

Section 1

Please indicate the extent to which you agree with the following statement: Highly ranked positions in the hierarchy have special privileges

			Crosstab		
			Country		
			Germany	Ukraine	Total
Highly ranked positions in the hierarchy have special privileges	Strongly disagree	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Disagree	Count	9	0	9
		% within Country	18.0%	0.0%	9.0%
	Somewhat disagree	Count	11	4	15
		% within Country	22.0%	8.0%	15.0%
	Neither agree nor disagree	Count	0	7	7
		% within Country	0.0%	14.0%	7.0%
	Somewhat agree	Count	19	13	32
		% within Country	38.0%	26.0%	32.0%
	Agree	Count	7	21	28
		% within Country	14.0%	42.0%	28.0%
	Strongly agree	Count	3	5	8
		% within Country	6.0%	10.0%	8.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Leaders encourage group loyalty even if individual goals suffer

			Crosstab		
			Country		
			Germany	Ukraine	Total
Leaders encourage group loyalty even if individual goals suffer	Disagree	Count	1	3	4
		% within Country	2.0%	6.0%	4.0%
	Somewhat disagree	Count	1	2	3
		% within Country	2.0%	4.0%	3.0%
	Neither agree nor disagree	Count	4	5	9
		% within Country	8.0%	10.0%	9.0%
	Somewhat agree	Count	16	19	35
		% within Country	32.0%	38.0%	35.0%
	Agree	Count	21	15	36
		% within Country	42.0%	30.0%	36.0%
	Strongly agree	Count	7	6	13
		% within Country	14.0%	12.0%	13.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Workers generally express their views forcefully

Crosstab					
			Country		
			Germany	Ukraine	Total
Workers generally express their views forcefully	Strongly disagree	Count	5	0	5
		% within Country	10.0%	0.0%	5.0%
	Disagree	Count	21	11	32
		% within Country	42.0%	22.0%	32.0%
	Somewhat disagree	Count	15	12	27
		% within Country	30.0%	24.0%	27.0%
	Neither agree nor disagree	Count	5	12	17
		% within Country	10.0%	24.0%	17.0%
	Somewhat agree	Count	2	10	12
		% within Country	4.0%	20.0%	12.0%
	Agree	Count	1	5	6
		% within Country	2.0%	10.0%	6.0%
	Strongly agree	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: Workers are encouraged to develop their skills and competencies

Crosstab					
			Country		
			Germany	Ukraine	Total
Workers are encouraged to develop their skills and competencies	Disagree	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	Neither agree nor disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Somewhat agree	Count	1	8	9
		% within Country	2.0%	16.0%	9.0%
	Agree	Count	20	23	43
		% within Country	40.0%	46.0%	43.0%
	Strongly agree	Count	28	17	45
		% within Country	56.0%	34.0%	45.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: Workers need to seek approval for most decisions

Crosstab			Country		
			Germany	Ukraine	Total
Workers need to seek approval for most decisions	Disagree	Count	19	3	22
		% within Country	38.0%	6.0%	22.0%
	Somewhat disagree	Count	18	7	25
		% within Country	36.0%	14.0%	25.0%
	Neither agree nor disagree	Count	5	8	13
		% within Country	10.0%	16.0%	13.0%
	Somewhat agree	Count	5	18	23
		% within Country	10.0%	36.0%	23.0%
	Agree	Count	1	11	12
		% within Country	2.0%	22.0%	12.0%
	Strongly agree	Count	2	3	5
		% within Country	4.0%	6.0%	5.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Being accepted by the other members of a group is very important

Crosstab			Country		
			Germany	Ukraine	Total
Being accepted by the other members of a group is very important	Disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Somewhat disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Neither agree nor disagree	Count	1	5	6
		% within Country	2.0%	10.0%	6.0%
	Somewhat agree	Count	8	7	15
		% within Country	16.0%	14.0%	15.0%
	Agree	Count	24	15	39
		% within Country	48.0%	30.0%	39.0%
	Strongly agree	Count	17	21	38
		% within Country	34.0%	42.0%	38.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: People generally do not form close personal relationships with work colleagues

Crosstab			Country		
			Germany	Ukraine	Total
People generally do not form close personal relationships with work colleagues	Strongly disagree	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	Disagree	Count	2	16	18
		% within Country	4.0%	32.0%	18.0%
	Somewhat disagree	Count	6	3	9
		% within Country	12.0%	6.0%	9.0%
	Neither agree nor disagree	Count	2	16	18
		% within Country	4.0%	32.0%	18.0%
	Somewhat agree	Count	14	11	25
		% within Country	28.0%	22.0%	25.0%
	Agree	Count	25	3	28
		% within Country	50.0%	6.0%	28.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Organizations generally use performance as the most important criterion for promoting employees

