

T-Test (Section 1)

Group Statistics

	Country	N	Mean	Std. Deviation	Std. Error Mean
Highly ranked positions in the hierarchy have special privileges	Germany	50	4.20	1.616	.229
	Ukraine	50	5.32	1.096	.155
Leaders encourage group loyalty even if individual goals suffer	Germany	50	5.52	1.035	.146
	Ukraine	50	5.18	1.257	.178
Workers generally express their views forcefully	Germany	50	2.70	1.233	.174
	Ukraine	50	3.72	1.294	.183
Workers are encouraged to develop their skills and competencies	Germany	50	6.46	.838	.119
	Ukraine	50	6.06	.956	.135
Workers need to seek approval for most decisions	Germany	50	3.14	1.309	.185
	Ukraine	50	4.72	1.294	.183
Being accepted by the other members of a group is very important	Germany	50	6.14	.756	.107
	Ukraine	50	5.94	1.219	.172
People generally do not form close personal relationships with work colleagues	Germany	50	5.02	1.317	.186
	Ukraine	50	3.58	1.357	.192
Organizations generally use performance as the most important criterion for promoting employees	Germany	50	6.16	.912	.129
	Ukraine	50	5.52	1.015	.144
Families support sons and daughters equally in starting new businesses	Germany	50	5.82	1.004	.142
	Ukraine	50	4.68	1.435	.203
It is rather unacceptable for a woman to be the primary income-earner in the household	Germany	50	2.28	1.011	.143
	Ukraine	50	4.44	1.680	.238
It is equally acceptable for men and women to be senior executives	Germany	50	6.40	.904	.128
	Ukraine	50	5.70	1.111	.157
Managers are generally: 1- Kind / 5- Tough	Germany	50	2.28	.927	.131
	Ukraine	50	2.48	.995	.141
Managers are generally: 1- Not at all concerned about others / 5- Very concerned about others	Germany	50	3.62	.830	.117
	Ukraine	50	3.16	.817	.116
The economic system is designed to maximize: 1- Individual interests / 5- Collective interests	Germany	50	3.88	.982	.139
	Ukraine	50	2.54	1.432	.202
Power is: 1- Shared throughout society / 5- Concentrated at the top	Germany	50	3.10	1.129	.160
	Ukraine	50	4.50	.789	.112

Major rewards are based on: 1- Factors other than performance / 5- Only performance	Germany	50	4.02	.553	.078
	Ukraine	50	3.76	.744	.105
The way to be successful is to: 1- Take events as they occur / 5- Plan ahead	Germany	50	4.42	.673	.095
	Ukraine	50	3.60	.948	.134

