

## Appendix D: Output of SPSS and AMOS Analysis

### 1. Missing Data

Univariate Statistics							
	N	Mean	Std. Deviation	Missing		No. of Extremes <sup>a</sup>	
				Count	Percent	Low	High
EO1	237	2.95	1.176	0	.0	0	0
EO2	237	4.83	1.000	0	.0	0	0
EO3	237	4.75	1.026	0	.0	5	0
EO4	237	4.26	1.255	0	.0	0	0
EO5	237	5.02	1.049	0	.0	17	0
EO6	237	4.24	1.262	0	.0	0	0
EO7	237	4.58	1.145	0	.0	12	0
EO8	237	4.91	.923	0	.0	0	0
EO9	237	4.88	.905	0	.0	0	0
EO10	237	4.61	1.208	0	.0	6	0
EO11	237	4.25	1.110	0	.0	0	0
EO12	237	4.05	1.113	0	.0	0	0
EO13	237	3.94	1.214	0	.0	0	0
EO14	237	3.91	1.045	0	.0	0	0
EO15	237	4.90	.936	0	.0	1	0
EO16	237	4.43	.970	0	.0	9	0
EO17	237	4.71	.903	0	.0	3	0
EO18	237	4.43	1.082	0	.0	11	0
EO19	237	2.89	1.045	0	.0	0	0
EO20	237	4.49	.852	0	.0	2	0
EO21	237	2.67	.989	0	.0	0	12
EO22	237	3.92	1.067	0	.0	0	0
EO23	237	3.33	1.205	0	.0	21	6
EO24	237	3.91	1.122	0	.0	0	0
EO25	237	3.24	1.291	0	.0	0	0
GM1	237	3.25	1.299	0	.0	0	0
GM2	237	3.65	1.347	0	.0	0	0
GM3	237	4.51	.914	0	.0	3	0
GM4	237	4.23	.999	0	.0	12	0
GM5	237	4.54	.851	0	.0	4	0
GM6	237	3.97	1.041	0	.0	0	0
GM7	237	4.38	1.017	0	.0	9	0

GM8	237	4.95	.926	0	.0	1	0
GM9	237	3.72	1.221	0	.0	0	0
GM10	237	4.85	.993	0	.0	2	0
GM11	237	3.91	1.105	0	.0	0	0
GM12	237	4.98	.978	0	.0	15	0
NC1	237	4.40	1.010	0	.0	12	0
NC2	237	4.73	.879	0	.0	3	0
NC3	237	4.71	.841	0	.0	3	0
NC4	237	4.11	1.117	0	.0	0	0
NC5	237	4.07	1.125	0	.0	0	0
NC6	237	4.54	.866	0	.0	6	0
NC7	237	4.51	.881	0	.0	5	0
NC8	237	4.75	.898	0	.0	6	0
NC9	237	3.96	1.069	0	.0	0	0
NC10	237	4.06	1.040	0	.0	0	0
NC11	237	4.04	.960	0	.0	0	0
GS1	237	4.20	1.139	0	.0	16	0
GS2	237	3.54	1.388	0	.0	0	0
GS3	237	3.85	1.337	0	.0	0	0
GS4	237	3.72	1.321	0	.0	0	0
GS5	237	3.89	1.270	0	.0	0	0
GS6	237	3.79	1.247	0	.0	0	0
GS7	237	3.33	1.403	0	.0	0	0
GS8	237	3.04	1.362	0	.0	0	0
GS9	237	3.66	1.339	0	.0	0	0
GS10	237	3.31	1.445	0	.0	0	0
GS11	237	3.27	1.367	0	.0	0	0
GS12	237	3.48	1.380	0	.0	0	0
INT1	237	3.21	1.336	0	.0	0	0
INT2	237	3.03	1.300	0	.0	0	0
INT3	237	2.81	1.230	0	.0	0	27
INT4	237	3.04	1.366	0	.0	0	42
FP1	237	3.30	1.282	0	.0	0	0
FP2	237	3.25	1.315	0	.0	0	0
FP3	237	3.47	1.373	0	.0	0	0
NFP1	237	4.53	1.023	0	.0	7	0
NFP2	237	3.97	1.186	0	.0	0	0
NFP3	237	4.32	1.088	0	.0	17	0
NFP4	237	4.47	1.068	0	.0	9	0
NFP5	237	4.62	1.003	0	.0	6	0

NFP6	237	4.48	.990	0	.0	7	0
NFP7	237	4.54	.998	0	.0	8	0
NFP8	237	4.59	1.020	0	.0	7	0
NFP9	237	4.43	1.009	0	.0	8	0
NFP10	237	4.57	1.008	0	.0	8	0
NFP11	237	4.66	.973	0	.0	8	0

a. Number of cases outside the range (Q1 - 1.5\*IQR, Q3 + 1.5\*IQR).

