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	PDI	UAI	IDV	MAS
Mean	2.472659	-0.830769	0.603039	0.608252
Median	2.400350	-0.743250	0.544350	0.546750
Maximum	3.780900	0.631000	1.179800	1.254700
Minimum	1.650000	-2.200000	0.285800	0.283000
Std. Dev.	0.446730	0.650342	0.205232	0.212496
Skewness	0.557874	-0.455962	0.980999	1.172152
Kurtosis	3.268850	2.537304	3.334785	3.915017
Jarque-Bera	2.963638	2.352807	8.913406	14.24930
Probability	0.227224	0.308386	0.011601	0.000805
Sum	133.5236	-44.86150	32.56410	32.84560
Sum Sq. Dev.	10.57707	22.41607	2.232367	2.393181

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	LEVERAGE	LIQUID	CFLOW	OZCH	OPCH
Mean	0.759803	-0.102193	0.606116	0.063001	0.073610
Median	0.673135	-0.029122	0.199803	0.040004	0.041671
Maximum	5.625352	0.388801	15.17533	0.346952	0.531282
Minimum	0.307602	-4.408929	-0.399936	0.003892	0.003908
Std. Dev.	0.702797	0.619155	2.372807	0.066395	0.092475
Skewness	6.299046	-6.373897	6.003333	2.202524	2.913378
Kurtosis	44.19130	45.02696	37.38087	8.438926	13.11769
Jarque-Bera	4174.728	4339.737	2210.340	110.2193	306.7170
Probability	0.000000	0.000000	0.000000	0.000000	0.000000
Sum	41.02935	-5.518410	24.24465	3.402043	3.974931
Sum Sq. Dev.	26.17797	20.31769	219.5784	0.233638	0.453236

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	PDI	UAI	IDV	MAS	LEVERAGE	LIQUID	CFLOW	OZCH	OPCH
PDI	1.000000	-0.058489	0.145973	0.231086	0.115631	-0.154760	-0.061470	0.178369	0.181715
UAI	-0.058489	1.000000	0.277788	0.272220	-0.117807	0.158683	0.118784	0.064619	0.034271
IDV	0.145973	0.277788	1.000000	0.886333	-0.039000	0.025636	-0.058063	-0.114946	-0.148472
MAS	0.231086	0.272220	0.886333	1.000000	-0.067869	0.059461	-0.004144	-0.114360	-0.134113
LEVERAGE	0.115631	-0.117807	-0.039000	-0.067869	1.000000	-0.950692	-0.020821	-0.114117	-0.113655
LIQUID	-0.154760	0.158683	0.025636	0.059461	-0.950692	1.000000	-0.031072	-0.016762	-0.013118
CFLOW	-0.061470	0.118784	-0.058063	-0.004144	-0.020821	-0.031072	1.000000	0.398843	0.381504
OZCH	0.178369	0.064619	-0.114946	-0.114360	-0.114117	-0.016762	0.398843	1.000000	0.990940
OPCH	0.181715	0.034271	-0.148472	-0.134113	-0.113655	-0.013118	0.381504	0.990940	1.000000

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Dependent Variable: OZCH				
Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
PDI	0.019962	0.021686	0.920478	0.3636
LEVERAGE	-0.122415	0.043794	-2.795217	0.0084
LIQUID	-0.131960	0.050318	-2.622496	0.0128
CFLOW	0.010175	0.004252	2.393295	0.0222
C	0.087314	0.064018	1.363894	0.1813
R-squared	0.334203	Mean dependent var	0.065331	
Adjusted R-squared	0.258112	S.D. dependent var	0.071674	
S.E. of regression	0.061735	Akaike info criterion	-2.615474	
Sum squared resid	0.133391	Schwarz criterion	-2.404364	
Log likelihood	57.30947	F-statistic	4.392152	
Durbin-Watson stat	1.929847	Prob(F-statistic)	0.005547	

