

INTRODUCTION

Customer centricity increasingly gains strategic importance in companies as marketers realize that they need to “fulfill the needs and wants of each individual customer” (Sheth, Sisodia and Sharma 2000, p. 55) in order to create unique customer value and stay competitive. Understanding and identifying customer needs, however, presents firms with a big challenge – particularly, as future rather than articulated customer needs should guide marketing practice: “Any company that drives forward while looking out the rear view mirror will, sooner or later, run into a brick wall” (Hamel and Prahalad 1994, p. 76). Consequently, firms that strive for “future readiness” need to develop capabilities to gather and filter out relevant trends, technological developments, and changes in customer behavior (Atuahene-Gima, Slater and Olson 2005; Blocker et al. 2011).

Recent empirical findings show, that proactive identification of customer needs requires a mix of different methods: While processes close to the customer help to identify latent needs, future needs are better assessed by trend watching and scenario techniques that largely rely on indirect knowledge (Herhausen 2011). Likewise, the absorptive capacity theory suggests that only a combination of inward- and outward-looking capabilities increases innovation performance (Cohen and Levinthal 1990; Foss, Laursen and Pedersen 2011). Accordingly, we conclude that customer interaction and internal customer-related cooperation are important drivers of future readiness and need to be developed within firms.

Due to practical constraints, however, we consider a further assessment of these antecedents for future readiness necessary regarding intra-organizational moderating effects: (1) Limited financial and managerial resources call for a focus. Without a clear definition, future-oriented

processes are easily put-off in day-to-day business. (2) Particularly, current investments in interactive marketing are frequently disguised as activities to increase customer interactions and future readiness. Further consideration of organizational antecedents may keep firms from misallocations and false conclusions. (3) Previous research emphasizes the importance of intra-organizational factors on the relative importance of information processes (e.g. Moorman 1995; Sinkula 1994). Yet, insights on the impact of organizational levers on internal customer-related cooperation and customer interaction are scarce (Foss et al. 2011).

By specifying and testing the proposed framework as well as organizational moderators, we aim to tackle the identified research gaps and managerial challenges and, hence, answer the following research question: How can customer-centric companies increase their future readiness through customer interactions and internal customer-related cooperation?

PURSUIT OF FUTURE READINESS THROUGH CUSTOMER INTERACTION AND INTERNAL CUSTOMER-RELATED COOPERATION

The ability to identify future trends, technological developments, and changes in consumer behavior early is a critical success factor for customer-centric companies in order to gain and secure competitive advantage (e.g. Teece, Pisano and Shuen 1997; Zeithaml et al. 2006). Essentially, empirical studies have demonstrated that future readiness drives customer value, new product, and innovation performance (Atuahene-Gima et al. 2005; Blocker et al. 2011). However, we assume that customer-centric orientation does not come along with future readiness automatically. Rather, firms have to tap both external and internal knowledge sources to build up future readiness (Volberda, Foss and Lyles 2010).

In customer-centric companies, there is reason to believe that customer knowledge is the most important external source. Interactive media support the orientation towards customer knowledge as they facilitate active user participation and hand alleged customer insights to marketers on a silver platter (e.g. Prahalad and Ramaswamy 2004). In line with previous research, we hypothesize that customer interaction enhances future readiness of customer-centric companies.

H₁: Customer interactions mediate the effect of customer centricity on future readiness.

Internally, explicit and tacit knowledge held by employees determine a firm's knowledge. In order to amplify and enrich this knowledge base, internal cooperation is crucial (Nonaka 1994). Consequently, we suggest that the degree of internal customer-related cooperation mediates the relationship between customer centricity and future readiness.

H₂: Internal customer-related cooperation mediates the effect of customer centricity on future readiness.

MODERATING EFFECTS OF INTRA-ORGANIZATIONAL CHARACTERISTICS

Previous research has shown that information processes depend on intra-organizational factors (e.g. Moorman 1995; Sinkula 1994). To gain insight into the relative importance of customer interactions and internal customer-related cooperation for future readiness, we will include a set of moderating factors in our analysis.

