara Malaysia  
in fulfilment of the requirement for the  
degree of Doctor of Philosophy**

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## ABSTRACT

Manufacturing firms are confronted with the challenge to respond to uniqueness of customer demands, uncertain market environment and performance improvement. This study therefore, aimed to provide an integrated strategic model to manufacturing firms to overcome these challenges. The framework was comprised of sourcing strategy, competitive strategy, strategic flexibility, strategic capability and sourcing relationship quality to enhance the firm's performance. To achieve this, a quantitative research approach was used to collect primary data and Structural Equation Modeling (SEM) was used to analyze the hypothesized effects. Data were collected from manufacturing firm situated in Bangladesh. This study found positive direct effect of exogenous variable; cost-leadership strategy, related product diversification, manufacturing capability and purchasing capability on firm performance and sourcing strategy. Differentiation strategy and unrelated product diversification have not direct effect on manufacturing firm's performance. In addition, sourcing strategy effect on firm performance was positive. Significant positive mediating effect of sourcing strategy was reported in between exogenous variables and firm performance. Moderating effect of sourcing relationship quality was found significant. Sourcing relationship quality therefore, strengthen the relationship of sourcing strategy and firm performance. Empirical evidence of proposed integrated framework was established, and this will help manufacturing firms to improve performance. Manufacturing firms can consider the strategic fit of the study variables and outcome which might help for appropriate decision making and remain competitive. This study also shed light on strategic management literature by approaching moderated mediation model.

**Key words:** Sourcing Strategy, Firm Performance, Sourcing relationship Quality, Competitive Strategy, Strategic Capability.

## ABSTRAK

Firma pembuatan berhadapan dengan cabaran untuk memenuhi permintaan unik pelanggan, persekitaran pasaran yang tidak menentu dan peningkatan prestasi. Oleh itu, kajian ini bertujuan untuk menyediakan model strategik yang bersepadu kepada firma pembuatan untuk mengatasi cabaran ini. Rangka kerja ini terdiri daripada strategi sumber, strategi persaingan, fleksibiliti strategik, keupayaan strategik dan kualiti hubungan sumber untuk meningkatkan prestasi firma. Untuk mencapai matlamat ini, pendekatan kajian kuantitatif telah digunakan untuk mengumpul data primer dan Pemodelan Persamaan Berstruktur (SEM) digunakan untuk menganalisis kesan hipotesis. Data telah dikumpulkan dari firma pembuatan yang terletak di Bangladesh. Kajian ini mendapati kesan langsung positif terhadap pemboleh ubah eksogen; strategi kepimpinan kos, kepelbagaian produk berkaitan, keupayaan pembuatan dan keupayaan pembelian terhadap prestasi firma dan strategi sumber. Strategi pembezaan dan kepelbagaian produk yang tidak berkaitan tidak memberi kesan langsung kepada prestasi firma pembuatan. Di samping itu, kesan strategi sumber terhadap prestasi firma adalah positif. Kesan pengantaraan positif yang signifikan dalam strategi sumber telah dilaporkan antara pemboleh ubah eksogen dan prestasi firma. Kesan penyederhanaan kualiti hubungan sumber didapati signifikan. Oleh itu, kualiti hubungan sumber mengukuhkan hubungan strategi sumber dan prestasi firma. Bukti-bukti empirikal cadangan rangka kerja yang bersepadu telah diwujudkan dan ini akan membantu firma-firma pembuatan untuk meningkatkan prestasi. Firma pembuatan boleh mempertimbangkan kebolehan strategik pemboleh ubah dan hasil kajian yang mungkin membantu membuat keputusan yang sesuai dan kekal berdaya saing. Kajian ini juga memberi penerangan tentang karya pengurusan strategik dengan pendekatan model pengantaraan yang sederhana.