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Highly ranked positions in the hierarchy have special privileges	Equal variances assumed	17.522	<.001	-4.055	98	<.001	<.001	-1.120	.276	-1.668	-.572
	Equal variances not assumed			-4.055	86.207	<.001	<.001	-1.120	.276	-1.669	-.571
Leaders encourage group loyalty even if individual goals suffer	Equal variances assumed	.568	.453	1.477	98	.071	.143	.340	.230	-.117	.797
	Equal variances not assumed			1.477	94.525	.072	.143	.340	.230	-.117	.797
Workers generally express their views forcefully	Equal variances assumed	1.412	.238	-4.035	98	<.001	<.001	-1.020	.253	-1.522	-.518
	Equal variances not assumed			-4.035	97.771	<.001	<.001	-1.020	.253	-1.522	-.518
Workers are encouraged to develop their skills and competencies	Equal variances assumed	.072	.790	2.224	98	.014	.028	.400	.180	.043	.757
	Equal variances not assumed			2.224	96.340	.014	.028	.400	.180	.043	.757
Workers need to seek approval for most decisions	Equal variances assumed	.190	.664	-6.068	98	<.001	<.001	-1.580	.260	-2.097	-1.063
	Equal variances not assumed			-6.068	97.987	<.001	<.001	-1.580	.260	-2.097	-1.063
Being accepted by the other members of a group is very important	Equal variances assumed	7.002	.009	.986	98	.163	.327	.200	.203	-.203	.603
	Equal variances not assumed			.986	81.846	.164	.327	.200	.203	-.204	.604
People generally do not form close personal relationships with work colleagues	Equal variances assumed	1.787	.184	5.386	98	<.001	<.001	1.440	.267	.909	1.971
	Equal variances not assumed			5.386	97.914	<.001	<.001	1.440	.267	.909	1.971
Organizations generally use performance as the most important criterion for promoting employees	Equal variances assumed	1.536	.218	3.317	98	<.001	.001	.640	.193	.257	1.023
	Equal variances not assumed			3.317	96.890	<.001	.001	.640	.193	.257	1.023
Families support sons and daughters equally in starting new businesses	Equal variances assumed	10.186	.002	4.603	98	<.001	<.001	1.140	.248	.649	1.631
	Equal variances not assumed			4.603	87.698	<.001	<.001	1.140	.248	.648	1.632
It is rather unacceptable for a woman to be the primary income-earner in the household	Equal variances assumed	22.603	<.001	-7.789	98	<.001	<.001	-2.160	.277	-2.710	-1.610
	Equal variances not assumed			-7.789	80.370	<.001	<.001	-2.160	.277	-2.712	-1.608
It is equally acceptable for men and women to be senior executives	Equal variances assumed	1.039	.311	3.456	98	<.001	<.001	.700	.203	.298	1.102
	Equal variances not assumed			3.456	94.085	<.001	<.001	.700	.203	.298	1.102
Managers are generally: 1- Kind / 5- Tough	Equal variances assumed	1.926	.168	-1.040	98	.150	.301	-.200	.192	-.582	.182
	Equal variances not assumed			-1.040	97.513	.150	.301	-.200	.192	-.582	.182
Managers are generally: 1- Not at all concerned about others / 5- Very concerned about others	Equal variances assumed	.737	.393	2.792	98	.003	.006	.460	.165	.133	.787
	Equal variances not assumed			2.792	97.975	.003	.006	.460	.165	.133	.787
The economic system is designed to maximize: 1- Individual interests / 5- Collective interests	Equal variances assumed	13.208	<.001	5.458	98	<.001	<.001	1.340	.246	.853	1.827
	Equal variances not assumed			5.458	86.768	<.001	<.001	1.340	.246	.852	1.828
Power is: 1- Shared throughout society / 5- Concentrated at the top	Equal variances assumed	9.849	.002	-7.186	98	<.001	<.001	-1.400	.195	-1.787	-1.013
	Equal variances not assumed			-7.186	87.626	<.001	<.001	-1.400	.195	-1.787	-1.013
Major rewards are based on: 1- Factors other than performance / 5- Only performance	Equal variances assumed	14.980	<.001	1.983	98	.025	.050	.260	.131	.000	.520
	Equal variances not assumed			1.983	90.477	.025	.050	.260	.131	.000	.520
The way to be successful is to: 1- Take events as they occur / 5- Plan ahead	Equal variances assumed	5.935	.017	4.989	98	<.001	<.001	.820	.164	.494	1.146
	Equal variances not assumed			4.989	88.391	<.001	<.001	.820	.164	.493	1.147

T-Test (Section 2.1)

Group Statistics

	Country	N	Mean	Std. Deviation	Std. Error Mean
The extent to which they are loyal to me no matter what	Germany	50	3.60	1.457	.206
	Ukraine	50	4.56	1.072	.152
Their age	Germany	50	1.44	.733	.104
	Ukraine	50	2.22	1.266	.179
Their performance record	Germany	50	5.88	1.100	.156
	Ukraine	50	5.36	1.367	.193
Their results - they deliver on their promises	Germany	50	6.16	.710	.100
	Ukraine	50	5.74	1.006	.142
How caring, empathetic, and humane they are	Germany	50	3.72	1.499	.212
	Ukraine	50	4.22	1.542	.218
What we have in common	Germany	50	2.22	1.282	.181
	Ukraine	50	3.68	1.477	.209
Socializing and spending time with them outside of work: eating, drinking, enjoying time together	Germany	50	1.64	1.064	.151
	Ukraine	50	2.72	1.642	.232
Their abilities and experience	Germany	50	6.10	.974	.138
	Ukraine	50	5.88	1.081	.153