Crosstab			Country		
			Germany	Ukraine	Total
Organizations generally use performance as the most important criterion for promoting employees	Disagree	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	Somewhat disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Neither agree nor disagree	Count	0	5	5
		% within Country	0.0%	10.0%	5.0%
	Somewhat agree	Count	7	12	19
		% within Country	14.0%	24.0%	19.0%
	Agree	Count	23	26	49
		% within Country	46.0%	52.0%	49.0%
	Strongly agree	Count	19	5	24
		% within Country	38.0%	10.0%	24.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Families support sons and daughters equally in starting new businesses

			Crosstab		
			Country		
			Germany	Ukraine	Total
Families support sons and daughters equally in starting new businesses	Disagree	Count	1	6	7
		% within Country	2.0%	12.0%	7.0%
	Somewhat disagree	Count	1	5	6
		% within Country	2.0%	10.0%	6.0%
	Neither agree nor disagree	Count	2	7	9
		% within Country	4.0%	14.0%	9.0%
	Somewhat agree	Count	8	16	24
		% within Country	16.0%	32.0%	24.0%
	Agree	Count	28	13	41
		% within Country	56.0%	26.0%	41.0%
	Strongly agree	Count	10	3	13
		% within Country	20.0%	6.0%	13.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: It is rather unacceptable for a woman to be the primary income-earner in the household

Crosstab					
			Country		
			Germany	Ukraine	Total
It is rather unacceptable for a woman to be the primary income-earner in the household	Strongly disagree	Count	9	2	11
		% within Country	18.0%	4.0%	11.0%
	Disagree	Count	25	8	33
		% within Country	50.0%	16.0%	33.0%
	Somewhat disagree	Count	12	6	18
		% within Country	24.0%	12.0%	18.0%
	Neither agree nor disagree	Count	2	3	5
		% within Country	4.0%	6.0%	5.0%
	Somewhat agree	Count	1	14	15
		% within Country	2.0%	28.0%	15.0%
	Agree	Count	1	15	16
		% within Country	2.0%	30.0%	16.0%
	Strongly agree	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: It is equally acceptable for men and women to be senior executives

Crosstab			Country		
			Germany	Ukraine	Total
It is equally acceptable for men and women to be senior executives	Disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Somewhat disagree	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	Neither agree nor disagree	Count	1	5	6
		% within Country	2.0%	10.0%	6.0%
	Somewhat agree	Count	5	9	14
		% within Country	10.0%	18.0%	14.0%
	Agree	Count	13	23	36
		% within Country	26.0%	46.0%	36.0%
	Strongly agree	Count	30	11	41
		% within Country	60.0%	22.0%	41.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Managers are generally: 1- Kind / 5- Tough

Crosstab					
			Country		
			Germany	Ukraine	Total
Managers are generally: 1- Kind / 5- Tough	1- Kind (support open communication, new ideas)	Count	8	10	18
		% within Country	16.0%	20.0%	18.0%
	2	Count	27	14	41
		% within Country	54.0%	28.0%	41.0%
	3	Count	9	18	27
		% within Country	18.0%	36.0%	27.0%
	4	Count	5	8	13
		% within Country	10.0%	16.0%	13.0%
	5- Tough (bully employees, dwell on past failures)	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Managers are generally: 1- Not at all concerned about others / 5- Very concerned about others

Crosstab					
			Country		
			Germany	Ukraine	Total
Managers are generally: 1- Not at all concerned about others / 5- Very concerned about others	2	Count	4	10	14
		% within Country	8.0%	20.0%	14.0%
	3	Count	18	25	43
		% within Country	36.0%	50.0%	43.0%
	4	Count	21	12	33
		% within Country	42.0%	24.0%	33.0%
	5- Very concerned about others	Count	7	3	10
		% within Country	14.0%	6.0%	10.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

The economic system is designed to maximize: 1- Individual interests / 5- Collective interests

Crosstab					
			Country		
			Germany	Ukraine	Total
The economic system is designed to maximize: 1- Individual interests / 5- Collective interests	1- Individual interests	Count	0	14	14
		% within Country	0.0%	28.0%	14.0%
	2	Count	7	17	24
		% within Country	14.0%	34.0%	24.0%
	3	Count	6	5	11
		% within Country	12.0%	10.0%	11.0%
	4	Count	23	6	29
		% within Country	46.0%	12.0%	29.0%
	5- Collective interests	Count	14	8	22
		% within Country	28.0%	16.0%	22.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Power is: 1- Shared throughout society / 5- Concentrated at the top