**Kata kunci:** Strategi Sumber, Prestasi Firma, Kualiti Hubungan Sumber, Strategi Daya Saing, Strategi Keupayaan

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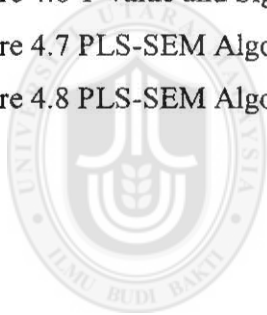


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## **List of Abbreviation**

AVE	Average Variance Extracted
BBS	Bangladesh Bureau of Statistics
BDT	Bangladeshi Taka
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
CBSEM	Covariance-based Structural Equation Modelling
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
GDP	Gross Domestic Product
HKTDC	Hong Kong Trade Development Council
HTMT	Heterotrait-Monotrait Ratio of Correlations (HTMT)
IO	Industrial Organization
PLS	Partial Least Square
R&D	Research & Innovation
RBV	Resource-Based View
RMG	Ready Made Garments
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
ROS	Return on Sales
SCM	Supply Chain Management
SE	Standard Error
SEM	Structure Equitation Modelling
SEM-PLS	Partial Least Squares Structural Equation Modelling

SET	Social Exchange Theory
SMEs	Small and Medium Size Enterprises
TCE	Transaction Cost Economies
VIF	Variance Inflation Factor



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# **CHAPTER ONE**

## **INTRODUCTION**

A prime question that has dominated much of strategic management research is: What determines superior firm performance? This study examined the effect of integrated strategies (competitive strategy, strategic flexibility, strategic capability and sourcing strategy) and moderated mediation effect of sourcing relationship quality on firm's performance. The use of Structural Equation Modeling (SEM) provides new insight to this integrated strategic model for manufacturing firms to compete in global market. Following sections provide the background of this study, motivation to carry out this study, problem statements, research questions and objectives as the guide for the outcomes of the study.

### **1.1 Background of the Study**

Over almost two decades, scholars have sought to examine the role of various factors that could possibly influence business performance of a firm. Three determinants that have been mostly studied include influence of the industry in which a firm belongs to (industry effect), influence of parent-corporation of a firm (corporate effect), and influence of business unit(s) of a particular firm (business unit effect). Remarkably, argument regarding comparative stimulus of these three antecedents of firm performance continues. Precisely, despite the use of various theoretical lenses and complex methodological tools, there is still little convergence on the question of what causes firms to differ. So long varying conclusions persist, the issue of what constitutes

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## APPENDIX A QUESTIONNAIRE

### PART 1: DEMOGRAPHIC DESCRIPTION OF RESPONDENT

*(Please Circle in appropriate box)*

1. Your job title in this Organization
  - (a) Chief Executive Officer
  - (b) Managing Director
  - (c) General Manager
  - (d) Chief Operating Officer
  - (e) Manager (Please specify)
2. Type of company incorporated
  - (a) Private Limited Company
  - (b) Public Limited Company
  - (c) Sole Proprietorship
  - (d) Partnership
3. Which of the following best describes the sector of your company's business?
  - (a) Garments Manufacturing
  - (b) Electrical & Electronics
  - (c) Leather
4. How would you describe the basic manufacturing processes for the product?
  - (a) Customized manufacturing
  - (b) Small batch
  - (c) Large batch
  - (d) Mass production
  - (e) Mass customization
  - (f) Continuous Process
5. Does your company currently produce RELATED PRODUCTS (share manufacturing facilities, components or technologies of the major product in producing other products)?
  - (a) Yes
  - (b) No
6. Does your company currently produce UNRELATED PRODUCTS (producing products totally beyond the boundaries of the industry producing the major product)?

- (a) Yes
- (b) No

## PART 2: COMPETITIVE STRATEGIC ORIENTATION

In this section you have to answer about your company's strategic orientation to gain competitive advantage. Two methods of strategy are applied here in which your company complies with to survive in the industry.

- a) Cost Leadership Strategy
- b) Differentiation Strategy

Please indicate how important each item is to the current strategy of your company  
(Please "✓" on appropriate box).

