Smart-PLS 4.0 Data Files and Results

Outer loadings

Matrix

Indicators	ECG	ESM	HRE	HC	OP	RC	SC	TC
ECG1	0.852							
ECG2	0.723							
ECG3	0.821							
ESM1		0.831						
ESM2		0.714						
ESM3		0.892						
ESM4		0.763						
ESM5		0.906						
HRE1			0.815					
HRE2			0.864					
HRE3			0.773					
HRE4			0.680					
HRE5			0.755					
HC1				0.900				
HC2				0.760				
HC3				0.878				
HC4				0.755				
OP1					0.948			
OP2					0.844			
OP3					0.755			
OP4					0.944			
OP5					0.937			

OP6					0.606			
RC1						0.750		
RC2						0.728		
RC3						0.750		
RC4						0.725		
RC5						0.784		
RC6						0.818		
SC1							0.834	
SC2							0.782	
SC3							0.723	
TC1								0.780
TC2								0.800
TC3								0.854

Quality criteria

R-square

Overview

Constructs	R-square	R-square adjusted
Business Ethics	1.000	1.000
Human Capital	0.828	0.828
Organizational Performance	0.918	0.917
Relational Capital	0.650	0.648
Structural Capital	0.793	0.792

f-square

Matrix

Constructs	Business Ethics	Ethics in Corporate Governance	Ethics in Sales & Marketing	HR Management Ethics	Human Capital	Organizational Performance	Relational Capital	Structural Capital	Technological Change	Technological Change x Business Ethics
Business Ethics					4.828	0.055	0.054	0.151		
Ethics in Corporate Governance	22.283									
Ethics in Sales & Marketing	171.421									
HR Management Ethics	73.131									
Human Capital						0.358		0.194		
Organizational Performance										
Relational Capital						0.633				
Structural Capital						0.432	0.757			
Technological Change						0.978				

Construct reliability and validity

Overview

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Business Ethics	0.943	0.949	0.950	0.598
Ethics in Corporate Governance	0.720	0.736	0.842	0.641

Ethics in Sales & Marketing	0.880	0.883	0.913	0.680
HR Management Ethics	0.875	0.883	0.909	0.666
Human Capital	0.841	0.843	0.895	0.682
Organizational Performance	0.917	0.940	0.938	0.720
Relational Capital	0.856	0.868	0.891	0.577
Structural Capital	0.679	0.687	0.824	0.610
Technological Change	0.849	0.883	0.894	0.679

Discriminant validity

Heterotrait-monotrait ratio (HTMT) - Matrix

Constructs	Business Ethics	Ethics in Corporate Governance	Ethics in Sales & Marketing	HR Management Ethics	Human Capital	Organizational Performance	Relational Capital	Structural Capital	Technological Change	Technological Change x Business Ethics
Business Ethics	1.000									
Ethics in Corporate Governance	0.779	1.000								
Ethics in Sales & Marketing	0.806	0.790	1.000							
HR Management Ethics	0.742	0.766	0.815	1.000						
Human Capital	0.802	0.838	0.757	0.783	1.000					
Organizational Performance	0.694	0.756	0.695	0.666	0.823	1.000				
Relational Capital	0.665	0.717	0.693	0.614	0.812	0.817	1.000			
Structural Capital	0.848	0.755	0.808	0.840	0.837	0.801	0.752	1.000		
Technological Change	0.839	0.825	0.802	0.840	0.809	0.764	0.781	0.785	1.000	

Fornell-Larcker criterion

Constructs	Business Ethics	Ethics in Corporate Governance	HR Management ethics	Ethics in Sales & Marketing	Human Capital	Organizational Performance	Relational Capital	Structural Capital	Technological Change
Business Ethics	0.773								
Ethics in Corporate Governance	0.772	0.801							
Ethics in HR Management	0.637	0.719	0.816						
Ethics in Sales & Marketing	0.637	0.787	0.792	0.825					
Human Capital	0.750	0.704	0.769	0.814	0.826				
Organizational Performance	0.710	0.616	0.598	0.624	0.765	0.848			
Relational Capital	0.621	0.588	0.553	0.619	0.714	0.846	0.760		
Structural Capital	0.668	0.738	0.749	0.773	0.673	0.665	0.795	0.781	
Technological Change	0.720	0.782	0.787	0.766	0.741	0.826	0.706	0.706	0.824