Crosstab			Have you ever worked in Country		
			Germany	Ukraine	Total
Power is: 1- Shared throughout society / 5- Concentrated at the top	1- Shared throughout society	Count	3	1	4
		% within Country	6.0%	2.0%	4.0%
	2	Count	15	0	15
		% within Country	30.0%	0.0%	15.0%
	3	Count	11	3	14
		% within Country	22.0%	6.0%	14.0%
	4	Count	16	15	31
		% within Country	32.0%	30.0%	31.0%
	5- Concentrated at the top	Count	5	31	36
		% within Country	10.0%	62.0%	36.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Major rewards are based on: 1- Factors other than performance / 5- Only performance

Crosstab					
			Country		
			Germany	Ukraine	Total
Major rewards are based on: 1- Factors other than performance / 5- Only performance	2	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	3	Count	4	18	22
		% within Country	8.0%	36.0%	22.0%
	4	Count	38	23	61
		% within Country	76.0%	46.0%	61.0%
	5- Only performance	Count	7	8	15
		% within Country	14.0%	16.0%	15.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

The way to be successful is to: 1- Take events as they occur / 5- Plan ahead

Crosstab

			Country		
			Germany	Ukraine	Total
The way to be successful is to: 1- Take events as they occur / 5- Plan ahead	2	Count	0	8	8
		% within Country	0.0%	16.0%	8.0%
	3	Count	5	12	17
		% within Country	10.0%	24.0%	17.0%
	4	Count	19	22	41
		% within Country	38.0%	44.0%	41.0%
	5- Plan ahead	Count	26	8	34
		% within Country	52.0%	16.0%	34.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Section 2

How important is the following factor for you to build trust with a new co-worker: The extent to which they are loyal to me no matter what

			Country		Total
			Germany	Ukraine	
The extent to which they are loyal to me no matter what	Not at all important	Count	2	0	2
		% within Country	4.0%	0.0%	2.0%
	Low importance	Count	14	2	16
		% within Country	28.0%	4.0%	16.0%
	Slightly important	Count	8	7	15
		% within Country	16.0%	14.0%	15.0%
	Somewhat important	Count	8	10	18
		% within Country	16.0%	20.0%	18.0%
	Moderately important	Count	14	24	38
		% within Country	28.0%	48.0%	38.0%
	Very important	Count	4	6	10
		% within Country	8.0%	12.0%	10.0%
	Extremely important	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: Their age

			Country		Total
			Germany	Ukraine	
Their age	Not at all important	Count	32	16	48
		% within Country	64.0%	32.0%	48.0%
	Low importance	Count	16	19	35
		% within Country	32.0%	38.0%	35.0%
	Slightly important	Count	1	8	9
		% within Country	2.0%	16.0%	9.0%
	Somewhat important	Count	0	4	4
		% within Country	0.0%	8.0%	4.0%
	Moderately important	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	Very important	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: Their performance record

Crosstab			Country		
			Germany	Ukraine	Total
Their performance record	Not at all important	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Low importance	Count	0	3	3
		% within Country	0.0%	6.0%	3.0%
	Slightly important	Count	1	4	5
		% within Country	2.0%	8.0%	5.0%
	Somewhat important	Count	2	3	5
		% within Country	4.0%	6.0%	5.0%
	Moderately important	Count	6	9	15
		% within Country	12.0%	18.0%	15.0%
	Very important	Count	28	24	52
		% within Country	56.0%	48.0%	52.0%
	Extremely important	Count	12	7	19
		% within Country	24.0%	14.0%	19.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: Their results - they deliver on their promises

Crosstab			Country		
			Germany	Ukraine	Total
Their results - they deliver on their promises	Slightly important	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Somewhat important	Count	0	6	6
		% within Country	0.0%	12.0%	6.0%
	Moderately important	Count	9	9	18
		% within Country	18.0%	18.0%	18.0%
	Very important	Count	24	23	47
		% within Country	48.0%	46.0%	47.0%
	Extremely important	Count	17	11	28
		% within Country	34.0%	22.0%	28.0%
Total	Count		50	50	100
	% within Country		100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: How caring, empathetic, and humane they are

