

## **Cross Cultural Management Project**

**Prepared for Bus 511, Univ. of Portland, Professor Mark Meckler, PhD.**

# **Honesty, Truthfulness & Guidance Across within a Regional Culture and Between Demographic Cultures: Northwest USA**

by

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### **Abstract/Overview**

Sources of guidance in decision-making as well as propensities for honesty and truth-telling across 7 demographic subgroups of the Northwest USA culture were observed. Interview and survey findings using Schwartz value survey, Peterson's sources of guidance scales, and Ashton and Lee's HEXACO-60 personality dimensions for honesty and truthfulness indicate possible cultural biases towards a Universalist approach to right and wrong where personal benefits or loss are not considered when making decisions. In addition, findings indicate a positive outlook for the youngest working generation of Northwesterners to both act in ways that are honest and truthful, as well as in how they perceive the honesty and truthfulness of other cultures.

## 1. Introduction

Honesty and trustworthiness are popular topics in academia. A quick search on the topic returns hundreds of results ranging from theorizing as to what nations and cultures are most likely to be trusting (Korczynski, 2000), the need for trust in modern business (Caldwell, Cam, & Hansen, 2010), trust building (Sabel, 1993) (Zak & Knack, 2001) (Fu, Lee Cameron & Xu, 1997) and valuing of social capital (Dyer & Wujin, 2003) (Keefer & Knack, 1997) (Slemrod & Katuščák, 2005).

According to Francois & Zabochnik (2005), “Trustworthy individuals are those who keep their promises, even when doing so is costly in the sense of requiring actions that may not maximize payoffs.” We wish to research Northwestern USA culture, the sources of guidance used in decision-making and propensities to respond honestly and truthfully in situations where there is potential for less than honest or truthful behavior responses of individuals in the NW USA.

Understanding which sources of guidance Northwest Americans seek when making important decisions will help us to better understand the process by which individuals make important behavioral decisions. Additionally, understanding areas where individuals believe their culture differs from other cultures will provide us with a foundation for comparing members of NW USA culture against other cultures. Finally, by asking participants to compare their culture’s propensity to be dishonest or opportunistic to other cultures, we will learn whether participants believe there are cultures that tend to be more or less dishonest than other cultures and whether NW USA culture believes it is any more or less prone to be dishonest or opportunistic than other cultures.

## 2. Previous Research

Previous academic research regarding honesty and truthfulness has primarily focused on honesty and truthfulness as key components to building trust, the economic costs of failing to build trust with business partners and on valuing social capital (trust) in international business ventures.

Merriam-Webster dictionary defines honesty as “fairness and straightforwardness of conduct.” Honest and truthful people do not lie or hide the truth. Honesty and truthfulness are important in business dealings because they help to build trust which, according to Sabel (1993) is a precondition for competitive success in today’s global market. Korczynski (2000) defines trust as “the confidence that the other party to an exchange will not exploit one’s vulnerabilities.”

Fromm and Nydhoo’s 2007 research explains how those countries that have developed the fastest are those that are willing and able to get past arms-length transactions in order to take part in the global economy by trusting lesser-known, foreign business partners. Honesty, truthfulness and trust are contributing factors in building “social capital”, explained by Putnam (2000) as, “...connections among individuals—social networks and the norms of reciprocity and trustworthiness that arise from them.” Social capital provides beneficial rewards for both buyer and seller by reducing transaction costs as well as in long-term partner relations costs. Slemrod and Katuscak (2005) further explain that “in high-trust societies, individuals need to spend fewer resources to protect themselves from being exploited in economic transactions.”

Slemrod and Katuscak's research goes on to demonstrate that the fastest growing nations with the highest median incomes are primarily Western nations that have been quick to trust foreign business partners. Low-context, individualistic nations have led internationalization whereas higher-context, collectivist societies have had trouble adjusting and have been much slower to adopt modern trade practices to trading with lesser known global business partners. Instead, they prefer arms-length trade transactions over mutually beneficial, long-term partnerships. Dyer and Chu's (2003) research demonstrates how trustworthiness significantly reduces transaction costs and is correlated with mutually beneficial long-term relationships.

Previous research focused on correlating high-context, collectivist cultures with low rates of trust in business relationships outside of a small, close-knit community and failure to jump into collaborative work agreements and modern business practices with outside organizations (Slemrod & Katuscak, 2005) (Fromm & Nydhoo, 2007). We question the validity that simply being a high-context, collectivist culture causes individuals from those cultures that have been slow to adopt modern trade practices to actually be slow adopters, or if there are other contributing factors that led to slower adoption of modern trade practices.