Path coefficients

Mean, STDEV, T values, p values

Direct Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Business Ethics -> Human Capital	0.906	0.907	0.011	84.320	0.000
Business Ethics -> Organizational Performance	0.163	0.164	0.066	2.484	0.013
Business Ethics -> Relational Capital	-0.275	-0.277	0.075	3.659	0.000
Business Ethics -> Structural Capital	0.426	0.424	0.070	6.043	0.000
Ethics in Corporate Governance -> Business Ethics	0.252	0.252	0.007	38.039	0.000
Ethics in Sales & Marketing -> Business Ethics	0.432	0.432	0.011	40.618	0.000

HR Management Ethics -> Business Ethics	0.368	0.367	0.009	39.666	0.000
Human Capital -> Organizational Performance	0.459	0.460	0.066	7.000	0.000
Human Capital -> Structural Capital	0.496	0.499	0.071	6.944	0.000
Relational Capital -> Organizational Performance	0.497	0.494	0.045	11.009	0.000
Structural Capital -> Organizational Performance	-0.528	-0.527	0.065	8.094	0.000
Structural Capital -> Relational Capital	1.024	1.026	0.067	15.195	0.000
Technological Change -> Organizational Performance	0.668	0.670	0.050	13.497	0.000
Technological Change x Business Ethics -> Organizational Performance	0.036	0.035	0.013	2.754	0.006

Total indirect effects

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Business Ethics -> Organizational Performance	0.263	0.263	0.063	4.189	0.000
Business Ethics -> Relational Capital	0.896	0.899	0.064	13.896	0.000
Business Ethics -> Structural Capital	0.450	0.452	0.065	6.874	0.000
Ethics in Corporate Governance -> Human Capital	0.228	0.229	0.006	41.252	0.000
Ethics in Corporate Governance -> Organizational Performance	0.025	0.025	0.013	1.911	0.056
Ethics in Corporate Governance -> Relational Capital	0.156	0.157	0.010	16.223	0.000

Ethics in Corporate Governance -> Structural Capital	0.220	0.221	0.006	37.814	0.000
Ethics in Sales & Marketing -> Human Capital	0.392	0.392	0.010	39.865	0.000
Ethics in Sales & Marketing -> Organizational Performance	0.043	0.043	0.022	1.926	0.054
Ethics in Sales & Marketing -> Relational Capital	0.268	0.269	0.016	16.528	0.000
Ethics in Sales & Marketing -> Structural Capital	0.378	0.378	0.011	35.909	0.000
HR Management Ethics -> Human Capital	0.333	0.333	0.010	34.014	0.000
HR Management Ethics -> Organizational Performance	0.037	0.036	0.019	1.932	0.053
HR Management Ethics -> Relational Capital	0.228	0.228	0.015	15.706	0.000
HR Management Ethics -> Structural Capital	0.322	0.322	0.010	33.037	0.000
Human Capital -> Organizational Performance	-0.010	-0.010	0.031	0.306	0.760
Human Capital -> Relational Capital	0.508	0.512	0.081	6.280	0.000
Structural Capital -> Organizational Performance	0.509	0.508	0.061	8.288	0.000

Specific indirect effects

Mean, STDEV, T values, p values

Indirect Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values

HR Management Ethics -> Business Ethics -> Human Capital -> Structural Capital -> Relational Capital	0.169	0.170	0.027	6.233	0.000
Ethics in Corporate Governance -> Business Ethics -> Structural Capital	0.107	0.107	0.018	6.104	0.000
Business Ethics -> Human Capital -> Structural Capital -> Relational Capital	0.461	0.464	0.074	6.208	0.000
Ethics in Sales & Marketing -> Business Ethics -> Structural Capital -> Organizational Performance	-0.097	-0.096	0.017	5.552	0.000
HR Management Ethics -> Business Ethics -> Structural Capital -> Relational Capital -> Organizational Performance	0.080	0.079	0.016	4.967	0.000
Ethics in Sales & Marketing -> Business Ethics -> Human Capital -> Structural Capital -> Relational Capital -> Organizational Performance	0.099	0.099	0.020	4.949	0.000
Ethics in Corporate Governance -> Business Ethics -> Relational Capital	-0.069	-0.070	0.019	3.685	0.000
Ethics in Sales & Marketing -> Business Ethics -> Human Capital -> Organizational Performance	0.180	0.180	0.026	6.802	0.000
Human Capital -> Structural Capital -> Relational Capital -> Organizational Performance	0.252	0.254	0.050	5.048	0.000
Human Capital -> Structural Capital -> Relational Capital	0.508	0.512	0.081	6.280	0.000
Business Ethics -> Human Capital -> Structural Capital -> Relational Capital -> Organizational Performance	0.229	0.230	0.046	5.005	0.000
Business Ethics -> Human Capital -> Organizational Performance	0.416	0.417	0.061	6.864	0.000
Ethics in Sales & Marketing -> Business Ethics -> Structural Capital	0.184	0.183	0.030	6.042	0.000