Theoretical evidence for the influence of organizational factors on future readiness is provided by the theory of absorptive capacities. Cohen and Levinthal (1990, p. 128) reason that innovation performance depends on a firm's ability to "recognize the value of new information, assimilate it, and apply it to commercial ends". Drawing on this notion, prior related knowledge has been

accepted and verified as an antecedent of absorptive capacity in various studies. Organizational antecedents, however, have been widely neglected (Volberda et al. 2010) although the original definition specifically emphasizes the importance of “distinctly organizational” aspects (Cohen and Levinthal 1990, p. 131). Against this background, we anticipate that the organizational structure, infrastructure, and reward system have an impact on the relative importance of customer interaction and internal customer-related cooperation as drivers of future readiness. We will analyze the following moderating effects (see Figure 1): (1) level of delegation, (2) number of hierarchy levels, (3) CRM implementation, and (4) customer-centric reward systems.

[Insert Figure 1 about here]

Level of Delegation: Participation in decision-making motivates staff and, more specifically, encourages employees to actively seek and follow-up on information (Foss et al. 2011). Therefore, we postulate that a high level of delegation increases the relative importance of customer interaction and, hence, amplifies future readiness.

H_{3a}: The relative importance of customer interaction as a driver for future readiness is higher in organizations that delegate customer-oriented tasks to employees than in organizations that do not delegate customer-oriented tasks to employees.

Internal cooperation, on the contrary, tends to be lower in firms with high levels of delegation as employee empowerment decreases the need for knowledge exchange in the decision-making processes (Jensen and Meckling 1992). We gather that delegation does not benefit the acquisition and absorption of information on a corporate level and, hence, impedes future readiness.

H_{3b}: The relative importance of internal customer-related cooperation as a driver for future readiness is lower in organizations that delegate customer-oriented tasks to employees than in organizations that do not delegate customer-oriented tasks to employees.

Hierarchy Levels: Order, uniformity, rules, and regulations characterize hierarchical organizations (Deshpandé, Farley and Webster 1993). They tend to define internal processes and formalize the process of knowledge absorption, so that customer interactions have a greater impact on future readiness. Accordingly, we expect to find a higher relative importance of customer interactions in hierarchically organized firms.

H_{4a}: *The relative importance of customer interaction as a driver for future readiness is higher in hierarchic organizations than in flat organizations.*

Internal customer-related cooperation may also be promoted through formalization; however, previous research suggests that hierarchically organized firms rather suffer from the high number of management layers (Moorman 1995; Tsai 2001). While hierarchic organizations are good at planning, objective setting, and evaluation, they have problems at encouraging people to identify external market changes. Knowledge fragments are split among managers so that employees most likely miss a common language. Hence, we expect the ability to absorb new information and convey it into future readiness to be lower in firms with hierarchic organizations.

H_{4b}: *The relative importance of internal customer-related cooperation as a driver for future readiness is lower in hierarchic organizations than in flat organizations.*

CRM implementation: Cohen and Levinthal (1990) describe prior related knowledge as main driver of absorptive capacity. However, customer-related knowledge usually resides in various people and locations. To store and retrieve customer-related information, companies increasingly implement CRM systems. These company-wide databases ensure an integrated knowledge base and foster collaboration between departments. Consequently, companies are better able to absorb and more effectively exploit information gained from customer interaction or internal

cooperation. We reason that firms, which have implemented CRM systems, will exhibit a higher relative importance of both customer interaction and internal cooperation.

H₅: The relative importance of (H_{5a}) customer interaction and (H_{5b}) internal customer-related cooperation as drivers for future readiness is higher in organizations that have successfully implemented CRM than in organizations that have not successfully implemented CRM.

Reward System: In customer-centric companies, marketing “seeks to fulfill the needs and wants of each individual customer” (Sheth et al. 2000, p. 55). Consequently, current and future customer satisfaction becomes prior business goals. To match this customer-centric paradigm, the reward system has to be adapted accordingly (Shah et al. 2006). We suggest that employees who are incentivized based on customer satisfaction will have an increased motivation for both customer interaction and internal customer-related cooperation in order to identify and better serve hidden and future customer needs.

H₆: The relative importance of (H_{6a}) customer interaction and (H_{6b}) internal customer-related cooperation as drivers for future readiness is higher if employees are rewarded depending on customer satisfaction than if employees are not rewarded depending on customer satisfaction.