### a) Cost Leadership Strategy

	Following items will examine your company's <b>Cost Leadership Strategy</b>	<div> <div>Not at all Important</div> <div>Extremely Important</div> </div>						
		1	2	3	4	5	6	7
1	Vigorous pursuit of cost reductions	1	2	3	4	5	6	7
2	Tight control of overhead and variable costs	1	2	3	4	5	6	7
3	Minimizing distribution costs	1	2	3	4	5	6	7
4	Emphasizing high capacity utilization	1	2	3	4	5	6	7
5	Developing efficient manufacturing processes	1	2	3	4	5	6	7
6	Price at or below competitive price levels	1	2	3	4	5	6	7



**b) Differentiation Strategy**

	Following items will examine your company's <b>Differentiation Strategy</b>	<div> <div>Not at all Important</div> <div>Extremely Important</div> </div>						
		1	2	3	4	5	6	7
1	Innovation in marketing technology and methods	1	2	3	4	5	6	7
2	Forecasting new market growth	1	2	3	4	5	6	7
3	Forecasting existing market growth	1	2	3	4	5	6	7
4	Utilizing advertising	1	2	3	4	5	6	7
5	Fostering innovation and creativity	1	2	3	4	5	6	7
6	Developing brand identification	1	2	3	4	5	6	7
7	Refining existing products/services	1	2	3	4	5	6	7
8	Building a positive reputation within the industry for technological leadership	1	2	3	4	5	6	7
9	Extensive training of marketing personnel	1	2	3	4	5	6	7
10	Developing a broad range of new products/services	1	2	3	4	5	6	7
11	Building high market share	1	2	3	4	5	6	7

### PART 3: STRATEGIC FLEXIBILITY

In this section questions about your company's product related strategy (diversification). Listed below are several areas where your company may be making or planning to make changes. Please indicate if your company is decreasing or increasing the indicated areas. This part of the questionnaire will have to answer about two types of strategy of your company

- a) Related Product Diversification Strategy
- b) Unrelated Product Diversification Strategy

Please indicate if your company is decreasing or increasing the indicated areas. (*Please "√" on appropriate box*).

#### a) Related Product Diversification Strategy

Following items will examine your company's <b>Related Product Diversification Strategy</b>		<div> <div>Not at all Important</div> <div>Extremely Important</div> </div>						
1	Number of related products in primary industry	1	2	3	4	5	6	7
2	Number of new and related product introduction	1	2	3	4	5	6	7
3	Number of new and related product variety	1	2	3	4	5	6	7
4	Number of new and related product features	1	2	3	4	5	6	7
5	Investment in R&D for new and related product	1	2	3	4	5	6	7

**b) Unrelated Product Diversification Strategy**

	Following items will examine your company's <b>Unrelated Product Diversification Strategy</b>	<div> <div>Not at all Important</div> <div>Extremely Important</div> </div>						
		1	2	3	4	5	6	7
1	Number of unrelated products in primary industry	1	2	3	4	5	6	7
2	Number of new and unrelated product introduction	1	2	3	4	5	6	7
3	Number of new and unrelated product variety	1	2	3	4	5	6	7
4	Number of new and unrelated product features	1	2	3	4	5	6	7
5	Investment in R&D for new and unrelated product	1	2	3	4	5	6	7

**PART 4: Organization Capability**

In this section, you are required to state your company's capability to compete in industry. Two capabilities of your company have considered.

- a) Manufacturing Capability
- b) Process Capability

Please indicate which capability your company has. *(Please "√" on appropriate box).*  
*(Please "√" on appropriate box).*

**a) Manufacturing Capability**

	<b>Manufacturing Capability</b>	<div> <div>Strongly Disagree</div> <div>Strongly Agree</div> </div>						
		1	2	3	4	5	6	7
1	Our company has better abilities than the competitors in mass production.							