Additionally, much previous research has claimed that in order to improve performance, organizations from high-context, collectivist nations that have lagged in performance in the global market need to adopt trusting, low-context Western business practices in order to be more successful.

There is little discussion on cultural propensities and dispositions towards honesty and truthfulness in the workplace and the research that does exist on honesty and truthfulness is subjective and lacking in empirical data. Our purpose will therefore be to attempt to fill gaps regarding propensities for individuals to behave honestly and truthfully in specific behavioral situations.

### **3. Research Questions**

This paper attempts to address the following research questions:

1. Within a geographic region, are there significant differences in preferred or trusted sources of guidance across demographic subcultures?
2. Within a geographic region, are there significant differences in the ranking of values across demographic subcultures?
3. Within a geographic region, are there significant differences in the propensity for truthfulness across demographic subcultures?
4. Within a geographic region, are there significant differences in the propensity for honesty across demographic subcultures?

These questions were derived by Professor Mark Meckler, PHD from the University of Portland, in coordination with the CLIPPER project. This research is important for understanding differences between cultures and demographics. We hope to gather data for whom individuals seek for guidance when in situations that have potential to lead to behavior that is less than truthful or honest and in determining propensity for honesty and truthfulness amongst different cultures and demographic groups around the world.

## 4. Methodology

### 4.1. Approach

The methodology for this research paper was constructed by Professor Mark Meckler, PHD from the University of Portland. Dr. Meckler has chosen to integrate portions of the Schwartz Values Survey (Smith, Peterson, & Schwartz, 2002), Peterson's scale for sources of guidance (Smith, & Peterson, 2005) and the International Personality Item Project scale for truthfulness and honesty (ipip.org) in order to derive applicable data for ascertaining propensities for honesty and truthfulness amongst the larger Northwest USA culture when compared to other cultures as well as to analyze differences amongst different demographic groups within the Northwest USA culture.

This study examines cultural behavioral norms related to sources of guidance, propensity for truthfulness and propensity for honesty. The study also seeks to find out if and how situational fairness and situational kindness modify cultural behavior. We measured the attitudes of individuals engaging in 3 kinds of events and in 3 different attitude situations. The attitude situations present participants with favorable and unfavorable situations and fair and unfair situations. We gather participant behavioral responses to those situations and then compare the dependent behavior of the participants to see if there are significant differences in participant behavioral responses. The dependent behavior categories are source of guidance dependent upon truthfulness and honesty. We use established scales for each of the variables. We use Smith, Peterson and Schwartz's (2002) scales for sources of guidance and the international personality item project's (ipip.org) scales for truthfulness and honesty.

Our analysis seeks to uncover predictable patterns within a culture and predictable differences across cultures in:

- a) Sources of guidance
- b) Propensity to tell the truth
- c) Propensity to behave honestly

### 4.2. Data collection

Our data collection technique includes an interview and a survey. A total of seven participants took part in the process, each representing a specific demographic within the Northwestern USA subculture. The targeted demographic segments are as follows:

- A person from the majority population and main working generation within the region who is from the city.
- A person from the majority population and main working generation within the region who is from a rural town/area.
- A person from a minority population in the region.
- A person from the majority population and main working generation within the region who is male.
- A person from the majority population and main working generation within the region who is female.
- A person from the majority population and the youngest working generation in your region.
- A person of the majority population and the oldest working generation in the region.

### 4.2.1. Interview

A series of 7 half-hour interviews were conducted. Participants representing each of the different demographic groups were asked the following 5 questions:

- Do you think [name their demographic] culture is different in some ways from other demographic cultures like [name a few]? Does it impact work behavior?
- What sources of guidance do [demographic culture name] look to when making important decisions at work? What sources of guidance are most trusted and valued? Does it depend upon the situation?
- Do you think [your culture (name demographic culture) holds something very valuable that doesn't really get rewarded at work, or that even get penalized at work, but that you want or do anyway? Do you think that your culture is a bit different others on this particular point?
- What are some circumstances when members of your [demographic] culture find it acceptable to be less than completely truthful, or completely honest?
- Do you think that the [demographic culture name] is more likely or less likely to be slightly dishonest sometimes, or slightly overly opportunistic than other demographic cultures like (name a couple of others).