Ethics in Corporate Governance -> Business Ethics -> Relational Capital -> Organizational Performance	-0.034	-0.035	0.010	3.403	0.001
Ethics in Corporate Governance -> Business Ethics -> Structural Capital -> Relational Capital	0.110	0.110	0.019	5.639	0.000
HR Management Ethics -> Business Ethics -> Human Capital -> Organizational Performance	0.153	0.153	0.022	6.867	0.000
HR Management Ethics -> Business Ethics -> Structural Capital -> Organizational Performance	-0.083	-0.082	0.015	5.451	0.000
Ethics in Corporate Governance -> Business Ethics -> Structural Capital -> Organizational Performance	-0.057	-0.056	0.010	5.571	0.000
Human Capital -> Structural Capital -> Organizational Performance	-0.262	-0.264	0.057	4.639	0.000
Business Ethics -> Human Capital -> Structural Capital	0.450	0.452	0.065	6.874	0.000
Ethics in Sales & Marketing -> Business Ethics -> Relational Capital	-0.119	-0.120	0.033	3.629	0.000
Ethics in Corporate Governance -> Business Ethics -> Human Capital -> Structural Capital -> Organizational Performance	-0.060	-0.060	0.013	4.506	0.000
HR Management Ethics -> Business Ethics -> Human Capital	0.333	0.333	0.010	34.014	0.000
HR Management Ethics -> Business Ethics -> Relational Capital -> Organizational Performance	-0.050	-0.050	0.015	3.367	0.001
HR Management Ethics -> Business Ethics -> Structural Capital	0.156	0.156	0.027	5.856	0.000
Ethics in Corporate Governance -> Business Ethics -> Human Capital ->	0.058	0.058	0.012	4.914	0.000

Structural Capital -> Relational Capital -> Organizational Performance					
Business Ethics -> Human Capital -> Structural Capital -> Organizational Performance	-0.238	-0.239	0.052	4.597	0.000
Ethics in Sales & Marketing -> Business Ethics -> Human Capital -> Structural Capital	0.194	0.195	0.029	6.724	0.000
HR Management Ethics -> Business Ethics -> Human Capital -> Structural Capital -> Relational Capital -> Organizational Performance	0.084	0.084	0.017	5.030	0.000
Ethics in Corporate Governance -> Business Ethics -> Human Capital	0.228	0.229	0.006	41.252	0.000
Ethics in Sales & Marketing -> Business Ethics -> Organizational Performance	-0.070	-0.071	0.028	2.485	0.013
Ethics in Sales & Marketing -> Business Ethics -> Human Capital	0.392	0.392	0.010	39.865	0.000
Business Ethics -> Structural Capital -> Organizational Performance	-0.225	-0.222	0.040	5.552	0.000
HR Management Ethics -> Business Ethics -> Human Capital -> Structural Capital	0.165	0.166	0.024	6.944	0.000
Ethics in Corporate Governance -> Business Ethics -> Human Capital -> Structural Capital -> Relational Capital	0.116	0.117	0.019	6.099	0.000
Ethics in Corporate Governance -> Business Ethics -> Human Capital -> Organizational Performance	0.105	0.105	0.016	6.724	0.000
Ethics in Sales & Marketing -> Business Ethics -> Structural Capital -> Relational Capital -> Organizational Performance	0.094	0.093	0.018	5.099	0.000
Ethics in Corporate Governance -> Business Ethics -> Human Capital -> Structural Capital	0.113	0.114	0.017	6.641	0.000