2	Our company has better abilities than the competitors in materials purchase and inventory control.	1	2	3	4	5	6	7
3	Our company has better abilities than the competitors in capacity management.	1	2	3	4	5	6	7
4	Our company has better abilities than the competitors in process management.	1	2	3	4	5	6	7
5	Our company has better abilities than the competitors in product quality management.	1	2	3	4	5	6	7

**b) Purchasing Capability**

	Purchasing Capability	Strongly Disagree				Strongly Agree		
1	Our company has better abilities than the competitors in coordination among different departments.	1	2	3	4	5	6	7
2	Our company has better abilities than the competitors in integration among different departments.	1	2	3	4	5	6	7
3	Our company has better abilities than the competitors in coordination with other firms.	1	2	3	4	5	6	7
4	Our company has better abilities than the competitors in integration with other firms.	1	2	3	4	5	6	7
5	Our company has better abilities than the competitors in logistics supports to buy product from supplier or other firm	1	2	3	4	5	6	7

## PART 5: SOURCING STRATEGY

This part of the questionnaire will have to answer about sourcing strategy of your company. Indicate importance of each item. (*Please “√” on appropriate box*).

	Following items will examine your company's Sourcing Strategy	<div> <div>Not at all Important</div> <div>Extremely Important</div> </div>						
1	Lower prices	1	2	3	4	5	6	7
2	Better quality	1	2	3	4	5	6	7
3	Better delivery performance	1	2	3	4	5	6	7
4	Better availability	1	2	3	4	5	6	7
5	Access to advanced technology	1	2	3	4	5	6	7
6	Better customer service	1	2	3	4	5	6	7
7	Easy to change product design	1	2	3	4	5	6	7
8	Enhanced competitive position	1	2	3	4	5	6	7
9	Helps meet countertrade obligation	1	2	3	4	5	6	7
10	Easy to resolve problems	1	2	3	4	5	6	7
11	Better communication	1	2	3	4	5	6	7
12	Better geographic location	1	2	3	4	5	6	7

## PART 6: SOURCING RELATIONSHIP QUALITY

This part of the questionnaire will have to answer about sourcing relationship of your company. This is about how well you manage the relationship with supplier and buyer. (Please “√” on appropriate box).

	Following items will examine your company's <b>Sourcing Relationship quality</b>	<div> <b>Not at all</b> <b>Important</b> <b>Extremely</b> <b>Important</b> </div>						
		1	2	3	4	5	6	7
1	We make mutually beneficial decisions in most circumstances	1	2	3	4	5	6	7
2	We understand each other's' business well	1	2	3	4	5	6	7
3	We share the benefits and risks of our business	1	2	3	4	5	6	7
4	We share compatible culture and policies	1	2	3	4	5	6	7
5	We fulfill pre-specified agreements and promises in most cases	1	2	3	4	5	6	7

## PART 7: FIRM PERFORMANCE

- a) Please indicate the range which best describes the average performance of your company for the past three years (your responses will be kept strictly confidential):

		Much Lower			Much Higher			
1		1	2	3	4	5	6	7
1	Return on Sales (ROS)	1	2	3	4	5	6	7
2	Return on Investment (ROI)	1	2	3	4	5	6	7
3	Market Share	1	2	3	4	5	6	7
4	Sales growth rate	1	2	3	4	5	6	7

- b) Please indicate how strongly you agree or disagree with the following statements relation to your company performance.

		Strongly Disagree			Strongly Agree			
1		1	2	3	4	5	6	7
1	<b>Innovation and Learning Perspective:</b> The company's ability to innovate, improve and learn increases new markets, revenues and margins in its bid to promote customer's concern.							
2	<b>Customer Perspective:</b> The company always considers the customer's concern on time, Quality, performance and services and costs in order to pursue success.							
3	<b>Internal Business Perspective:</b> The company always considers the business processes that have the greatest impact on customer satisfaction such as factors that affect cycle time, quality, employee skills and productivity							