Interviews were completed in pairs and were semi-structured. One interviewer asked questions, worked to keep participants focused on answering questions as a representative of their culture and not themselves and clarified open-ended and ambiguous responses as required. The other interviewer kept time and took notes.

### 4.2.2. Survey

Participants representing each of the different demographic groups provided answers to the survey questions detailed in Appendix Exhibit 1.

The first section of the survey uses Schwartz's values survey (Smith, Peterson, & Schwartz, 2002) to gain an understanding of participant values. Participants were presented with a value and asked, "As a guiding principle in my life, the value is?" Respondents provide answers on a scale ranging from "the value is opposed to my personal beliefs" to "the value is of supreme importance".

The second section uses Peterson's sources of guidance scales (Smith, & Peterson, 2005) to establish participant responses to situations that gather what sources of guidance are used in 3 different scenarios. Participants were asked, "When your work group is responsible for a task and the outcome could be [1 – favorable] [2 – unfavorable] [3 – neither favorable nor unfavorable] for your group, to what extent are the actions taken by your group affected by each of the following?" Participants provided selections ranging from "a very small extent" to "a very large extent".

The final section uses the International Personality Item Project's scales (ipi.org) to obtain participant responses to the same 3 situations used in the second section in order to gather participant propensities to act honestly and truthfully. Again participants provided responses ranging from "a very small extent" to "a very large extent".

### 4.3.Measurement

We used Schwartz's cultural values rankings (Smith, Peterson, & Schwartz, 2002), Peterson's sources of guidance scales (Smith, & Peterson, 2005) and Ashton and Lee's HEXACO-60 personality dimensions (ipip.org) for honesty and truthfulness to obtain measurable data about our participants.

In the first section of the survey where participants completed Schwartz's Value survey by providing numerical answers for 60 different values, participants were asked to "rate how much of a guiding principle each value is for you in your life". Answers ranged from -1, which represents a value that is opposed to their personal beliefs and values to 7, which represents a value that is of supreme importance. For example, when asked to rate how much of a guiding principle in their life the value "Honest", if a participant felt being honest is of supreme importance, then they would put a "7".

In the second and third section participants were asked to provide answers to 3 questions:

1. When your group is responsible for a task and you think the outcome could be quite favorable for your group, what sources of guidance do you utilize?
2. When your group is responsible for a task and you think the outcome could be quite unfavorable for your group, what sources of guidance do you utilize?
3. When your group is responsible for a task and you think the outcome will be neither favorable nor unfavorable for your group, what sources of guidance do you utilize?

In the second section, participants again provided numerical answers ranging from a 5, which means the source of guidance is relied upon to a very large extent to a 1, which means the source of guidance is used only to a small extent. For example, if a participant feels their group's decision would be greatly affected by 'other people at our level', then they would select a "5" to indicate that other people at their levels guidance would be greatly relied upon in the specified scenario.

The third section used Ashton and Lee's HEXACO-60 personality dimensions as defined by the IPIP (ipip.org) to capture participant propensities for honesty and truth-telling using the same 3 questions used in the second section. Participants provided answers ranging from 1, meaning they agree to a very small extent with the statement to a 5, meaning they agree to a very large extent with the statement. For example, when presented with a favorable situation for their group, if a participant strongly disagrees with the statement "Use flattery to get ahead", then they would select a "1" for the question.

Observations for each survey question was totaled, averaged and reviewed. Average scores across all questions were averaged and trends were analyzed. The different demographic segments were reviewed independently and then charted together to view similarities and differences amongst participant answers.

This type of logical format for compiling statistical data has the benefit of providing easily measurable values that can be put into statistical models where outliers can be observed and discarded, values can be graphed and trends shown from 1 respondent and demographic to the next.

However, this type of statistical modeling can sometimes lead to overemphasis on numbers, leading researchers to make summary conclusions about a culture or demographic without first determining a causal relationship. We attempt to avoid this type of error by including with our survey an interview of each participant that provides context and subjective rationalization to similar questions so that answers have context and framework for understanding participant frame of mind when answering survey questions.

## 5. Results

Please refer to Appendix 9.1 for a complete listing of our results and statistical measures.

## 6. Findings

A review of the values data set revealed considerable differences and similarities across our subcultures. Our findings will cover those differences and similarities in light of our research questions.