## 2. Descriptive Statistics by Sector

### Statistics

Sector		
N	Valid	237
	Missing	0
Mean		1.82
Median		2.00
Mode		1
Std. Deviation		.784
Variance		.615
Range		2
Minimum		1
Percentiles	25	1.00
	50	2.00
	75	2.00

### Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manufacturing	98	41.4	41.4	41.4
	Services	84	35.4	35.4	76.8
	Agriculture	55	23.2	23.2	100.0
	Total	237	100.0	100.0	

**category: manufacturing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	food & beverages	27	11.4	27.6	27.6
	rubber & plastic products	11	4.6	11.2	38.8
	transportation	1	.4	1.0	39.8
	chemicals & chemicals products	10	4.2	10.2	50.0
	electrical and electronics	16	6.8	16.3	66.3
	wood & wood products	3	1.3	3.1	69.4
	machinery & equipment	7	3.0	7.1	76.5
	textiles & apparels	15	6.3	15.3	91.8
	metals & metal products	5	2.1	5.1	96.9
	non metallic mineral products	3	1.3	3.1	100.0
	Total	98	41.4	100.0	
Missing	System	139	58.6		
Total		237	100.0		

**category: services**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	education & health	11	4.6	15.1	15.1
	restaurant & hotel	5	2.1	6.8	21.9
	computer industry services	6	2.5	8.2	30.1
	professional services	23	9.7	31.5	61.6
	transportation & communication	12	5.1	16.4	78.1
	wholesale & retail trade	16	6.8	21.9	100.0
	Total	73	30.8	100.0	
Missing	System	164	69.2		
Total		237	100.0		

**none**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	226	95.4	95.4	95.4
Biotechnology	1	.4	.4	95.8
Construction	3	1.3	1.3	97.0
Electric & Electronic	1	.4	.4	97.5
Engineering consultancy	1	.4	.4	97.9
Green energy	1	.4	.4	98.3
Healthcare & forensic	1	.4	.4	98.7
Oil & gas	1	.4	.4	99.2
Service Provider for oil & gas	1	.4	.4	99.6
Trading	1	.4	.4	100.0
Total	237	100.0	100.0	

**category: agriculture**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
plantation & horticulture	37	15.6	67.3	67.3
fishery	5	2.1	9.1	76.4
poultry farming	13	5.5	23.6	100.0
Total	55	23.2	100.0	
Missing				
System	182	76.8		
Total	237	100.0		

### 3. Reliability Analysis

#### Reliability Statistics Entrepreneurial Orientation

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.854	25

#### Reliability Statistics Global Mindset

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.757	.776	12

#### Reliability Statistics Network Relationships

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.860	.862	11

#### Reliability Statistics Government Support

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.950	.950	12

**Reliability Statistics Internationalization**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.820	.820	4

**Reliability Statistics Financial Performance**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.927	3

**Reliability Statistics Non-Financial Performance**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.954	.956	11

**4. Exploratory Factor Analysis****KMO and Bartlett's Test for Entrepreneurial Orientation**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	2323.016
	df	300
	Sig.	.000

**Communalities**

	Initial	Extraction
EO1	.182	.196
EO2	.536	.739
EO3	.548	.608
EO4	.253	.347
EO5	.392	.444
EO6	.397	.436
EO7	.487	.493
EO8	.564	.640
EO9	.555	.631
EO10	.384	.402
EO11	.440	.457
EO12	.698	.755
EO13	.711	.786
EO14	.611	.675
EO15	.353	.469
EO16	.507	.561
EO17	.583	.575
EO18	.495	.483
EO19	.256	.171
EO20	.398	.412
EO21	.241	.180
EO22	.422	.498
EO23	.309	.378
EO24	.478	.630
EO25	.452	.599

Extraction Method: Principal Axis  
Factoring.

**KMO and Bartlett's Test for Global Mindset**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.754
Bartlett's Test of Sphericity	Approx. Chi-Square	777.218
	df	66
	Sig.	.000



**Communalities**

	Initial	Extraction
GM1	.213	.246
GM2	.282	.793
GM3	.349	.397
GM4	.473	.695
GM5	.463	.512
GM6	.219	.195
GM7	.316	.331
GM8	.370	.430
GM9	.348	.658
GM10	.485	.614
GM11	.373	.490
GM12	.524	.704

Extraction Method: Principal Axis

Factoring.

**KMO and Bartlett's Test for Network Relationships**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.835
Bartlett's Test of Sphericity	Approx. Chi-Square	1236.826
	df	55
	Sig.	.000

**Communalities**

	Initial	Extraction
NC1	.369	.387
NC2	.599	.726
NC3	.597	.697
NC4	.486	.506
NC5	.567	.579
NC6	.520	.586
NC7	.554	.661
NC8	.513	.653
NC9	.421	.321
NC10	.641	.785
NC11	.530	.569

Extraction Method: Principal Axis Factoring.