## APPENDIX B

### SKEWNESS AND KURTOSIS

#### Skewness and Kurtosis

	No	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
COS1	9	5.227	5	1	7	1.421	1.21	-1.076
COS2	10	5.173	5	1	7	1.488	0.887	-1.068
COS3	11	5.224	5	1	7	1.441	1.027	-1.069
COS4	12	5.197	5	1	7	1.452	1.018	-1.062
COS5	13	5.176	5	1	7	1.452	1.08	-1.078
COS6	14	5.07	5	1	7	1.597	0.723	-1.07
DIF1	15	5.433	6	1	7	1.197	1.212	-0.832
DIF2	16	5.421	6	1	7	1.261	1.773	-1.052
DIF3	17	5.403	6	1	7	1.323	1.715	-1.119
DIF4	18	5.403	6	1	7	1.255	1.712	-1
DIF5	19	5.306	5	1	7	1.393	1.464	-1.093
DIF6	20	5.339	6	1	7	1.351	1.374	-1.043
DIF7	21	5.394	6	1	7	1.278	1.518	-1.005
DIF8	22	5.361	5	1	7	1.314	2.044	-1.187
DIF9	23	4.694	5	1	7	1.787	-0.385	-0.771
DIF10	24	4.952	5	1	7	1.696	0.273	-1.017
DIF11	25	4.961	5	1	7	1.672	0.249	-0.981
REL1	26	5.279	5	1	7	1.358	1.092	-0.997
REL2	27	5.312	5	1	7	1.304	0.601	-0.833



		5.30						
REL3	28	6	5	1	7	1.298	0.552	-0.8
		5.29						
REL4	29	4	5	1	7	1.319	0.707	-0.856
		5.22						
REL5	30	7	5	1	7	1.353	0.771	-0.869
		5.12						
UNL1	31	4	5	1	7	1.511	0.617	-0.974
		5.15						
UNL2	32	5	5	1	7	1.48	0.612	-0.949
		5.14						
UNL3	33	2	5	1	7	1.486	0.573	-0.943
		5.16						
UNL4	34	7	5	1	7	1.469	0.546	-0.936
		5.18						
UNL5	35	5	5	1	7	1.418	0.498	-0.855
MCA		5.14						
1	36	8	5	1	7	1.477	1.06	-1.125
MCA								
2	37	5.07	5	1	7	1.499	0.762	-1.047
MCA								
3	38	5.07	5	1	7	1.525	0.809	-1.061
MCA								
4	39	5.13	5	1	7	1.458	1.099	-1.106
MCA		5.10						
5	40	3	5	1	7	1.484	0.608	-0.983
		4.79						
PCA1	41	1	5	1	7	1.699	-0.498	-0.605
		4.65						
PCA2	42	8	5	1	7	1.755	-0.709	-0.56
		5.03						
PCA3	43	9	5	1	7	1.565	0.307	-0.923
		5.09						
PCA4	44	4	5	1	7	1.545	0.322	-0.92
		4.92						
PCA5	45	4	5	1	7	1.724	0.102	-0.937
		5.01						
SSO1	46	8	5	1	7	1.61	0.516	-1.018
		5.21						
SSO2	47	8	5	1	11	1.514	1.397	-0.895
		5.22						
SSO3	48	7	5	1	7	1.431	0.808	-0.997
		5.01						
SSO4	49	5	5	1	7	1.615	0.201	-0.931
		5.23						
SSO5	50	3	5	1	7	1.434	0.852	-1.04
		4.85						
SSO6	51	2	5	1	7	1.809	-0.233	-0.867