METHODS

Measures and Operationalization

We followed standard psychometric scale development procedures and drew on to established constructs and items whenever possible. A new scale had to be developed for future readiness, as this construct had not been researched previously. For the selection and transfer of existent scales as well as the generation of new items for future readiness, we built on previous fieldwork and a

systematic literature review. The initial item pool was refined on the basis of a pretest in order to guarantee for content and construct validity: Four marketing management researchers with psychometric and scale development expertise were asked to review the initial pool based on definitions of the four constructs (customer centric orientation, future readiness, customer interaction, internal customer-related cooperation). After having read each item carefully, the experts were asked to rate the validity of each item on a nine-point scale. Space was provided for the scholars to comment on particular items or suggest additional items. Overall, the review led to minor adaptations of the initial item pool. The final item pool included 14 items (see Table 1).

[Insert Table 1 about here]

We measured customer-centric orientation by items adapted from the work of Shah et al. (2006). The newly developed scale for future readiness was based on the conceptual work of Zeithaml et al. (2006) and enquired the regular identification of trends, technological developments, and future customer needs as main domains of innovation potential in customer centric companies. For customer interaction we combined items from Ramani and Kumar (2008) and Pergelova (2010) to cover direct contact and customer empowerment as tactical measures and dialogue culture as a more strategic dimension. Measures for internal customer-related cooperation stem from the work of Narver and Slater (1990) where they were already fitted for market-oriented environments. For the analyses of moderating effects we used items adapted from Avolio and Bass (2004) and Jaworski and Kohli (1993). In order to control for industry and business unit heterogeneity, several additional variables were incorporated in the survey. Following prior research, we collected data on industry type, consumer demandingness, technological turbulence, market growth, market share, and business unit size.

Data Collection and Sample

We included the developed items within a large-scale survey among companies in manufacturing and service industries. The units of analysis were strategic business units within firms or (if no specialization into different business units exists) entire firms. After a follow-up, we received 370 entirely completed questionnaires without missing values, for an effective response rate of 17 percent. We obtained approximately a third of the responses after the follow-up. Tests showed no significant differences among the responses from early versus late respondents on all major constructs and key demographic variables, suggesting that nonresponse bias is not a problem. Analysis of variance (ANOVA) did not indicate significant differences across industries or informants positions in the responses for key variables, so data were pooled for further analyses.

Construct Analysis

Key Informant Bias and Common Method Variance: We assured all participants confidentiality and anonymity, clearly explained the usefulness of the research, and motivated participation by offering a summary and free presentation on the findings. We tested for common method bias with three distinct methods: partial correlation procedure, Harman's single factor test, and controlling for the effects of an unmeasured latent methods factor. Results suggest that common method variance does not significantly influence the obtained results.

Exploratory Factor Analysis: Principal component exploratory factor analysis with Varimax rotation was applied on the 14 items. Items were only retained if they loaded .50 or more on a single factor and did not load .40 or more on any additional factor. Based on these criteria, two items for customer interaction were eliminated (items CI₃ and CI₄). The remaining 12 items loaded on the proposed four factors.

Confirmatory Factor Analysis: Based on the construct definitions, we conclude that all 12 items are reflective measures. After specifying the latent measurement model, a confirmatory factor analysis was conducted. Average Variance Extracted and Composite Reliability (see Table 2) show item and construct reliabilities above the recommended levels (Bagozzi and Yi 1988).

Discriminant validity: To secure discriminant validity, we compared the variance extracted for each construct and the variance shared between constructs (squared correlations between the constructs) based on of the criterion by Fornell and Larcker (1981). The results indicate that the discriminant validity of the four constructs is satisfactory (see Table 2).

[Insert Table 2 about here]

RESULTS

Main Effects

We used AMOS 19 to model the structural relationships proposed by our theoretical framework. The global fit index values ($\chi^2/df = 2.15$, CFI = .952, IFI = .953, RMSEA = .056) indicate a reasonable good fit of the entire model. Figure 2 shows the resulting parameter estimates.

[Insert Figure 2 about here]

The results confirm that the effect of customer-centric orientation on future readiness is fully mediated by customer interaction and internal customer-related cooperation. All parameter estimates are positive and highly significant so that H_1 and H_2 are supported. For the entire sample, the magnitude of the path coefficients shows that customer interaction ($CC \rightarrow CI = .605$, $p < .01$; $CI \rightarrow FR = .288$, $p < .01$) and internal customer-related cooperation ($CC \rightarrow IC = .660$, $p < .01$; $CI \rightarrow IC = .393$, $p < .01$) are both almost equally important in promoting future readiness.