Business Ethics -> Relational Capital -> Organizational Performance	-0.137	-0.137	0.040	3.391	0.001
HR Management Ethics -> Business Ethics -> Structural Capital -> Relational Capital	0.160	0.160	0.030	5.379	0.000
HR Management Ethics -> Business Ethics -> Organizational Performance	-0.060	-0.060	0.024	2.481	0.013
Ethics in Sales & Marketing -> Business Ethics -> Human Capital -> Structural Capital -> Relational Capital	0.199	0.201	0.033	6.097	0.000
Ethics in Sales & Marketing -> Business Ethics -> Relational Capital -> Organizational Performance	-0.059	-0.059	0.018	3.371	0.001
HR Management Ethics -> Business Ethics -> Relational Capital	-0.101	-0.102	0.028	3.625	0.000
Ethics in Corporate Governance -> Business Ethics -> Structural Capital -> Relational Capital -> Organizational Performance	0.054	0.054	0.011	5.131	0.000
Business Ethics -> Structural Capital -> Relational Capital -> Organizational Performance	0.216	0.215	0.043	5.089	0.000
HR Management Ethics -> Business Ethics -> Human Capital -> Structural Capital -> Organizational Performance	-0.087	-0.088	0.019	4.653	0.000
Structural Capital -> Relational Capital -> Organizational Performance	0.509	0.508	0.061	8.288	0.000
Ethics in Sales & Marketing -> Business Ethics -> Human Capital -> Structural Capital -> Organizational Performance	-0.103	-0.103	0.023	4.549	0.000
Business Ethics -> Structural Capital -> Relational Capital	0.436	0.435	0.079	5.541	0.000
Ethics in Corporate Governance -> Business Ethics -> Organizational Performance	-0.041	-0.041	0.017	2.478	0.013

Ethics in Sales & Marketing -> Business Ethics -> Structural Capital -> Relational Capital	0.188	0.188	0.034	5.543	0.000

Moderation of Technological Change

Moderation of Technological change	Original sample (β)	Standard deviation	T statistics	P values
Technological change x Business Ethics -> Organizational Performance	0.036	0.013	2.754	0.006