		5.01						
SSO7	52	2	5	1	7	1.648	0.291	-0.991
		5.25						
SSO8	53	5	5	1	7	1.417	1.167	-1.08
SSO9	54	5.13	5	1	7	1.531	0.527	-0.987
SSO1		5.19						
0	55	7	5	1	7	1.498	1.061	-1.128
SSO1		5.01						
1	56	8	5	1	7	1.625	0.035	-0.876
SSO1		5.14						
2	57	8	6	1	7	1.618	0.728	-1.131
		4.76						
SRQ1	58	1	5	1	7	1.756	-0.654	-0.551
		4.93						
SRQ2	59	9	5	1	7	1.934	-0.755	-0.663
		5.21						
SRQ3	60	5	6	1	7	1.957	-0.62	-0.828
		4.62						
SRQ4	61	1	5	1	7	1.758	-0.784	-0.44
		4.79						
SRQ5	62	4	5	1	7	1.896	-1.025	-0.431
		5.02						
FOP1	63	7	5	1	7	1.624	-0.036	-0.777
		5.30						
FOP2	64	6	6	1	7	1.732	0.18	-1.003
		5.67						
FOP3	65	3	6	1	7	1.65	1.057	-1.341
		5.14						
FOP4	66	5	5	1	7	1.464	0.14	-0.737
		5.16						
FOP5	67	4	6	1	7	1.769	-0.348	-0.791
		5.57						
FOP6	68	6	6	1	7	1.677	0.621	-1.192
		5.32						
FOP7	69	4	6	1	7	1.692	0.274	-1.016
		5.05						
COS	70	5	5	1	7	1.394	0.29	-0.651
		5.10						
DIF	71	6	5	1	7	1.46	0.015	-0.702
		5.00						
REP	72	6	5	1	7	1.421	-0.34	-0.533
		4.93						
UNP	73	9	5	1	7	1.52	-0.553	-0.438
SRQ	74	5.34	5	1	7	1.155	0.934	-0.759
		5.37						
PCA	75	2	5.5	1	7	1.153	1.057	-0.836
		5.43						
SSO	76	8	5.917	1	7	1.163	0.97	-0.809

		5.42						
PRO	77	2	6	1	7	1.264	0.81	-0.892
FPR	78	5.32	5.714	1	7	1.407	0.645	-1.032



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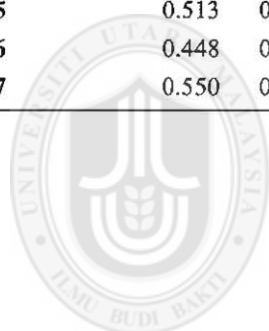
## APPENDIX C

### CROSS LOADINGS OF THE CONSTRUCTS

**Cross Loadings of the Constructs**

Items/Construct	COS	DIF	REL	UNL	MCA	PCA	SSO	SRQ	FOP
COS1	<b>0.977</b>	0.616	0.576	0.803	0.323	0.739	0.869	0.365	0.668
COS2	<b>0.966</b>	0.643	0.584	0.826	0.358	0.761	0.890	0.367	0.680
COS3	<b>0.976</b>	0.614	0.568	0.796	0.328	0.735	0.861	0.372	0.663
COS4	<b>0.980</b>	0.580	0.554	0.777	0.323	0.716	0.841	0.360	0.643
COS5	<b>0.903</b>	0.539	0.506	0.717	0.284	0.659	0.771	0.303	0.605
COS6	<b>0.905</b>	0.500	0.487	0.697	0.297	0.644	0.753	0.333	0.605
DIF1	0.617	<b>0.958</b>	0.473	0.646	0.237	0.571	0.693	0.346	0.564
DIF2	0.570	<b>0.938</b>	0.482	0.611	0.215	0.577	0.653	0.324	0.522
DIF3	0.547	<b>0.900</b>	0.472	0.576	0.241	0.509	0.627	0.313	0.497
DIF4	0.596	<b>0.965</b>	0.460	0.632	0.216	0.557	0.674	0.342	0.547
DIF5	0.500	<b>0.854</b>	0.421	0.543	0.157	0.504	0.561	0.294	0.449
DIF6	0.545	<b>0.867</b>	0.454	0.579	0.193	0.495	0.610	0.285	0.533
DIF7	0.542	<b>0.948</b>	0.455	0.610	0.171	0.510	0.627	0.298	0.496
DIF8	0.576	<b>0.896</b>	0.416	0.620	0.190	0.547	0.653	0.311	0.534
REL1	0.685	0.593	<b>0.937</b>	0.716	0.248	0.535	0.782	0.346	0.634
REL2	0.741	0.567	<b>0.985</b>	0.781	0.303	0.568	0.845	0.342	0.656
REL3	0.726	0.553	<b>0.962</b>	0.773	0.268	0.557	0.825	0.334	0.642
REL4	0.732	0.553	<b>0.963</b>	0.775	0.328	0.558	0.834	0.334	0.677
REL5	0.682	0.520	<b>0.929</b>	0.731	0.290	0.533	0.791	0.345	0.609
UNL1	0.609	0.504	0.506	<b>0.941</b>	0.271	0.620	0.706	0.324	0.632
UNL2	0.614	0.502	0.531	<b>0.910</b>	0.281	0.616	0.710	0.353	0.543
UNL3	0.623	0.513	0.505	<b>0.951</b>	0.269	0.620	0.724	0.328	0.579
UNL4	0.644	0.561	0.557	<b>0.936</b>	0.325	0.636	0.743	0.375	0.610
UNL5	0.635	0.529	0.509	<b>0.878</b>	0.285	0.619	0.743	0.326	0.620
MCA1	0.791	0.636	0.634	0.237	<b>0.977</b>	0.774	0.908	0.425	0.717
MCA2	0.765	0.638	0.615	0.215	<b>0.951</b>	0.747	0.878	0.383	0.677
MCA3	0.780	0.609	0.594	0.241	<b>0.958</b>	0.763	0.892	0.384	0.718
MCA4	0.785	0.634	0.598	0.216	<b>0.969</b>	0.767	0.906	0.386	0.704
MCA5	0.784	0.652	0.623	0.157	<b>0.965</b>	0.760	0.899	0.427	0.691
PCA1	0.306	0.209	0.377	0.303	0.356	<b>0.897</b>	0.360	0.240	0.313
PCA2	0.263	0.172	0.283	0.197	0.321	<b>0.811</b>	0.260	0.199	0.208
PCA3	-0.061	0.023	0.035	0.017	0.340	<b>0.853</b>	-0.022	-0.056	0.006
PCA4	0.006	0.013	0.008	0.009	0.336	<b>0.862</b>	-0.017	-0.016	-0.029
PCA5	0.021	0.010	0.036	0.007	0.289	<b>0.833</b>	0.008	-0.004	-0.008
SSO1	0.874	0.696	0.665	0.323	0.374	0.850	<b>0.996</b>	0.418	0.777
SSO10	0.822	0.642	0.635	0.485	0.334	0.815	<b>0.953</b>	0.393	0.765