Crosstab			Country		
			Germany	Ukraine	Total
How caring, empathetic, and humane they are	Not at all important	Count	2	2	4
		% within Country	4.0%	4.0%	4.0%
	Low importance	Count	11	6	17
		% within Country	22.0%	12.0%	17.0%
	Slightly important	Count	10	7	17
		% within Country	20.0%	14.0%	17.0%
	Somewhat important	Count	12	14	26
		% within Country	24.0%	28.0%	26.0%
	Moderately important	Count	6	8	14
		% within Country	12.0%	16.0%	14.0%
	Very important	Count	9	11	20
		% within Country	18.0%	22.0%	20.0%
Total	Extremely important	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
		Count	50	50	100
			100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: What we have in common

Crosstab			Country		
			Germany	Ukraine	Total
What we have in common	Not at all important	Count	19	3	22
		% within Country	38.0%	6.0%	22.0%
	Low importance	Count	14	7	21
		% within Country	28.0%	14.0%	21.0%
	Slightly important	Count	8	14	22
		% within Country	16.0%	28.0%	22.0%
	Somewhat important	Count	5	15	20
		% within Country	10.0%	30.0%	20.0%
	Moderately important	Count	4	2	6
		% within Country	8.0%	4.0%	6.0%
	Very important	Count	0	8	8
		% within Country	0.0%	16.0%	8.0%
Total	Extremely important	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
		Count	50	50	100
			100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: Socializing and spending time with them outside of work: eating, drinking, enjoying time together

Crosstab			Country		
			Germany	Ukraine	Total
Socializing and spending time with them outside of work: eating, drinking, enjoying time together	Not at all imprtant	Count	30	15	45
		% within Country	60.0%	30.0%	45.0%
	Low importance	Count	15	12	27
		% within Country	30.0%	24.0%	27.0%
	Slightly important	Count	1	9	10
		% within Country	2.0%	18.0%	10.0%
	Somewhat important	Count	1	4	5
		% within Country	2.0%	8.0%	5.0%
	Moderately important	Count	3	6	9
		% within Country	6.0%	12.0%	9.0%
	Very important	Count	0	4	4
		% within Country	0.0%	8.0%	4.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

How important is the following factor for you to build trust with a new co-worker: Their abilities and experience

Crosstab			Country		
			Germany	Ukraine	Total
Their abilities and experience	Low importance	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Slightly important	Count	0	3	3
		% within Country	0.0%	6.0%	3.0%
	Somewhat important	Count	2	3	5
		% within Country	4.0%	6.0%	5.0%
	Moderately important	Count	5	5	10
		% within Country	10.0%	10.0%	10.0%
	Very important	Count	24	25	49
		% within Country	48.0%	50.0%	49.0%
	Extremely important	Count	18	14	32
		% within Country	36.0%	28.0%	32.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: People in higher positions avoid social interaction with people in lower positions

			Crosstab		
			Country		
			Germany	Ukraine	Total
People in higher positions avoid social interaction with people in lower positions	Disagree	Count	20	4	24
		% within Country	40.0%	8.0%	24.0%
	Somewhat disagree	Count	6	9	15
		% within Country	12.0%	18.0%	15.0%
	Neither agree nor disagree	Count	8	7	15
		% within Country	16.0%	14.0%	15.0%
	Somewhat agree	Count	11	20	31
		% within Country	22.0%	40.0%	31.0%
	Agree	Count	4	9	13
		% within Country	8.0%	18.0%	13.0%
	Strongly agree	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: People are encouraged to work toward shared goals

			Crosstab		
			Country		
			Germany	Ukraine	Total
People are encouraged to work toward shared goals	Somewhat disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Neither agree nor disagree	Count	0	3	3
		% within Country	0.0%	6.0%	3.0%
	Somewhat agree	Count	5	13	18
		% within Country	10.0%	26.0%	18.0%
	Agee	Count	22	19	41
		% within Country	44.0%	38.0%	41.0%
	Strongly agree	Count	23	14	37
		% within Country	46.0%	28.0%	37.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: Workers stay stagnant over time and do not develop their skills

Crosstab			Country		Total
			Germany	Ukraine	
Workers stay stagnant over time and do not develop their skills	Strongly disagree	Count	15	10	25
		% within Country	30.0%	20.0%	25.0%
	Disagree	Count	18	14	32
		% within Country	36.0%	28.0%	32.0%
	Somewhat disagree	Count	9	8	17
		% within Country	18.0%	16.0%	17.0%
	Neither agree nor disagree	Count	5	9	14
		% within Country	10.0%	18.0%	14.0%
	Somewhat agree	Count	3	8	11
		% within Country	6.0%	16.0%	11.0%
	Agree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Organizations do not take responsibility for the welfare of all employee