Model fit

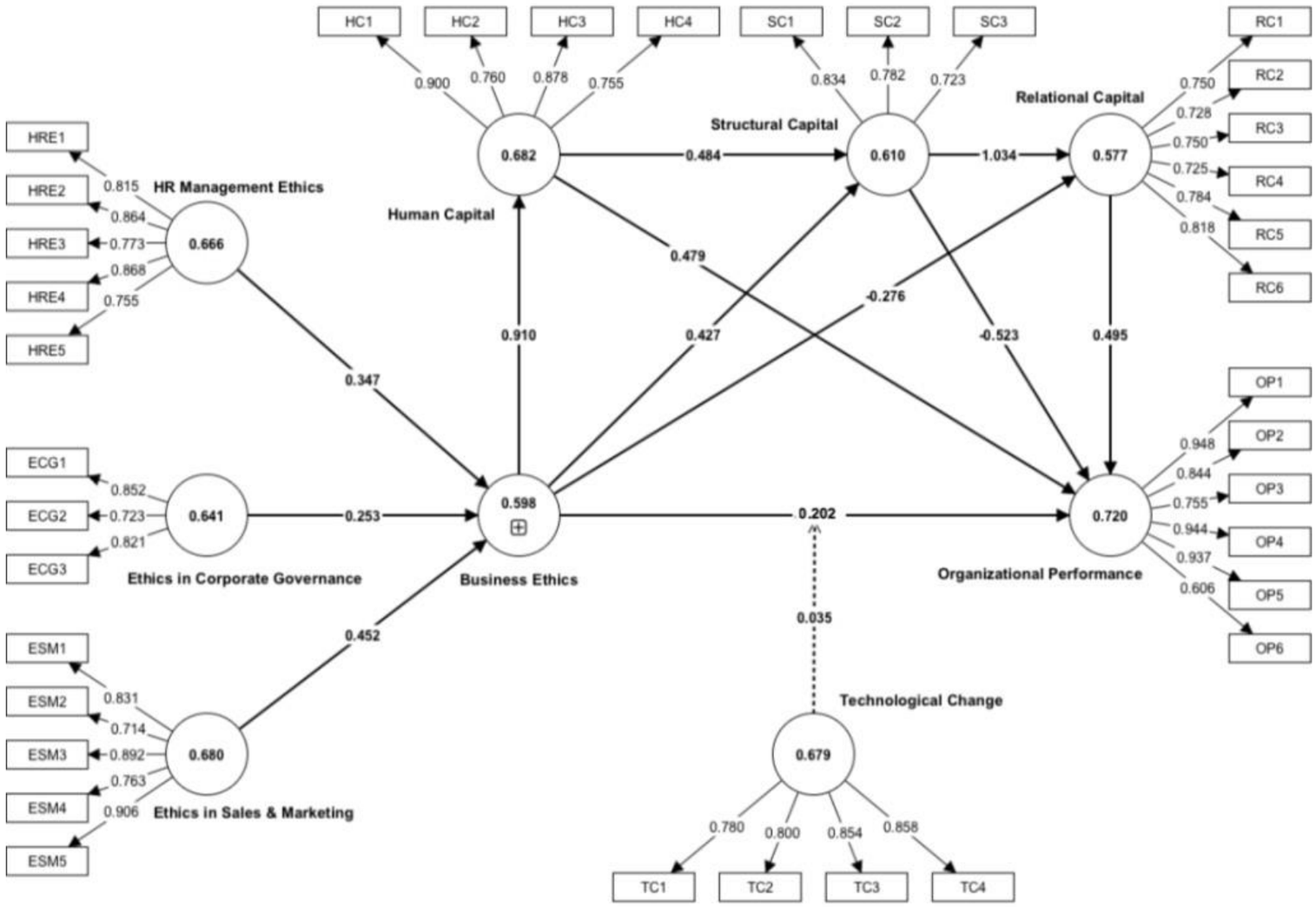
Fit summary

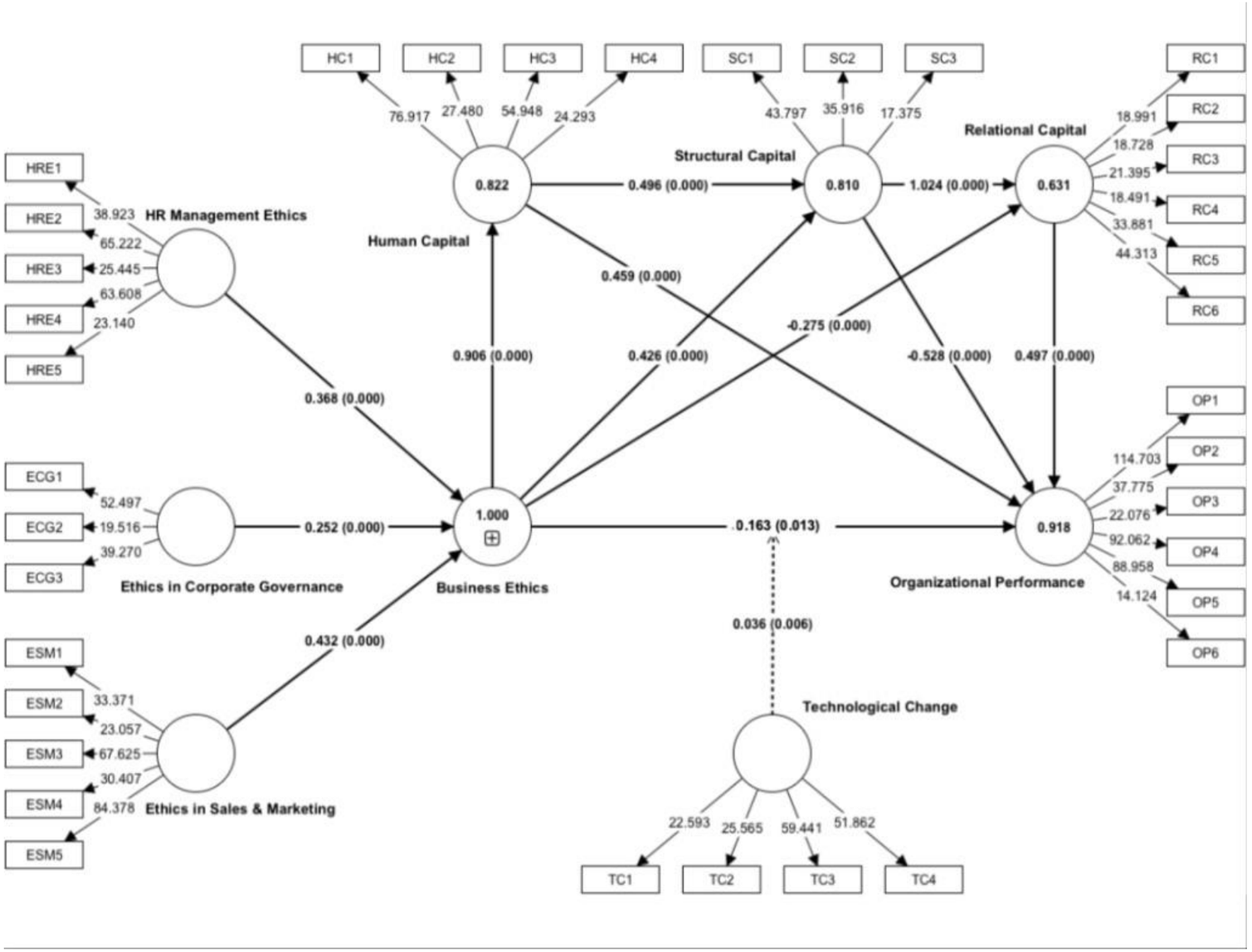
Indicators	Saturated model	Estimated model
SRMR	0.054	0.049
d_ULS	28.963	27.967
d_G	n/a	n/a
Chi-square	infinite	infinite
NFI	0.912	0.929