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Dependent Variable: OPCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
PDI	0.030693	0.031319	0.980012	0.3338
LEVERAGE	-0.165528	0.063248	-2.617125	0.0130
LIQUID	-0.177480	0.072670	-2.442284	0.0198
CFLOW	0.013872	0.006140	2.259138	0.0302
C	0.097967	0.092455	1.059623	0.2966
R-squared	0.310119	Mean dependent var		0.077435
Adjusted R-squared	0.231276	S.D. dependent var		0.101689
S.E. of regression	0.089157	Akaike info criterion		-1.880359
Sum squared resid	0.278216	Schwarz criterion		-1.669249
Log likelihood	42.60718	F-statistic		3.933351
Durbin-Watson stat	1.997687	Prob(F-statistic)		0.009695

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Dependent Variable: OZCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
UAI	0.004489	0.014796	0.303386	0.7634
LEVERAGE	-0.128248	0.044653	-2.872076	0.0069
LIQUID	-0.141235	0.051491	-2.742935	0.0095
CFLOW	0.009649	0.004334	2.226249	0.0325
C	0.144697	0.034909	4.145009	0.0002
R-squared	0.319874	Mean dependent var		0.065331
Adjusted R-squared	0.242146	S.D. dependent var		0.071674
S.E. of regression	0.062395	Akaike info criterion		-2.594180
Sum squared resid	0.136262	Schwarz criterion		-2.383070
Log likelihood	56.88361	F-statistic		4.115271
Durbin-Watson stat	1.921207	Prob(F-statistic)		0.007757

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Dependent Variable: OPCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
UAI	0.002058	0.021428	0.096032	0.9240
LEVERAGE	-0.172161	0.064667	-2.662278	0.0116
LIQUID	-0.188313	0.074568	-2.525391	0.0162
CFLOW	0.013281	0.006277	2.115905	0.0415
C	0.180492	0.050555	3.570246	0.0011
R-squared	0.291375	Mean dependent var	0.077435	
Adjusted R-squared	0.210389	S.D. dependent var	0.101689	
S.E. of regression	0.090360	Akaike info criterion	-1.853552	
Sum squared resid	0.285775	Schwarz criterion	-1.642442	
Log likelihood	42.07104	F-statistic	3.597859	
Durbin-Watson stat	1.907466	Prob(F-statistic)	0.014708	

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Dependent Variable: OZCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
IDV	-0.061866	0.046723	-1.324111	0.1940
LEVERAGE	-0.131292	0.043251	-3.035571	0.0045
LIQUID	-0.143777	0.049451	-2.907487	0.0063
CFLOW	0.009443	0.004196	2.250469	0.0308
C	0.179178	0.042136	4.252414	0.0001
R-squared	0.350616	Mean dependent var	0.065331	
Adjusted R-squared	0.276400	S.D. dependent var	0.071674	
S.E. of regression	0.060969	Akaike info criterion	-2.640433	
Sum squared resid	0.130103	Schwarz criterion	-2.429323	
Log likelihood	57.80866	F-statistic	4.724301	
Durbin-Watson stat	1.961414	Prob(F-statistic)	0.003734	

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Dependent Variable: OPCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
IDV	-0.099153	0.067197	-1.475550	0.1490
LEVERAGE	-0.179516	0.062204	-2.885922	0.0066
LIQUID	-0.196023	0.071120	-2.756221	0.0092
CFLOW	0.012718	0.006035	2.107592	0.0423
C	0.241807	0.060600	3.990233	0.0003
R-squared	0.332699	Mean dependent var	0.077435	
Adjusted R-squared	0.256436	S.D. dependent var	0.101689	
S.E. of regression	0.087686	Akaike info criterion	-1.913637	
Sum squared resid	0.269110	Schwarz criterion	-1.702527	
Log likelihood	43.27274	F-statistic	4.362529	
Durbin-Watson stat	1.911954	Prob(F-statistic)	0.005749	