Crosstab			Country		Total
			Germany	Ukraine	
Organizations do not take responsibility for the welfare of all employee	Strongly disagree	Count	6	0	6
		% within Country	12.0%	0.0%	6.0%
	Disagree	Count	24	12	36
		% within Country	48.0%	24.0%	36.0%
	Somewhat disagree	Count	14	15	29
		% within Country	28.0%	30.0%	29.0%
	Neither agree nor disagree	Count	4	15	19
		% within Country	8.0%	30.0%	19.0%
	Somewhat agree	Count	2	6	8
		% within Country	4.0%	12.0%	8.0%
	Agree	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Workers communicate openly with others regardless of their position of authority

Crosstab			Country		
			Germany	Ukraine	Total
Workers communicate openly with others regardless of their position of authority	Disagree	Count	6	7	13
		% within Country	12.0%	14.0%	13.0%
	Somewhat disagree	Count	4	18	22
		% within Country	8.0%	36.0%	22.0%
	Neither agree nor disagree	Count	8	6	14
		% within Country	16.0%	12.0%	14.0%
	Somewhat agree	Count	18	7	25
		% within Country	36.0%	14.0%	25.0%
	Agree	Count	14	10	24
		% within Country	28.0%	20.0%	24.0%
	Strongly agree	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: If someone in my organization makes a promise, others within the organization will almost always trust that the person will do his or her best to keep the promise

Crosstab			Country		
			Germany	Ukraine	Total
If someone in my organization makes a promise, others within the organization will almost always trust that the person will do his or her best to keep the promise	Disagree	Count	1	3	4
		% within Country	2.0%	6.0%	4.0%
	Somewhat disagree	Count	5	4	9
		% within Country	10.0%	8.0%	9.0%
	Neither agree nor disagree	Count	4	8	12
		% within Country	8.0%	16.0%	12.0%
	Somewhat agree	Count	18	20	38
		% within Country	36.0%	40.0%	38.0%
	Agree	Count	20	12	32
		% within Country	40.0%	24.0%	32.0%
	Strongly agree	Count	2	3	5
		% within Country	4.0%	6.0%	5.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Please indicate the extent to which you agree with the following statement: Managers in my organization trust their subordinates to make good decisions

			Crosstab		
			Country		
			Germany	Ukraine	Total
Managers in my organization trust their subordinates to make good decisions	Disagree	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	Somewhat disagree	Count	2	8	10
		% within Country	4.0%	16.0%	10.0%
	Neither agree nor disagree	Count	4	8	12
		% within Country	8.0%	16.0%	12.0%
	Somewhat agree	Count	23	12	35
		% within Country	46.0%	24.0%	35.0%
	Agree	Count	13	18	31
		% within Country	26.0%	36.0%	31.0%
	Strongly agree	Count	7	3	10
		% within Country	14.0%	6.0%	10.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: In my organization, subordinates have a great deal of trust in managers

			Crosstab		
			Country		
			Germany	Ukraine	Total
In my organization, subordinates have a great deal of trust in managers	Disagree	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Somewhat disagree	Count	2	4	6
		% within Country	4.0%	8.0%	6.0%
	Neither agree nor disagree	Count	4	4	8
		% within Country	8.0%	8.0%	8.0%
	Somewhat agree	Count	16	13	29
		% within Country	32.0%	26.0%	29.0%
	Agree	Count	20	27	47
		% within Country	40.0%	54.0%	47.0%
	Strongly agree	Count	7	2	9
		% within Country	14.0%	4.0%	9.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Please indicate the extent to which you agree with the following statement: There is a very high level of trust throughout my organization

			Crosstab		
			Country		
			Germany	Ukraine	Total
There is a very high level of trust throughout my organization	Disagree	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Somewhat disagree	Count	2	6	8
		% within Country	4.0%	12.0%	8.0%
	Neither agree nor disagree	Count	4	8	12
		% within Country	8.0%	16.0%	12.0%
	Somewhat agree	Count	23	15	38
		% within Country	46.0%	30.0%	38.0%
	Agree	Count	20	16	36
		% within Country	40.0%	32.0%	36.0%
	Strongly agree	Count	0	5	5
		% within Country	0.0%	10.0%	5.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

People place more emphasis on: 1- Solving current problems / 5- Planning for the future

Crosstab					
			Country		
			Germany	Ukraine	Total
People place more emphasis on: 1- Solving current problems / 5- Planning for the future	1- Solving current problems	Count	1	14	15
		% within Country	2.0%	28.0%	15.0%
	2	Count	4	18	22
		% within Country	8.0%	36.0%	22.0%
	3	Count	10	11	21
		% within Country	20.0%	22.0%	21.0%
	4	Count	29	5	34
		% within Country	58.0%	10.0%	34.0%
	5- Planning for the future	Count	6	2	8
		% within Country	12.0%	4.0%	8.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