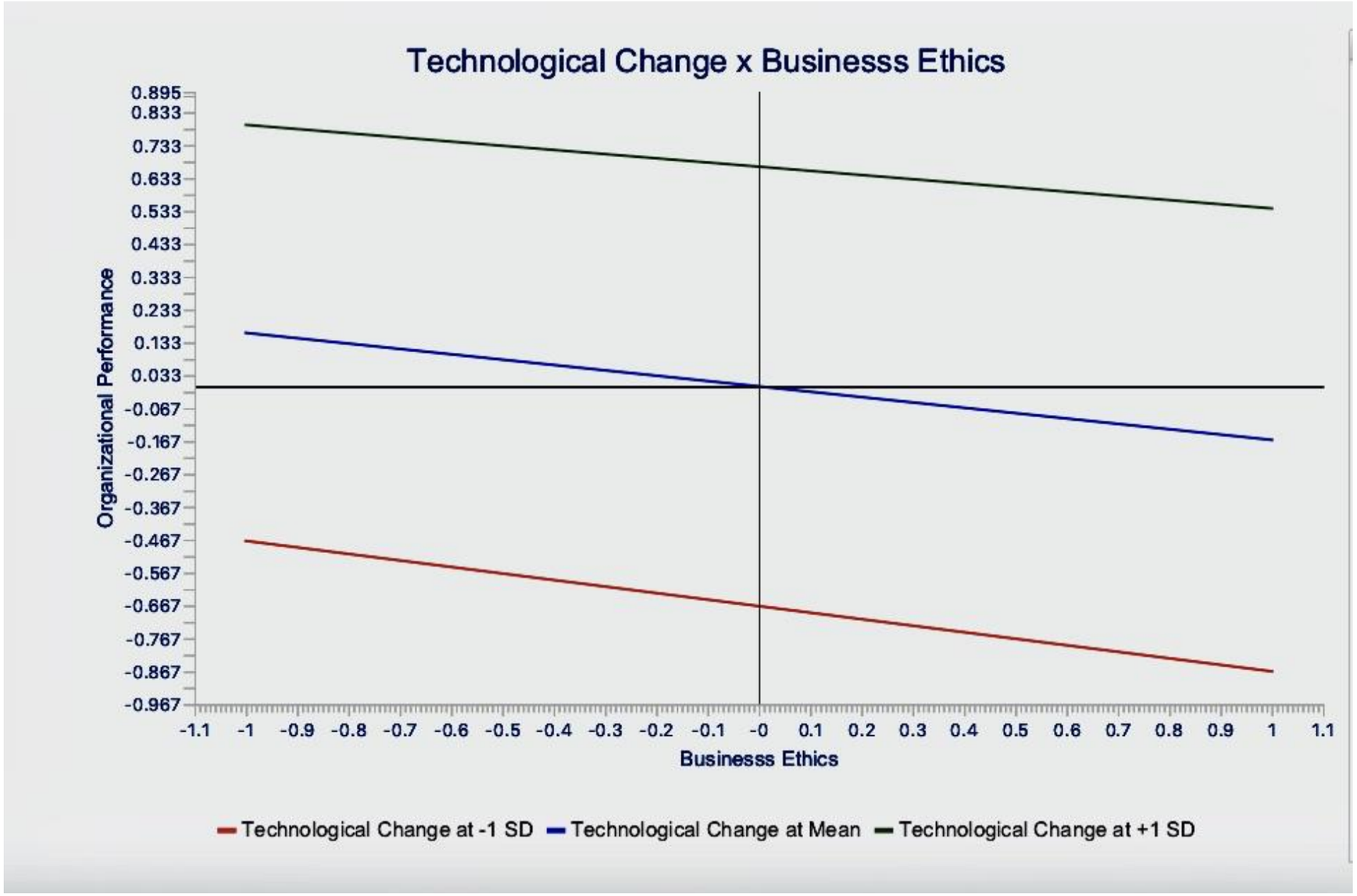
Construct cross-validated redundancy
Blindfolding of Predictive Relevance