**KMO and Bartlett's Test for Government Support**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	2242.213
	df	66
	Sig.	.000

**Communalities**

	Initial	Extraction
GS1	.517	.429
GS2	.706	.668
GS3	.738	.680
GS4	.684	.621
GS5	.702	.643
GS6	.720	.650
GS7	.511	.490
GS8	.720	.654
GS9	.608	.542

GS10	.699	.671
GS11	.599	.495
GS12	.711	.645

Extraction Method: Principal Axis  
Factoring.

**KMO and Bartlett's Test for Internationalization**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.625
Bartlett's Test of Sphericity	Approx. Chi-Square	819.825
	df	6
	Sig.	.000

**Communalities**

	Initial	Extraction
INT1	.946	.967
INT2	.942	.816
INT3	.372	.294
INT4	.338	.279

Extraction Method: Principal Axis  
Factoring.

**KMO and Bartlett's Test for Financial Performance**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.737
Bartlett's Test of Sphericity	Approx. Chi-Square	593.936
	df	3
	Sig.	.000

**Communalities**

	Initial	Extraction
FP1	.798	.864
FP2	.814	.910
FP3	.629	.668

Extraction Method: Principal Axis  
Factoring.

**KMO and Bartlett's Test for Non-Financial Performance**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.953
Bartlett's Test of Sphericity	Approx. Chi-Square	2384.907
	df	55
	Sig.	.000

**Communalities**

	Initial	Extraction
NFP1	.653	.648
NFP2	.373	.347
NFP3	.639	.631
NFP4	.605	.560
NFP5	.722	.700
NFP6	.730	.705
NFP7	.757	.722
NFP8	.786	.793
NFP9	.728	.733
NFP10	.799	.754
NFP11	.772	.763

Extraction Method: Principal Axis  
Factoring.

## 5. Confirmatory Factor Analyses

### Entrepreneurial Orientation

#### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	11	7.240	4	.124	1.810
Saturated model	15	.000	0		
Independence model	5	559.535	10	.000	55.953

#### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.987	.968	.994	.985	.994
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

#### RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.059	.000	.126	.343
Independence model	.483	.449	.517	.000

### Global Mindset

#### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	6	.000	0		
Saturated model	6	.000	0		
Independence model	3	160.278	3	.000	53.426

**Baseline Comparisons**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	1.000		1.000		1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Independence model	.471	.411	.535	.000

**Network Relationships****CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	11	.563	4	.967	.141
Saturated model	15	.000	0		
Independence model	5	544.140	10	.000	54.414

**Baseline Comparisons**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.999	.997	1.006	1.016	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.000	.989
Independence model	.476	.442	.510	.000

## Government Support

### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	12	5.644	3	.130	1.881
Saturated model	15	.000	0		
Independence model	5	757.669	10	.000	75.767

### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.993	.975	.996	.988	.996
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

### RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.061	.000	.138	.321
Independence model	.563	.529	.597	.000

## Internationalization

### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	9	.703	1	.402	.703
Saturated model	10	.000	0		
Independence model	4	827.421	6	.000	137.904

### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.999	.995	1.000	1.002	1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.000	.000	.161	.526
Independence model	.762	.718	.806	.000

**Financial Performance****CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	6	.000	0		
Saturated model	6	.000	0		
Independence model	3	598.586	3	.000	199.529

**Baseline Comparisons**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	1.000		1.000		1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Independence model	.917	.856	.980	.000

**Non-Financial Performance****CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	22.146	13	.053	1.704
Saturated model	28	.000	0		
Independence model	7	1640.722	21	.000	78.130



**Baseline Comparisons**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.987	.978	.994	.991	.994
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.055	.000	.092	.381
Independence model	.572	.548	.595	.000

**6. The Path Diagram of Hypothesized Mediated Full Structural Model****CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	90	732.268	438	.000	1.672
Saturated model	528	.000	0		
Independence model	32	6023.769	496	.000	12.145

**Baseline Comparisons**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.878	.862	.947	.940	.947
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.053	.047	.060	.204
Independence model	.217	.212	.222	.000