Results Related to Moderating Effects

We applied multiple group structural equation analysis to test hypotheses 3-6. Based on each moderator, we built subsamples and compared the parameter estimates across groups (Bollen 1989). Consequently, a series of successive steps were performed for every hypothesis predicting a moderating effect: First, we split our sample into two subgroups – one with low and the other with high values of the moderator. Values in-between (“3” on a 5-point Likert scale) were ignored in the further multi-group structural analysis. Next, we analyzed the model implied by our theoretical framework simultaneously in both subsamples using AMOS 19. Since all moderator hypotheses predict changes in the relative importance of customer interaction and internal customer-related cooperation, we calculated the relative importance (IMP) of the moderators in both subsamples based on Homburg, Grozdanovic and Klarmann (2007). To test statistically, if the relative importance of a moderator differs among groups, we relied on chi-square difference. We reran the AMOS analysis with a constraint that forced IMP to be equal in both subgroups. If the values for chi-square differed significantly, we concluded that the relative importance of the moderator varies between the two populations. Table 3 summarizes the results for all moderator variables before we discuss them in detail.

[Insert Table 3 about here]

Levels of Delegation: As predicted by H_{3a} , the relative importance of customer interactions is higher in organizations that delegate customer-oriented tasks to employees ($IMP_{IO, \uparrow LD} = 47\%$) than in organizations that empower their employees to a lesser extent ($IMP_{IO, \downarrow LD} = 0\%$). Yet, the comparison of values for chi-square reveals that the difference is not significant ($\chi^2_{diff} = .798$). Thus, H_{3a} is not supported. Regarding H_{3b} , the relative importance of internal customer-related cooperation is lower in firms that delegate customer-related tasks to employees ($IMP_{IC, \uparrow LD} =$

53%) compared to more centralized companies ($IMP_{IC, \downarrow LD} = 100\%$). As the corresponding chi-square difference is highly significant ($\chi^2_{diff} = 6.198, p < .01$), our data fully support H_{3b} .

Hierarchy Levels: The standard estimate of customer interaction is only significant for hierarchic organizations. In accordance with H_{4a} , the relative importance of customer interaction is, thus, higher for hierarchical firms ($IMP_{IO, \uparrow HL} = 57\%$) and seems to have no significant influence in flat organizations ($IMP_{IO, \downarrow HL} = 0\%$). The corresponding chi-square difference is highly significant so that our data confirm H_{4a} . H_{4b} predicted that the relative importance of internal customer-related cooperation decreases with the number of hierarchy levels. A comparison of the relative importance of internal customer-related cooperation in hierarchical ($IMP_{IO, \uparrow HL} = 100\%$) and flat organizations ($IMP_{IO, \downarrow HL} = 43\%$) confirms our proposition. Yet, the difference between the subgroups is not significant so that H_{4b} is not supported.

CRM implementation: In accordance with H_{5a} , the relative importance of customer interaction is higher in organizations that have implemented a CRM system ($IMP_{IO, \uparrow CRM} = 63\%$) compared to companies that have no or poor CRM systems available ($IMP_{IO, \downarrow CRM} = 0\%$). Consistent with this discrepancy, the chi-square difference is highly significant ($\chi^2_{diff} = 9.341, p < .01$). Regarding internal customer-related cooperation, our data provide evidence that a CRM system is useful for all companies. While the relative importance of internal customer-related cooperation is higher for companies with an effective CRM system, the chi-square comparison discloses no significant difference between the two subgroups. Thus, H_{5b} is not supported by our data.

Reward system: H_{6a} predicted that the relative importance of customer interactions as a driver of future readiness is higher if employees are rewarded based on the level of customer satisfaction. Our results fully support this hypothesis. The relative importance of customer interaction is considerably higher in companies that provide incentives for customer satisfaction ($IMP_{IO, \uparrow RS} =$

100 %) compared to companies without this incentive ($IMP_{IO, \downarrow RS} = 0 \%$). The corresponding chi-square difference is also highly significant ($\chi^2_{diff} = 6.715$, $p < .01$). Regarding H_{6b} , our data suggest an opposite effect than proposed by us. Firms that do not reward their employees based on customer satisfaction exhibit a higher relative importance of internal customer-related cooperation ($IMP_{IO, \downarrow RS} = 100 \%$). However, the chi-square difference is not significant so that the effect of the reward system does not differ among the groups. Our data do not support H_{6b} .

Control variables: We controlled our data for moderating effects of industry type, consumer demandingness, technological turbulence, market growth, market share, and business unit size. As our data exhibited no significant influences of these factors, we assume that the identified effects are consistent for all industries and business units.