SSO12	0.799	0.672	0.665	0.454	0.328	0.766	<b>0.920</b>	0.431	0.736
SSO2	0.872	0.692	0.666	0.419	0.377	0.846	<b>0.993</b>	0.418	0.773
SSO3	0.874	0.696	0.665	0.423	0.375	0.850	<b>0.995</b>	0.416	0.775
SSO4	0.874	0.693	0.661	0.519	0.365	0.849	<b>0.993</b>	0.415	0.774
SSO5	0.872	0.696	0.664	0.324	0.372	0.851	<b>0.995</b>	0.412	0.775
SSO6	0.840	0.665	0.634	0.398	0.317	0.826	<b>0.956</b>	0.390	0.744
SSO7	0.844	0.656	0.633	0.338	0.382	0.831	<b>0.959</b>	0.392	0.773
SSO8	0.839	0.657	0.635	0.231	0.340	0.829	<b>0.968</b>	0.388	0.765
SSO9	0.849	0.694	0.656	0.195	0.361	0.824	<b>0.972</b>	0.415	0.758
SRQ1	0.257	0.267	0.564	0.310	0.253	0.244	0.305	<b>0.875</b>	0.273
SRQ2	0.392	0.344	0.669	0.434	0.254	0.349	0.438	<b>0.899</b>	0.383
SRQ3	0.304	0.284	0.570	0.348	0.210	0.292	0.357	<b>0.843</b>	0.311
SRQ4	0.257	0.214	0.511	0.272	0.176	0.243	0.272	<b>0.829</b>	0.240
SRQ5	0.365	0.358	0.649	0.414	0.227	0.392	0.420	<b>0.886</b>	0.373
FOP1	0.390	0.361	0.352	0.420	0.326	0.423	0.472	0.650	<b>0.752</b>
FOP2	0.563	0.472	0.484	0.626	0.356	0.536	0.644	0.628	<b>0.936</b>
FOP3	0.487	0.424	0.393	0.540	0.321	0.485	0.582	0.525	<b>0.830</b>
FOP4	0.421	0.331	0.495	0.428	0.340	0.430	0.478	0.518	<b>0.745</b>
FOP5	0.513	0.445	0.462	0.576	0.336	0.546	0.596	0.602	<b>0.896</b>
FOP6	0.448	0.414	0.523	0.526	0.289	0.449	0.546	0.491	<b>0.797</b>
FOP7	0.550	0.463	0.484	0.611	0.346	0.518	0.623	0.631	<b>0.923</b>