What is valued more: 1- Individualism / 5- Group cohesion

Crosstab					
			Country		
			Germany	Ukraine	Total
What is valued more: 1- Individualism / 5- Group cohesion	1- Individualism	Count	1	3	4
		% within Country	2.0%	6.0%	4.0%
	2	Count	1	6	7
		% within Country	2.0%	12.0%	7.0%
	3	Count	3	9	12
		% within Country	6.0%	18.0%	12.0%
	4	Count	22	20	42
		% within Country	44.0%	40.0%	42.0%
	5- Group cohesion	Count	23	12	35
		% within Country	46.0%	24.0%	35.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Followers are expected to: 1- Speak up their mind when in disagreement / 5- Obey their leaders' orders without question

Crosstab					
			Country		
			Germany	Ukraine	Total
Followers are expected to: 1- Speak up their mind when in disagreement / 5- Obey their leaders' orders without question	1- Speak up their mind when in disagreement	Count	21	8	29
		% within Country	42.0%	16.0%	29.0%
	2	Count	17	10	27
		% within Country	34.0%	20.0%	27.0%
	3	Count	8	15	23
		% within Country	16.0%	30.0%	23.0%
	4	Count	3	13	16
		% within Country	6.0%	26.0%	16.0%
	5- Obey their leaders' orders without question	Count	1	4	5
		% within Country	2.0%	8.0%	5.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

Being innovative to improve performance is generally: 1- Not rewarded / 5- Substantially rewarded

Crosstab

			Country		
			Germany	Ukraine	Total
Being innovative to improve performance is generally: 1- Not rewarded / 5- Substantially rewarded	1- Not rewarded	Count	1	1	2
		% within Country	2.0%	2.0%	2.0%
	3	Count	0	10	10
		% within Country	0.0%	20.0%	10.0%
	4	Count	23	22	45
		% within Country	46.0%	44.0%	45.0%
	5- Substantially rewarded	Count	26	17	43
		% within Country	52.0%	34.0%	43.0%
	Total	Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

People are generally: 1- Not at all tolerant of mistakes / 5- Very tolerant of mistakes

Crosstab

			Country		
			Germany	Ukraine	Total
People are generally: 1- Not at all tolerant of mistakes / 5- Very tolerant of mistakes	2	Count	2	12	14
		% within Country	4.0%	24.0%	14.0%
	3	Count	21	27	48
		% within Country	42.0%	54.0%	48.0%
	4	Count	27	11	38
		% within Country	54.0%	22.0%	38.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

People save for the future: 1- Not at all / 5- Everyone does it

Crosstab

			Country		
			Germany	Ukraine	Total
People save for the future: 1- Not at all / 5- Everyone does it	1- Not at all	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
	2	Count	1	24	25
		% within Country	2.0%	48.0%	25.0%
	3	Count	4	16	20
		% within Country	8.0%	32.0%	20.0%
	4	Count	24	7	31
		% within Country	48.0%	14.0%	31.0%
	5- Everyone does it	Count	21	1	22
		% within Country	42.0%	2.0%	22.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

Section 3. It is important to me that...

I figure things out myself. I want to arrive independently at the conclusions I adhere to.

Crosstab					
			Country		Total
			Germany	Ukraine	
I figure things out myself. I want to arrive independently at the conclusions I adhere to.	Strongly disagree	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Disagree	Count	2	0	2
		% within Country	4.0%	0.0%	2.0%
	Somewhat disagree	Count	0	3	3
		% within Country	0.0%	6.0%	3.0%
	Neither agree nor disagree	Count	1	4	5
		% within Country	2.0%	8.0%	5.0%
	Somewhat agree	Count	9	8	17
		% within Country	18.0%	16.0%	17.0%
	Agree	Count	25	30	55
		% within Country	50.0%	60.0%	55.0%
	Strongly agree	Count	12	5	17
		% within Country	24.0%	10.0%	17.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

I am successful in life. I want to be seen as a success.

Crosstab					
			Country		
			Germany	Ukraine	Total
I am successful in life. I want to be seen as a success.	Disagree	Count	2	2	4
		% within Country	4.0%	4.0%	4.0%
	Somewhat disagree	Count	2	2	4
		% within Country	4.0%	4.0%	4.0%
	Neither agree nor disagree	Count	8	3	11
		% within Country	16.0%	6.0%	11.0%
	Somewhat agree	Count	13	24	37
		% within Country	26.0%	48.0%	37.0%
	Agree	Count	13	14	27
		% within Country	26.0%	28.0%	27.0%
	Strongy agree	Count	12	5	17
		% within Country	24.0%	10.0%	17.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

That everyone in society is treated fairly, even those whom I don't know or who are commonly regarded as troublesome.