**Regression Weights: (Group number 1 - Default model)**

		Estimate	S.E.	C.R.	P	Label
INT	<--- EO	.044	.126	.352	.725	
INT	<--- GM	.279	.180	1.552	.121	
INT	<--- NR	-.086	.102	-.852	.394	
INT	<--- GS	.077	.034	2.232	.026	
FP	<--- EO	.492	.265	1.853	.064	
FP	<--- GM	.209	.348	.601	.548	
FP	<--- NR	-.023	.203	-.112	.911	
FP	<--- GS	.190	.067	2.828	.005	
FP	<--- INT	.377	.132	2.865	.004	
NFP	<--- INT	.165	.077	2.127	.033	
NFP	<--- EO	.335	.163	2.050	.040	
NFP	<--- GM	.516	.226	2.287	.022	
NFP	<--- NR	.179	.124	1.442	.149	
NFP	<--- GS	.111	.041	2.719	.007	
EO9	<--- EO	1.000				
EO8	<--- EO	1.054	.147	7.163	***	
EO14	<--- EO	2.267	.377	6.021	***	
EO13	<--- EO	2.945	.478	6.163	***	
EO12	<--- EO	2.553	.418	6.103	***	
GM5	<--- GM	1.000				
GM12	<--- GM	2.114	.345	6.128	***	
GM10	<--- GM	2.086	.341	6.112	***	
NR8	<--- NR	1.000				
NR7	<--- NR	1.032	.089	11.608	***	
NR6	<--- NR	1.027	.088	11.740	***	
NR3	<--- NR	.761	.085	8.910	***	
NR2	<--- NR	.818	.089	9.180	***	
INT4	<--- INT	1.000				
INT3	<--- INT	.969	.128	7.560	***	
INT2	<--- INT	2.048	.267	7.658	***	
INT1	<--- INT	2.181	.291	7.497	***	
GS10	<--- GS	1.000				

			Estimate	S.E.	C.R.	P	Label
GS8	<---	GS	.879	.060	14.580	***	
GS6	<---	GS	.730	.057	12.714	***	
GS3	<---	GS	.796	.062	12.896	***	
GS2	<---	GS	.883	.062	14.255	***	
FP1	<---	FP	1.000				
FP2	<---	FP	1.056	.042	25.047	***	
FP3	<---	FP	.945	.052	18.161	***	
NFP5	<---	NFP	1.000				
NFP6	<---	NFP	1.041	.073	14.236	***	
NFP7	<---	NFP	1.076	.073	14.728	***	
NFP8	<---	NFP	1.178	.073	16.178	***	
NFP9	<---	NFP	1.108	.073	15.102	***	
NFP10	<---	NFP	1.174	.072	16.355	***	
NFP11	<---	NFP	1.104	.070	15.789	***	

## 7. The Path Diagram of Hypothesized Unmediated Full Structural Model

### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	75	602.689	331	.000	1.821
Saturated model	406	.000	0		
Independence model	28	5044.086	378	.000	13.344

### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.881	.864	.942	.934	.942
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.059	.051	.066	.026
Independence model	.229	.223	.234	.000

**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
FP	<---	EO	.511	.272	1.879	.060	
FP	<---	GM	.324	.354	.915	.360	
FP	<---	NR	-.060	.207	-.288	.773	
FP	<---	GS	.220	.068	3.249	.001	
NFP	<---	EO	.344	.165	2.076	.038	
NFP	<---	GM	.567	.229	2.478	.013	
NFP	<---	NR	.162	.125	1.299	.194	
NFP	<---	GS	.124	.041	3.031	.002	
EO9	<---	EO	1.000				
EO8	<---	EO	1.055	.147	7.159	***	
EO14	<---	EO	2.268	.377	6.016	***	
EO13	<---	EO	2.946	.478	6.157	***	
EO12	<---	EO	2.556	.419	6.099	***	
GM5	<---	GM	1.000				
GM12	<---	GM	2.121	.347	6.118	***	
GM10	<---	GM	2.085	.342	6.100	***	
NR8	<---	NR	1.000				
NR7	<---	NR	1.031	.089	11.624	***	
NR6	<---	NR	1.023	.087	11.723	***	
NR3	<---	NR	.762	.085	8.936	***	
NR2	<---	NR	.818	.089	9.206	***	
GS10	<---	GS	1.000				
GS8	<---	GS	.876	.060	14.573	***	
GS6	<---	GS	.730	.057	12.752	***	
GS3	<---	GS	.794	.062	12.913	***	
GS2	<---	GS	.880	.062	14.238	***	
FP1	<---	FP	1.000				
FP2	<---	FP	1.054	.042	24.973	***	
FP3	<---	FP	.944	.052	18.167	***	
NFP5	<---	NFP	1.000				
NFP6	<---	NFP	1.042	.073	14.226	***	
NFP7	<---	NFP	1.077	.073	14.718	***	
NFP8	<---	NFP	1.179	.073	16.165	***	

			Estimate	S.E.	C.R.	P	Label
NFP9	<---	NFP	1.109	.074	15.079	***	
NFP10	<---	NFP	1.175	.072	16.340	***	
NFP11	<---	NFP	1.104	.070	15.757	***	