Total

Constructs	SSO	SSE	Q^2 (=1-SSE/SSO)
Businesss Ethics	4511.000	2057.966	0.594
Corporate Governance	1041.000	734.008	0.294
Ethics in Sales & Marketing	1735.000	835.826	0.528
HR Management Ethics	1735.000	871.360	0.498
Human Capital	1388.000	741.411	0.466
Organizational Performance	2082.000	800.210	0.616
Relational Capital	2082.000	1232.689	0.408
Structural Capital	1041.000	790.969	0.204
Technological Change	1388.000	749.479	0.460


HC1
HC2
HC3
HC4
SC1
SC2
SC3
RC1
RC2
RC3
RC4
RC5
RC6
0.900
0.760
0.878
0.755
0.834
0.782
0.723
0.750
0.728
0.750
0.725
0.784
0.818
Relational Capital
Structural Capital
0.682
0.484
0.610
1.034
0.577
Human Capital
HRE1
HRE2
HRE3
HRE4
HRE5
0.815
0.864
0.773
0.868
0.755
HR Management Ethics
0.666
0.479
-0.276
0.910
0.427
-0.523
0.495
0.347
OP1
OP2
OP3
OP4
OP5
OP6
0.948
0.844
0.755
0.944
0.937
0.606
ECG1
ECG2
ECG3
0.852
0.723
0.821
0.641
0.253
0.598
0.202
0.720
Ethics in Corporate Governance
Business Ethics
Organizational Performance
0.035
0.452
ESM1
ESM2
ESM3
ESM4
ESM5
0.831
0.714
0.892
0.763
0.906
0.680
Ethics in Sales & Marketing
Technological Change
0.679
0.780
0.800
0.854
0.858
TC1
TC2
TC3
TC4


HC1
HC2
HC3
HC4
SC1
SC2
SC3
76.917
27.480
54.948
24.293
43.797
35.916
17.375
Relational Capital
Structural Capital
0.822
0.496 (0.000)
0.810
1.024 (0.000)
0.631
RC1
RC2
RC3
RC4
RC5
RC6
18.991
18.728
21.395
18.491
33.881
44.313
HRE1
HRE2
HRE3
HRE4
HRE5
38.923
65.222
25.445
63.608
23.140
HR Management Ethics
Human Capital
0.459 (0.000)
-0.275 (0.000)
0.906 (0.000)
0.426 (0.000)
-0.528 (0.000)
0.497 (0.000)
0.368 (0.000)
OP1
OP2
OP3
OP4
OP5
OP6
114.703
37.775
22.076
92.062
88.958
14.124
ECG1
ECG2
ECG3
52.497
19.516
39.270
0.252 (0.000)
1.000
0.163 (0.013)
0.918
Ethics in Corporate Governance
Business Ethics
Organizational Performance
0.036 (0.006)
0.432 (0.000)
ESM1
ESM2
ESM3
ESM4
ESM5
33.371
23.057
67.625
30.407
84.378
Technological Change
Ethics in Sales & Marketing
22.593
25.565
59.441
51.862
TC1
TC2
TC3
TC4


Technological Change x Businesss Ethics
Organizational Performance
0.895
0.833
0.733
0.633
0.533
0.433
0.333
0.233
0.133
0.033
-0.067
-0.167
-0.267
-0.367
-0.467
-0.567
-0.667
-0.767
-0.867
-0.967
-1.1 -1 -0.9 -0.8 -0.7 -0.6 -0.5 -0.4 -0.3 -0.2 -0.1 -0 0.1 0.2 0.3 0.4 0.5 0.6 0.7 0.8 0.9 1 1.1
Businesss Ethics
Technological Change at -1 SD
Technological Change at Mean
Technological Change at +1 SD