Dependent Variable: OZCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
MAS	-0.054520	0.048268	-1.129523	0.2664
LEVERAGE	-0.128026	0.043388	-2.950702	0.0056
LIQUID	-0.139530	0.049602	-2.813006	0.0080
CFLOW	0.009805	0.004212	2.327698	0.0258
C	0.172843	0.041964	4.118815	0.0002
R-squared	0.342069	Mean dependent var	0.065331	
Adjusted R-squared	0.266877	S.D. dependent var	0.071674	
S.E. of regression	0.061369	Akaike info criterion	-2.627357	
Sum squared resid	0.131815	Schwarz criterion	-2.416247	
Log likelihood	57.54715	F-statistic	4.549262	
Durbin-Watson stat	1.956178	Prob(F-statistic)	0.004596	

Dependent Variable: OPCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
MAS	-0.083682	0.069658	-1.201325	0.2377
LEVERAGE	-0.174151	0.062616	-2.781243	0.0087
LIQUID	-0.189117	0.071583	-2.641923	0.0122
CFLOW	0.013302	0.006079	2.188202	0.0354
C	0.229386	0.060561	3.787708	0.0006
R-squared	0.319258	Mean dependent var	0.077435	
Adjusted R-squared	0.241459	S.D. dependent var	0.101689	
S.E. of regression	0.088565	Akaike info criterion	-1.893695	
Sum squared resid	0.274531	Schwarz criterion	-1.682585	
Log likelihood	42.87389	F-statistic	4.103621	
Durbin-Watson stat	1.905781	Prob(F-statistic)	0.007868	

Dependent Variable: OZCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
PDI	0.034276	0.024121	1.420955	0.1650
UAI	0.017210	0.015872	1.084339	0.2863
IDV	-0.039452	0.110173	-0.358089	0.7226
MAS	-0.062013	0.118979	-0.521210	0.6058
LEVERAGE	-0.133617	0.044622	-2.994412	0.0053
LIQUID	-0.145091	0.051848	-2.798403	0.0086
CFLOW	0.009316	0.004335	2.148734	0.0393
C	0.133630	0.071008	1.881904	0.0690
R-squared	0.400641	Mean dependent var	0.065331	
Adjusted R-squared	0.269532	S.D. dependent var	0.071674	
S.E. of regression	0.061258	Akaike info criterion	-2.570598	
Sum squared resid	0.120080	Schwarz criterion	-2.232822	
Log likelihood	59.41195	F-statistic	3.055772	
Durbin-Watson stat	1.917981	Prob(F-statistic)	0.014026	

Dependent Variable: OPCH Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
PDI	0.049500	0.034796	1.422591	0.1645
UAI	0.020739	0.022895	0.905828	0.3718
IDV	-0.082588	0.158926	-0.519661	0.6069
MAS	-0.066283	0.171629	-0.386199	0.7019
LEVERAGE	-0.181390	0.064368	-2.818013	0.0082
LIQUID	-0.195840	0.074791	-2.618489	0.0134
CFLOW	0.012637	0.006254	2.020557	0.0518
C	0.167065	0.102430	1.631015	0.1127
R-squared	0.380410	Mean dependent var	0.077435	
Adjusted R-squared	0.244874	S.D. dependent var	0.101689	
S.E. of regression	0.088365	Akaike info criterion	-1.837819	
Sum squared resid	0.249869	Schwarz criterion	-1.500044	
Log likelihood	44.75639	F-statistic	2.806718	
Durbin-Watson stat	1.954027	Prob(F-statistic)	0.021376	

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¹ Chang & Noorbakhsh

² Hofstede

³ Ferreira

⁴ Vilela

⁵ De Mooij

⁶ Bazaz

⁷ Parameswaran

⁸ Long-term Orientation

⁹ Chui, Lloyd & Kwok

¹⁰ Dittmar, Mahrt-Smith & Servaes

¹¹ Stulz & Williamson

¹² Dittmar & Mahrt-Smith

¹³ Pinkowitz, Stulz & Williamson

¹⁴ Trade off

¹⁵ Kalcheva & Lins

¹⁶ Kwok & Tadesse

¹⁷ Bank-Based

¹⁸ Market-Based

¹⁹ Newman & Nollen

²⁰ Schuler & Rogovsky

²¹ Ramirez & Tadesse

²² Indulgence V.S. Restraint

²³ Minkov

²⁴ Monumentalism V.S. Self-Effacement

²⁵ AHP