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
The extent to which they are loyal to me no matter what	Equal variances assumed	11.674	<.001	-3.753	98	<.001	<.001	-.960	.256	-1.468	-.452
	Equal variances not assumed			-3.753	90.036	<.001	<.001	-.960	.256	-1.468	-.452
Their age	Equal variances assumed	8.225	.005	-3.770	98	<.001	<.001	-.780	.207	-1.191	-.369
	Equal variances not assumed			-3.770	78.514	<.001	<.001	-.780	.207	-1.192	-.368
Their performance record	Equal variances assumed	5.598	.020	2.096	98	.019	.039	.520	.248	.028	1.012
	Equal variances not assumed			2.096	93.716	.019	.039	.520	.248	.027	1.013
Their results - they deliver on their promises	Equal variances assumed	4.567	.035	2.411	98	.009	.018	.420	.174	.074	.766
	Equal variances not assumed			2.411	88.114	.009	.018	.420	.174	.074	.766
How caring, empathetic, and humane they are	Equal variances assumed	.002	.966	-1.644	98	.052	.103	-.500	.304	-1.104	.104
	Equal variances not assumed			-1.644	97.919	.052	.103	-.500	.304	-1.104	.104
What we have in common	Equal variances assumed	.578	.449	-5.278	98	<.001	<.001	-1.460	.277	-2.009	-.911
	Equal variances not assumed			-5.278	96.108	<.001	<.001	-1.460	.277	-2.009	-.911
Socializing and spending time with them outside of work: eating, drinking, enjoying time together	Equal variances assumed	14.401	<.001	-3.903	98	<.001	<.001	-1.080	.277	-1.629	-.531
	Equal variances not assumed			-3.903	84.009	<.001	<.001	-1.080	.277	-1.630	-.530
Their abilities and experience	Equal variances assumed	.439	.509	1.069	98	.144	.288	.220	.206	-.188	.628
	Equal variances not assumed			1.069	96.954	.144	.288	.220	.206	-.188	.628

T-Test (Section 2.2)

Group Statistics

	Country	N	Mean	Std. Deviation	Std. Error Mean
People in higher positions avoid social interaction with people in lower positions	Germany	50	3.52	1.502	.212
	Ukraine	50	4.48	1.266	.179
People are encouraged to work toward shared goals	Germany	50	6.36	.663	.094
	Ukraine	50	5.84	.976	.138
Workers stay stagnant over time and do not develop their skills	Germany	50	2.26	1.175	.166
	Ukraine	50	2.88	1.452	.205
Organizations do not take responsibility for the welfare of all employee	Germany	50	2.44	.951	.134
	Ukraine	50	3.42	1.108	.157
Workers communicate openly with others regardless of their position of authority	Germany	50	4.60	1.309	.185
	Ukraine	50	4.02	1.505	.213
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	Germany	50	5.14	1.107	.157
	Ukraine	50	4.86	1.229	.174
Managers in my organization trust their subordinates to make good decisions	Germany	50	5.32	1.077	.152
	Ukraine	50	4.94	1.268	.179
In my organization, subordinates have a great deal of trust in managers	Germany	50	5.46	1.092	.154
	Ukraine	50	5.38	.987	.140
There is a very high level of trust throughout my organization	Germany	50	5.18	.896	.127
	Ukraine	50	5.12	1.172	.166
People place more emphasis on: 1- Solving current problems / 5- Planning for the future	Germany	50	3.70	.863	.122
	Ukraine	50	2.26	1.103	.156
What is valued more: 1- Individualism / 5- Group cohesion	Germany	50	4.30	.839	.119
	Ukraine	50	3.64	1.156	.164
Followers are expected to: 1- Speak up their mind when in disagreement / 5- Obey their leaders' orders without question	Germany	50	1.92	1.007	.142
	Ukraine	50	2.90	1.199	.170
Being innovative to improve performance is generally: 1- Not rewarded / 5-	Germany	50	4.46	.706	.100
	Ukraine	50	4.08	.853	.121

Substantially rewarded					
People are generally: 1- Not at all tolerant of mistakes / 5- Very tolerant of mistakes	Germany	50	3.50	.580	.082
	Ukraine	50	2.98	.685	.097
People save for the future: 1- Not at all / 5- Everyone does it	Germany	50	4.30	.707	.100
	Ukraine	50	2.62	.855	.121