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# Factor Loading of the Constructs

Construct	Items	Loading	Standard Error	T-value	P value
<b>Cost-Leadership</b>	COS1	0.977	0.007	26.435	0.000
	COS2	0.966	0.012	79.536	0.000
	COS3	0.976	0.007	23.443	0.000
	COS4	0.980	0.005	29.873	0.000
	COS5	0.903	0.034	26.491	0.000
	COS6	0.905	0.036	25.199	0.000
<b>Differentiation</b>	DIF1	0.958	0.013	76.257	0.000
	DIF2	0.938	0.029	32.158	0.000
	DIF3	0.900	0.037	24.527	0.000
	DIF4	0.965	0.010	98.002	0.000
	DIF5	0.854	0.042	20.352	0.000
	DIF6	0.867	0.043	20.339	0.000
	DIF7	0.948	0.018	53.485	0.000
	DIF8	0.896	0.022	41.074	0.000
<b>Related Product Diversification</b>	REL1	0.937	0.030	31.032	0.000
	REL2	0.985	0.003	43.543	0.000
	REL3	0.962	0.021	46.340	0.000
	REL4	0.963	0.018	53.880	0.000
	REL5	0.929	0.022	41.879	0.000
<b>Unrelated Product Diversification</b>	UNL1	0.941	0.019	49.929	0.000
	UNL2	0.910	0.026	34.576	0.000
	UNL3	0.951	0.012	77.707	0.000
	UNL4	0.936	0.017	55.063	0.000
	UNL5	0.878	0.033	26.267	0.000
<b>Manufacturing Capability</b>	MCA1	0.977	0.007	23.224	0.000
	MCA2	0.951	0.025	37.651	0.000
	MCA3	0.958	0.021	45.270	0.000
	MCA4	0.969	0.014	71.236	0.000
	MCA5	0.965	0.018	53.906	0.000
<b>Process Capability</b>	PCA1	0.897	0.029	30.646	0.000
	PCA2	0.811	0.046	17.462	0.000
	PCA3	0.853	0.153	34.456	0.000
	PCA4	0.862	0.153	28.282	0.000
	PCA5	0.833	0.114	22.575	0.000
<b>Sourcing Strategy</b>	SS011	0.995	0.002	71.236	0.000
	SSO1	0.996	0.001	53.906	0.000
	SSO10	0.953	0.028	34.180	0.000
	SSO12	0.920	0.036	25.220	0.000
	SSO2	0.993	0.004	24.224	0.000
	SSO3	0.995	0.002	39.651	0.000

	SSO4	0.993	0.004	44.271	0.000
	SSO5	0.995	0.002	71.236	0.000
	SSO6	0.956	0.032	30.251	0.000
	SSO7	0.959	0.026	36.270	0.000
	SSO8	0.968	0.020	47.752	0.000
	SSO9	0.972	0.042	26.220	0.000
	SRQ1	0.875	0.021	41.277	0.000
	SRQ2	0.899	0.017	53.340	0.000
<b>Sourcing Relationship Quality</b>	SRQ3	0.843	0.024	35.013	0.000
	SRQ4	0.829	0.029	28.856	0.000
	SRQ5	0.886	0.017	52.861	0.000
<b>Firm Performance</b>	FOP1	0.752	0.033	22.596	0.000
	FOP2	0.936	0.007	27.435	0.000
	FOP3	0.830	0.029	28.824	0.000
	FOP4	0.745	0.037	20.174	0.000
	FOP5	0.896	0.015	58.951	0.000
	FOP6	0.797	0.034	23.616	0.000
	FOP7	0.923	0.011	80.922	0.000



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