<b>Top 3 Ranked Values (Average)</b>	
Honesty	5.714
Family Security	5.571
Loving	5.429
<b>Lowest 3 Ranked Values (Average)</b>	
Moderate	1.571
Social Power	1.571
Wealth	2.714

The most important value to the group as a whole was honesty. Interestingly, this opened up a cultural paradox for our minority respondent. During the interview he stated, "I would go with the majority even if it means I am being dishonest." He was the only apparent interviewee that experienced major conflict between honesty and other highly-held values. Other deeply held values across all participants included family security and being loving.

The least important values to the group were a moderate life and social power. Instead, respondents valued principles such as freedom and an exciting life. Our member of the minority subculture deviated from the group once again. The variance was mainly due to his self-described respect for elders and those with a higher social status. It makes sense that he would value social power because of his respect for authority. Also, his Korean background has cultivated a sense of harmony in his life. Living with extremes is something he purposefully avoids in an attempt to maintain that harmony. Additionally, the rural respondent placed a low value on freedom, going against common stereotypes of the rural demographic.

<b>Notable Value Outliers</b>			
Demographic	Value	Score	Average
Urban	Freedom	7	4.857
Rural	Freedom	2	4.857
Urban	Spiritual	3	5.143
Rural	Spiritual	2	5.143
Minority	Tradition	5	3.286
Young	Family	3	5.571
Male	Nature	-1	2.714
Old	Daring	3	4.714

Notable value outliers included the stark contrast between group averages for freedom and spiritual values between the urban and rural participants. Furthermore, the urban and rural participants appear to go against geographic sophisticated stereotypes – the rural respondent does not value freedom or spirituality as you may expect with a rural lifestyle. The urban participant values freedom, but goes against the group majority by placing low value on spirituality. Other noteworthy outliers when compared to the group consist of the minority’s focus on tradition, the young participant’s low value on family security, the male’s lack of concern for preserving nature, and the old interviewees low emphasis on living a life of excitement. Overall, the total range for our values data set registers at 5 with a max standard deviation of 2.360. Therefore, we can conclude that clear differences in the ranking of values appear based on demographic subculture.

<b>Top 3 Sources of Guidance</b>	Favorable	Unfavorable	Neither
Opinions based on experience and training	4.14	3.71	3.86
Other people at our level	3.71	3.86	3.71
Our superiors	3.86	3.71	3.86
<b>Lowest 3 Sources of Guidance</b>	Favorable	Unfavorable	Neither
Religious beliefs	1.71	1.71	1.71
Members of my family	2.00	1.71	1.71
Friends outside the organization	1.86	2.00	1.86

The top 3 sources of guidance were consistent with responses in the interviews. Each respondent used the source of guidance to a varying degree; however, there was cohesiveness amongst the group in selection of the top sources of guidance. The lowest sources of guidance conflicted with the values rankings taken earlier in the survey. For example, spirituality was one of the top ranked guiding values, yet it ended up on the list as one of the lowest sources of guidance. It appears that espoused values are not always operant when a real-life situation is presented.

A few key differences among the sources of guidance were discovered during the interview process. Younger participants were more likely to pursue a more individualistic approach via problem solving on their own. Older participants had a system where they approached an experienced peer for an opinion, or their boss if too much risk was involved in the decision. The minority participant was the only one to specifically mention approaching friends outside of the organization, even if they had no experience with the issue at hand. Again, results showed significant differences in preferred or trusted sources of guidance across demographic subcultures.

	<b>Propensity for Truthfulness</b>				<b>Propensity for Honesty</b>		
	Favorable	Unfavorable	Neither		Favorable	Unfavorable	Neither
Urban	2.90	2.50	3.00	Urban	3.22	3.56	3.89
Rural	3.50			Rural	3.86		
Minority	2.50	2.80	2.70	Minority	3.44	3.00	3.22
Male	3.50	3.50	3.50	Male	4.89	4.89	4.89
Female	3.00	2.70	3.80	Female	4.89	4.67	5.00
Old	3.10	2.80	3.80	Old	4.00	3.89	4.22
Young	3.50	3.50	3.50	Young	4.67	4.67	4.67
Average	3.14	2.97	3.38	Average	4.14	4.11	4.31
Group	3.16			Group	4.19		



The young and male participants both provided consistent answers to the situational questions. It's worth noting that both participants placed a high emphasis on honesty and spirituality and a low emphasis on potentially compromising values like wealth. All other respondents were affected by the particular circumstances presented. The result is a wide range of answers among subcultures for each of the three situation types. Participants showed a greater propensity for honesty than truthfulness, and the lowest propensity scores in both categories were always posted by the minority participant.