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
People in higher positions avoid social interaction with people in lower positions	Equal variances assumed	4.420	.038	-3.457	98	<.001	<.001	-.960	.278	-1.511	-.409
	Equal variances not assumed			-3.457	95.268	<.001	<.001	-.960	.278	-1.511	-.409
People are encouraged to work toward shared goals	Equal variances assumed	3.851	.053	3.116	98	.001	.002	.520	.167	.189	.851
	Equal variances not assumed			3.116	86.239	.001	.002	.520	.167	.188	.852
Workers stay stagnant over time and do not develop their skills	Equal variances assumed	4.553	.035	-2.347	98	.010	.021	-.620	.264	-1.144	-.096
	Equal variances not assumed			-2.347	93.911	.011	.021	-.620	.264	-1.144	-.096
Organizations do not take responsibility for the welfare of all employee	Equal variances assumed	2.138	.147	-4.745	98	<.001	<.001	-.980	.207	-1.390	-.570
	Equal variances not assumed			-4.745	95.793	<.001	<.001	-.980	.207	-1.390	-.570
Workers communicate openly with others regardless of their position of authority	Equal variances assumed	2.534	.115	2.056	98	.021	.042	.580	.282	.020	1.140
	Equal variances not assumed			2.056	96.159	.021	.042	.580	.282	.020	1.140
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	Equal variances assumed	.269	.605	1.197	98	.117	.234	.280	.234	-.184	.744
	Equal variances not assumed			1.197	96.942	.117	.234	.280	.234	-.184	.744
Managers in my organization trust their subordinates to make good decisions	Equal variances assumed	2.376	.126	1.615	98	.055	.110	.380	.235	-.087	.847
	Equal variances not assumed			1.615	95.503	.055	.110	.380	.235	-.087	.847
In my organization, subordinates have a great deal of trust in managers	Equal variances assumed	.271	.604	.384	98	.351	.702	.080	.208	-.333	.493
	Equal variances not assumed			.384	97.026	.351	.702	.080	.208	-.333	.493
There is a very high level of trust throughout my organization	Equal variances assumed	4.788	.031	.288	98	.387	.774	.060	.209	-.354	.474
	Equal variances not assumed			.288	91.724	.387	.774	.060	.209	-.354	.474
People place more emphasis on: 1- Solving current problems / 5- Planning for the future	Equal variances assumed	3.850	.053	7.270	98	<.001	<.001	1.440	.198	1.047	1.833
	Equal variances not assumed			7.270	92.640	<.001	<.001	1.440	.198	1.047	1.833
What is valued more: 1- Individualism / 5- Group cohesion	Equal variances assumed	6.161	.015	3.267	98	<.001	.002	.660	.202	.259	1.061
	Equal variances not assumed			3.267	89.401	<.001	.002	.660	.202	.259	1.061
Followers are expected to: 1- Speak up their mind when in disagreement / 5- Obey their leaders' orders without question	Equal variances assumed	2.148	.146	-4.425	98	<.001	<.001	-.980	.221	-1.420	-.540
	Equal variances not assumed			-4.425	95.145	<.001	<.001	-.980	.221	-1.420	-.540
Being innovative to improve performance is generally: 1- Not rewarded / 5- Substantially rewarded	Equal variances assumed	.405	.526	2.426	98	.009	.017	.380	.157	.069	.691
	Equal variances not assumed			2.426	94.677	.009	.017	.380	.157	.069	.691
People are generally: 1- Not at all tolerant of mistakes / 5- Very tolerant of mistakes	Equal variances assumed	.858	.357	4.096	98	<.001	<.001	.520	.127	.268	.772
	Equal variances not assumed			4.096	95.429	<.001	<.001	.520	.127	.268	.772
People save for the future: 1- Not at all / 5- Everyone does it	Equal variances assumed	2.741	.101	10.710	98	<.001	<.001	1.680	.157	1.369	1.991
	Equal variances not assumed			10.710	94.684	<.001	<.001	1.680	.157	1.369	1.991

T-Test (Section 3)

Group Statistics

	Country	N	Mean	Std. Deviation	Std. Error Mean
I figure things out myself. I want to arrive independently at the conclusions I adhere to.	Germany	50	5.76	1.271	.180
	Ukraine	50	5.60	.990	.140
I am successful in life. I want to be seen as a success.	Germany	50	5.38	1.338	.189
	Ukraine	50	5.22	1.112	.157
That everyone in society is treated fairly, even those whom I don't know or who are commonly regarded as troublesome.	Germany	50	5.48	1.074	.152
	Ukraine	50	4.52	1.693	.239
I follow the rules even when no one else is watching; that I am someone who is regarded as honorable.	Germany	50	5.16	1.330	.188
	Ukraine	50	4.98	1.253	.177
I do things my own way. I want my life to have been the result of my own choices.	Germany	50	6.26	.723	.102
	Ukraine	50	5.98	.869	.123
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.	Germany	50	5.16	1.235	.175
	Ukraine	50	4.94	1.236	.175
I make my own decisions about my life. I want to be free to choose what I do.	Germany	50	6.48	.614	.087
	Ukraine	50	6.50	.763	.108
I am recognized as a major player in my field. I want to be someone that others look to for instructions and advice.	Germany	50	4.72	1.246	.176
	Ukraine	50	4.76	1.188	.168
I take the time to listen to people who disagree with me. Even when I disagree with them, I still want to understand.	Germany	50	5.78	1.055	.149
	Ukraine	50	5.54	1.216	.172
I am seen as a leader. I want to be seen as someone who is in charge.	Germany	50	4.98	1.392	.197
	Ukraine	50	5.16	1.235	.175
I respond to the needs of others. I want to support those I know.	Germany	50	5.26	1.139	.161
	Ukraine	50	5.42	1.126	.159
I am ambitious with regard to my goals. I want to see	Germany	50	6.08	.752	.106
	Ukraine	50	5.86	.969	.137