CONCLUSION AND DISCUSSION

Customer-centric companies have to actively identify future trends, technological developments, and changes in customer behavior in order to sustain their competitive advantage in the long run. Our empirical study has shown that customer interaction (H_1) and internal customer-related cooperation (H_2) help firms to become ready for the future. Yet, previous research suggests that the relative importance of customer interaction and internal customer-related cooperation as drivers for future readiness may differ among firms depending on intra-organizational characteristics (e.g. Moorman 1995; Sinkula 1994). Based on the theory of absorptive capacities (Cohen and Levinthal 1990), we developed hypotheses for moderating effects of the organization structure (level of delegation, number of hierarchical levels), infrastructure (CRM implementation), and reward system (wages dependent on customer satisfaction).

Multi-group structural equation analyses provide evidence that the relative importance of customer interactions as a driver of future readiness is higher in hierarchic organizations (H_{4a}) and for firms that have implemented CRM (H_{5a}) as well as satisfaction-dependent rewards (H_{6a}). However, we were not able to prove that the levels of delegation affect the relative importance of customer interactions for future readiness (H_{3a}). The relative importance of internal customer-related cooperation as alternative driver for future readiness only differs significantly between companies with low and high levels of delegation (H_{3b}). Regarding the number of hierarchy levels (H_{4b}), CRM implementation (H_{5b}) and a satisfaction-dependent reward system (H_{6b}), our data showed no significant difference among companies with high or low values.

By clarifying how customer-centric companies can reach future readiness, our findings have some important managerial implications: (1) If customer-centric firms want to reach future readiness, they need to promote customer interactions and internal customer-related cooperation as both mediate the relationship and the direct effect was not found significant. (2) Depending on the organization structure, the relative importance of customer interactions and internal customer-related cooperation varies. Our analyses suggest that firms with low levels of delegation and/or flat structures should focus attention on internal customer-related cooperation in order to promote future readiness; in either case, customer interactions did not show any significant effect. Contrary, companies empowering their employees through delegation of decision-making rights and those with hierarchic organizations are able to benefit from both customer interactions and/or internal customer-related cooperation. (3) A good CRM system helps companies to build up future readiness. In order to leverage customer interactions, a well-implemented CRM system has been found mandatory. With regard to internal customer-related cooperation, however, poorly implemented CRM systems exhibited an even stronger impact on

future readiness than good CRM systems. Possibly, poor CRM systems increase the need for internal communication. Indirectly, a poor CRM system combined with an increased level of direct exchange of employees may render internal customer-related cooperation more effective than a good CRM system. (4) Firms, which reward their employees by means of customer satisfaction, exhibit a high impact of customer interactions. However, our analyses discourage these companies from investments in internal customer-related cooperation. The reverse effect is true for companies that value customer satisfaction low in their reward system. They should focus on internal customer-related cooperation rather than customer interaction.

The empirical study contributes to the state of research in a variety of ways: Findings on organizational antecedents for absorptive capacities as well as future readiness are still scarce. Our analyses help to close this gap by introducing customer interaction and internal customer-related cooperation, which fully mediate the effect from customer-centric orientation to future readiness in our data. Moreover, we were able to uncover several intra-organizational factors that influence the relative importance of customer interaction and internal customer-related cooperation as drivers for future readiness. The findings, thus, provide important insights into the relationship among customer-centric orientation and future readiness as well as the impact of organizational antecedents, albeit additional research will be necessary to fully understand the mechanisms. Limitations of our investigation are rooted in model and analyses: Apart from customer interactions and internal customer-related cooperation additional factors might influence future readiness; also further organizational antecedents are likely. Regarding the analyses, most moderators were only measured with single items as part of a larger survey and dichotomization of continuous variables is not uncontested. Future studies should aim to overcome these deficiencies and build on to the identified effects.