Crosstab					
			Country		
			Germany	Ukraine	Total
That everyone in society is treated fairly, even those whom I don't know or who are commonly regarded as troublesome.	Strongly disagree	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
	Disagree	Count	0	4	4
		% within Country	0.0%	8.0%	4.0%
	Somewhat disagree	Count	1	8	9
		% within Country	2.0%	16.0%	9.0%
	Neither agree nor disagree	Count	9	12	21
		% within Country	18.0%	24.0%	21.0%
	Somewhat agree	Count	15	8	23
		% within Country	30.0%	16.0%	23.0%
	Agree	Count	15	8	23
		% within Country	30.0%	16.0%	23.0%
	Strongly agree	Count	10	8	18
		% within Country	20.0%	16.0%	18.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

I follow the rules even when no one else is watching; that I am someone who is regarded as honorable.

Crosstab					
			Country		
			Germany	Ukraine	Total
I follow the rules even when no one else is watching; that I am someone who is regarded as honorable.	Strongly disagree	Count	1	0	1
		% within Country	2.0%	0.0%	1.0%
	Disagree	Count	1	2	3
		% within Country	2.0%	4.0%	3.0%
	Somewhat disagree	Count	5	5	10
		% within Country	10.0%	10.0%	10.0%
	Neither agree nor disagree	Count	4	9	13
		% within Country	8.0%	18.0%	13.0%
	Somewhat agree	Count	15	13	28
		% within Country	30.0%	26.0%	28.0%
	Agree	Count	19	18	37
		% within Country	38.0%	36.0%	37.0%
	Strongly agree	Count	5	3	8
		% within Country	10.0%	6.0%	8.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I do things my own way. I want my life to have been the result of my own choices.

Crosstab

			Country		
			Germany	Ukraine	Total
I do things my own way. I want my life to have been the result of my own choices.	Neither agree nor disagree	Count	0	3	3
		% within Country	0.0%	6.0%	3.0%
	Somewhat agree	Count	8	10	18
		% within Country	16.0%	20.0%	18.0%
	Agree	Count	21	22	43
		% within Country	42.0%	44.0%	43.0%
	Strongly agree	Count	21	15	36
		% within Country	42.0%	30.0%	36.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I obey the laws of my country, even if I personally do not agree with them. I want to be someone who shows respect for the law.

Crosstab

			Country		
			Germany	Ukraine	Total
I obey the laws of my country, even if I personally do not agree with them. I want to be someone who shows respect for the law.	Strongly disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Disagree	Count	2	1	3
		% within Country	4.0%	2.0%	3.0%
	Somewhat disagree	Count	2	1	3
		% within Country	4.0%	2.0%	3.0%
	Neither agree nor disagree	Count	10	16	26
		% within Country	20.0%	32.0%	26.0%
	Somewhat agree	Count	14	13	27
		% within Country	28.0%	26.0%	27.0%
	Agree	Count	16	14	30
		% within Country	32.0%	28.0%	30.0%
	Strongly agree	Count	6	4	10
		% within Country	12.0%	8.0%	10.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I make my own decisions about my life. I want to be free to choose what I do.

Crosstab

			Country		Total
			Germany	Ukraine	
I make my own decisions about my life. I want to be free to choose what I do.	Neither agree nor disagree	Count	0	2	2
		% within Country	0.0%	4.0%	2.0%
	Somewhat agree	Count	3	2	5
		% within Country	6.0%	4.0%	5.0%
	Agree	Count	20	15	35
		% within Country	40.0%	30.0%	35.0%
	Strongly agree	Count	27	31	58
		% within Country	54.0%	62.0%	58.0%
	Total	Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I am recognized as a major player in my field. I want to be someone that others look to for instructions and advice.

Crosstab

			Country		Total
			Germany	Ukraine	
I am recognized as a major player in my field. I want to be someone that others look to for instructions and advice.	Disagree	Count	3	2	5
		% within Country	6.0%	4.0%	5.0%
	Somewhat disagree	Count	5	5	10
		% within Country	10.0%	10.0%	10.0%
	Neither agree nor disagree	Count	11	12	23
		% within Country	22.0%	24.0%	23.0%
	Somewhat agree	Count	18	18	36
		% within Country	36.0%	36.0%	36.0%
	Agree	Count	10	10	20
		% within Country	20.0%	20.0%	20.0%
	Strongly agree	Count	3	3	6
		% within Country	6.0%	6.0%	6.0%
	Total	Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I take the time to listen to people who disagree with me. Even when I disagree with them, I still want to understand.