what I am capable of.				
I never violate rules or regulations; that I behave properly.	Germany	50	5.16	1.346
	Ukraine	50	4.96	1.195
I am humble and modest. I try not to draw attention to myself.	Germany	50	3.84	1.503
	Ukraine	50	4.02	1.672

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
I figure things out myself. I want to arrive independently at the conclusions I adhere to.	Equal variances assumed	.219	.641	.702	98	.242	.484	.160	.228	-.292	.612
	Equal variances not assumed			.702	92.459	.242	.484	.160	.228	-.292	.612
I am successful in life. I want to be seen as a success.	Equal variances assumed	4.097	.046	.650	98	.259	.517	.160	.246	-.328	.648
	Equal variances not assumed			.650	94.813	.259	.517	.160	.246	-.329	.649
That everyone in society is treated fairly, even those whom I don't know or who are commonly regarded as troublesome.	Equal variances assumed	11.441	.001	3.386	98	<.001	.001	.960	.284	.397	1.523
	Equal variances not assumed			3.386	82.918	<.001	.001	.960	.284	.396	1.524
I follow the rules even when no one else is watching; that I am someone who is regarded as honorable.	Equal variances assumed	.014	.906	.696	98	.244	.488	.180	.258	-.333	.693
	Equal variances not assumed			.696	97.654	.244	.488	.180	.258	-.333	.693
I do things my own way. I want my life to have been the result of my own choices.	Equal variances assumed	.007	.935	1.752	98	.041	.083	.280	.160	-.037	.597
	Equal variances not assumed			1.752	94.876	.042	.083	.280	.160	-.037	.597
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.	Equal variances assumed	.027	.870	.890	98	.188	.375	.220	.247	-.270	.710
	Equal variances not assumed			.890	98.000	.188	.375	.220	.247	-.270	.710
I make my own decisions about my life. I want to be free to choose what I do.	Equal variances assumed	.697	.406	-.144	98	.443	.885	-.020	.138	-.295	.255
	Equal variances not assumed			-.144	93.736	.443	.885	-.020	.138	-.295	.255
I am recognized as a major player in my field. I want to be someone that others look to for instructions and advice.	Equal variances assumed	.115	.736	-.164	98	.435	.870	-.040	.243	-.523	.443
	Equal variances not assumed			-.164	97.775	.435	.870	-.040	.243	-.523	.443
I take the time to listen to people who disagree with me. Even when I disagree with them, I still want to understand.	Equal variances assumed	1.180	.280	1.054	98	.147	.294	.240	.228	-.212	.692
	Equal variances not assumed			1.054	96.104	.147	.294	.240	.228	-.212	.692
I am seen as a leader. I want to be seen as someone who is in charge.	Equal variances assumed	1.052	.308	-.684	98	.248	.496	-.180	.263	-.702	.342
	Equal variances not assumed			-.684	96.623	.248	.496	-.180	.263	-.702	.342
I respond to the needs of others. I want to support those I know.	Equal variances assumed	.009	.926	-.706	98	.241	.482	-.160	.227	-.610	.290
	Equal variances not assumed			-.706	97.987	.241	.482	-.160	.227	-.610	.290
I am ambitious with regard to my goals. I want to see what I am capable of.	Equal variances assumed	1.425	.236	1.268	98	.104	.208	.220	.173	-.124	.564
	Equal variances not assumed			1.268	92.285	.104	.208	.220	.173	-.124	.564
I never violate rules or regulations; that I behave properly.	Equal variances assumed	3.410	.068	.786	98	.217	.434	.200	.254	-.305	.705
	Equal variances not assumed			.786	96.643	.217	.434	.200	.254	-.305	.705
I am humble and modest. I try not to draw attention to myself.	Equal variances assumed	.708	.402	-.566	98	.286	.573	-.180	.318	-.811	.451
	Equal variances not assumed			-.566	96.911	.286	.573	-.180	.318	-.811	.451