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Figure 1: Research Model

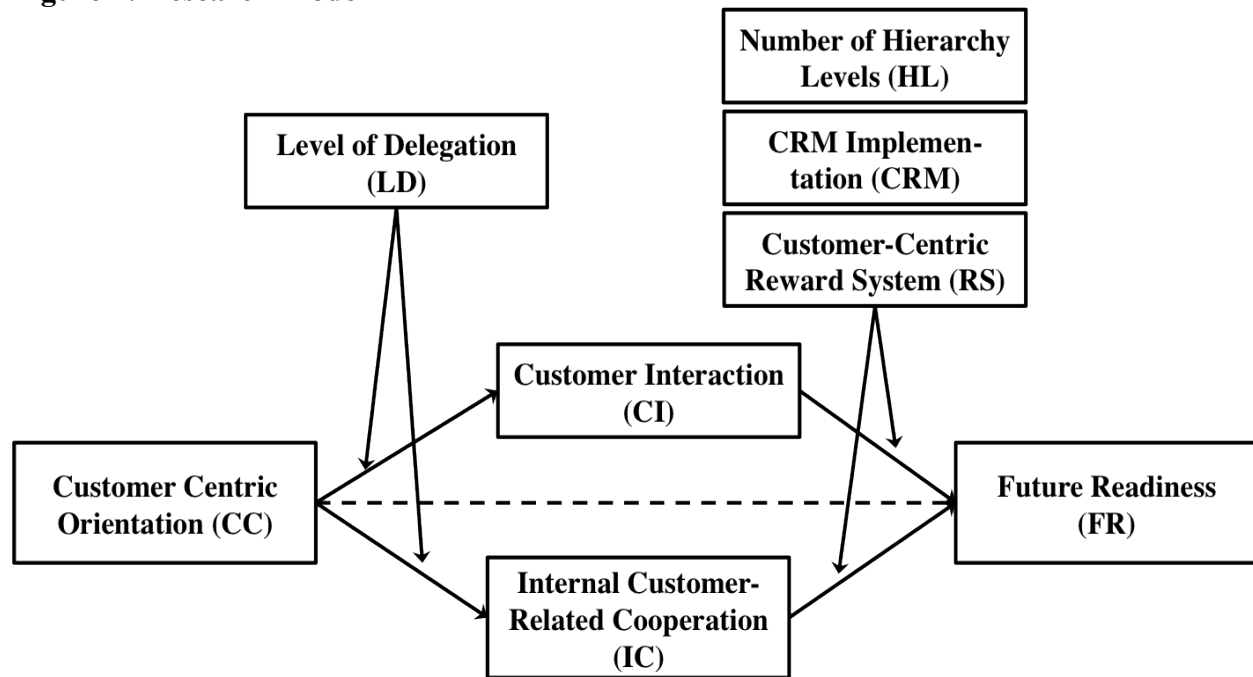


Figure 2: Estimation Results for Basic Model

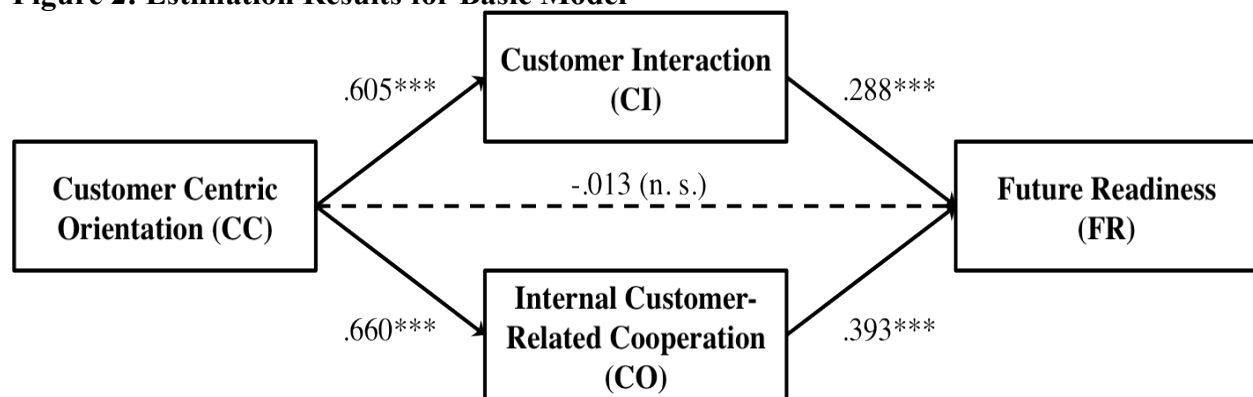


Table 1: Revised Item Pool

CC Items for Customer Centric Orientation (adapted from Shah et al. 2006)		
CC ₁		New product development vs. development of customer solutions
CC ₂		Transactional orientation vs. customer relationship development
CC ₃		Product profit centers vs. customer segment centers
CC ₄		One-to-one / personalized marketing vs. mass marketing
FR Items for Future Readiness (based on Zeithaml et al. 2006)		
FR ₁		We identify technological developments on a regular basis.
FR ₂		We identify new trends on a regular basis.
FR ₃		We identify future customer needs on a regular basis.
CI Items for Customer Interaction (adapted from Pergelova 2010; Ramani and Kumar 2008)		
CI ₁		We encourage customers to share opinions of our products or services with other customers.
CI ₂		We encourage customers to share opinions of our products or services with us.
CI ₃		We instill a culture of dialogue and permanent listening to the customer.
CI ₄		All employees spend a part of their time in direct contact with customers.
IC Items for Internal Customer-Related Cooperation (adapted from Narver and Slater 1990)		
IC ₁		Customer knowledge is shared among different departments.
IC ₂		Members from different departments work often together in teams.
IC ₃		In this organization different departments cooperate fully to serve customers.
Moderators		
Level of Delegation	LD1	(RC) The right to make decisions and evaluate activities is very concentrated in this firm.
	LD2	The typical leader in this company delegates CC-related tasks if necessary.
Hierarchy Levels	HL	Our firm has numerous hierarchical levels and broad spans of control.
Reward System	RS	Customer satisfaction assessments influence employees' pay.
CRM-System	CRM	We have implemented CRM-systems, which make customer and industry knowledge available within the company.