Crosstab					
			Country		
			Germany	Ukraine	Total
I take the time to listen to people who disagree with me. Even when I disagree with them, I still want to understand.	Disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Somewhat disagree	Count	1	2	3
		% within Country	2.0%	4.0%	3.0%
	Neither agree nor disagree	Count	6	7	13
		% within Country	12.0%	14.0%	13.0%
	Somewhat agree	Count	10	10	20
		% within Country	20.0%	20.0%	20.0%
	Agree	Count	19	19	38
		% within Country	38.0%	38.0%	38.0%
	Strongly agree	Count	14	11	25
		% within Country	28.0%	22.0%	25.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

I am seen as a leader. I want to be seen as someone who is in charge.

Crosstab					
			Country		
			Germany	Ukraine	Total
I am seen as a leader. I want to be seen as someone who is in charge.	Strongly disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Disagree	Count	3	0	3
		% within Country	6.0%	0.0%	3.0%
	Somewhat disagree	Count	4	4	8
		% within Country	8.0%	8.0%	8.0%
	Neither agree nor disagree	Count	11	7	18
		% within Country	22.0%	14.0%	18.0%
	Somewhat agree	Count	12	16	28
		% within Country	24.0%	32.0%	28.0%
	Agree	Count	13	17	30
		% within Country	26.0%	34.0%	30.0%
	Strongly agree	Count	7	5	12
		% within Country	14.0%	10.0%	12.0%
Total	Count	50	50	100	
	% within Country	100.0%	100.0%	100.0%	

I respond to the needs of others. I want to support those I know.

Crosstab					
			Country		
			Germany	Ukraine	Total
I respond to the needs of others. I want to support those I know.	Somewhat disagree	Count	3	2	5
		% within Country	6.0%	4.0%	5.0%
	Neither agree nor disagree	Count	12	11	23
		% within Country	24.0%	22.0%	23.0%
	Somewhat agree	Count	10	9	19
		% within Country	20.0%	18.0%	19.0%
	Agree	Count	19	20	39
		% within Country	38.0%	40.0%	39.0%
	Strongly agree	Count	6	8	14
		% within Country	12.0%	16.0%	14.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I am ambitious with regard to my goals. I want to see what I am capable of.

Crosstab					
			Country		
			Germany	Ukraine	Total
I am ambitious with regard to my goals. I want to see what I am capable of.	Somewhat disagree	Count	0	1	1
		% within Country	0.0%	2.0%	1.0%
	Neither agree nor disagree	Count	0	4	4
		% within Country	0.0%	8.0%	4.0%
	Somewhat agree	Count	12	9	21
		% within Country	24.0%	18.0%	21.0%
	Agree	Count	22	23	45
		% within Country	44.0%	46.0%	45.0%
	Strongly agree	Count	16	13	29
		% within Country	32.0%	26.0%	29.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I never violate rules or regulations; that I behave properly.

Crosstab					
			Country		
			Germany	Ukraine	Total
I never violate rules or regulations; that I behave properly.	Disagree	Count	1	2	3
		% within Country	2.0%	4.0%	3.0%
	Somewhat disagree	Count	4	4	8
		% within Country	8.0%	8.0%	8.0%
	Neither agree nor disagree	Count	13	8	21
		% within Country	26.0%	16.0%	21.0%
	Somewhat agree	Count	10	20	30
		% within Country	20.0%	40.0%	30.0%
	Agree	Count	12	12	24
		% within Country	24.0%	24.0%	24.0%
	Strongly agree	Count	10	4	14
		% within Country	20.0%	8.0%	14.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%

I am humble and modest. I try not to draw attention to myself.

Crosstab					
			Country		
			Germany	Ukraine	Total
I am humble and modest. I try not to draw attention to myself.	Strongly disagree	Count	2	2	4
		% within Country	4.0%	4.0%	4.0%
	Disagree	Count	11	8	19
		% within Country	22.0%	16.0%	19.0%
	Somewhat disagree	Count	6	12	18
		% within Country	12.0%	24.0%	18.0%
	Neither agree nor disagree	Count	13	10	23
		% within Country	26.0%	20.0%	23.0%
	Somewhat agree	Count	11	4	15
		% within Country	22.0%	8.0%	15.0%
	Agree	Count	6	11	17
		% within Country	12.0%	22.0%	17.0%
	Strongly agree	Count	1	3	4
		% within Country	2.0%	6.0%	4.0%
Total		Count	50	50	100
		% within Country	100.0%	100.0%	100.0%