Questionnaire dispensed in German, all constructs translated and back-translated by the authors.

Table 2: Correlation and Squared Correlations

	Mean	SD	CR	AVE	Correlations / Squared Correlations							
					CC	FR	CI	IC	LD	HL	CRM	RS
1. CC	4.23	.983	.81	.52		.075	.152	.214	.001	.151	.014	.100
2. FR	3.65	.815	.85	.65	.274**		.102	.149	.003	.001	.073	.044
3. CI	3.13	1.004	.86	.67	.390**	.319**		.116	.000	.033	.067	.063
4. IC	3.62	.863	.86	.75	.463**	.386**	.340**		.016	.057	.072	.147
5. LD	3.44	.782	.87	.52	-.036	-.059	-.021	-.127*		.023	.004	.001
6. HL	2.85	1.402	-	-	-.389**	-.037	-.183**	-.239**	.150**		.008	.015
7. CRM	3.20	1.366	-	-	.118*	.270**	.258**	.268**	-.065	.091		.034
8. RS	2.40	1.330	-	-	.317**	.210**	.251**	.383**	-.027	-.124*	.184**	

All mean values refer to a 5-point format; the values in the lower-left triangle show correlations (** = $p < .01$, * = $p < .05$) among the latent variables and the upper-right values are squared correlations.

Table 3: Results of Multiple Group Analysis

Hypotheses (H)	Equality Constraint (χ^2 , df=81)	Free Model (χ^2 , df=82)	χ^2_{diff} ($\Delta d.f.=1$)	Value of Moderator	Standard Estimate	Rel. Imp. (IMP)	Group Sizes (N)
H _{3a} : CC x LD x → CI	188.421	187.623	.798 (n. s.)	Low LD: High LD:	.600 (n. s.) .631***	0% 47%	55 218
H _{3b} : CC x LD ✓ → IC	193.821	187.623	6.198**	Low LD: High LD:	.123 *** .707***	100% 53%	55 218
H _{4a} : CI x HL ✓ → FR	140.960	134.842	6.118**	Few HL: Many HL:	.092 (n. s.) .630***	0% 57 %	171 135
H _{4b} : IC x HL x → FR	136.048	134.842	1.206 (n. s.)	Few HL: Many HL:	.354** .466***	100% 43%	171 135
H _{5a} : CI x CRM ✓ → FR	156.617	147.276	9.341***	Poor CRM: Good CRM:	.023 (n. s.) .623***	0% 63%	118 185
H _{5b} : IC x CRM x → FR	147.344	147.276	.068 (n. s.)	Poor CRM: Good CRM:	.431 ** .367***	100% 37%	118 185
H _{6a} : CI x RS ✓ → FR	158.009	151.294	6.715***	Low RS: High RS:	.143 (n. s.) .910***	0% 100%	209 93
H _{6b} : IC x RS x → FR	153.110	151.294	1.816 (n. s.)	Low RS: High RS:	.448*** .112 (n. s.)	100% 0%	209 93

✓ = Hypothesis supported; x = Hypothesis not supported