Out of the 3 areas researched, highest variance between participants was found in scoring of behavioral responses valuing participant propensity for honesty. That same variance actually appears to validate the accuracy of these results. When faced with specific situations, respondent's operant values revealed more about their true motivations and beliefs. This data set strengthens our belief that differences do exist across demographic subcultures in all 3 areas of research.

## 7. Conclusions

Our sample size of 7 participants is too small to make absolute conclusions about NW USA culture or specific demographics within the NW USA culture. However, there are interesting correlations and distinct differences in specific participant responses.

The participant representing the youngest working generation provided the most universalistic, idealistic and altruistic responses when interviewed and in his survey responses. When asked, "Do you think that your culture is more likely or less likely to be slightly dishonest, or slightly opportunistic than other cultures", the young Northwesterner vehemently stated, "No, I don't believe that there are cultures that are more pre-disposed to be dishonest than other cultures." Right and wrong are generally understood across cultures. Whether individuals choose to be honest or dishonest is a personal choice, not indicative of a cultural norm."

In addition, the survey responses by the youngest generation participant had unique trends that were not indicated in the other survey responses. He marked the exact same answers in Situations 4, 5, and 6 regardless of whether the outcome would be favorable, neutral or unfavorable for his group. Whether these comments and responses were purely demonstrative of the naiveté of youth speaking over the jaded wisdom of older respondents is difficult to know. They do give an interesting view into the mind of a young NW American.

The participant representing an individual from a rural town also had responses that stood out from the rest of participants. Specifically, the rural participant had a much more negative view of the propensity of individuals from their community to be honest and truthful. Additionally, the rural participant described their culture as very high-context saying, "Nothing goes on in a small town that everyone doesn't hear about." The individual from a rural community had the highest survey responses for valuing family security. Additionally, the responses by the rural participant appeared to be highest in individualism and self-reliance. When asked, to what extent are the actions taken by your group affected by opinions based on our own experiences and training, the rural participant scored higher for each of the 3 scenarios than all other participants.

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## 9. Appendix

### 9.1.Exhibit 1 – Managerial Decisions and Values Questionnaire

#### MANAGERIAL DECISIONS AND VALUES QUESTIONNAIRE – MDQ-H

**Part 1** of this questionnaire asks you to consider what values are more important to you and what values are less important to you in your life. **Part 2** of the questionnaire asks you to think about your work group as a whole and situations which it may face, and how it deals with them.

After this interview, **NOBODY WILL EVER ASSOCIATE YOUR IDENTITY WITH THIS INTERVIEW OR SURVEY DATA. YOUR NAME AND IDENTITY WILL BE COMPLETELY CONFIDENTIAL AND ANONYMOUS.**

Your answers will hopefully be submitted to contribute toward a study which is taking place in different countries around the world. The purpose of the study is to gain a clearer idea of how people at work from different cultures make decisions, and how truthful and honest in communication people tend to be while at work or engaging in economic activity.

Your answers will not be disclosed to anyone.

Thank you.

Mark R. Meckler,  
The CLIPPER project  
The Event Management Team

## Part 1: Values

**INSTRUCTIONS:** This part consists of 2 sections comprised of *Values List 1* and *Values List 2*.

When responding to each of these sections, please ask yourself: "What values are important to ME as guiding principles in MY life, and what values are less important to me?" There are two lists of values on the following pages. These values come from different cultures. In the parentheses following each value is an explanation that may help you to understand its meaning. You are asked to rate how important each value is for you as a *guiding principle in your life*. Use the rating scale below:

**0**—means the value is not at all important; it is not relevant as a guiding principle for you.

**3**—means the value is important.

**6**—means the value is very important.

The higher the number (0,1,2,3,4,5,6), the more important the value is as a guiding principle in YOUR life.

**-1** is for rating any values opposed to the principles that guide you.

**7** is for rating a value of supreme importance as a guiding principle in your life; ordinarily there are no more than two such values.

In the space before each value, write the number (-1,0,1,2,3,4,5,6,7) that indicates the importance of that value for you, personally. Try to distinguish as much as possible between the values by using all the numbers. You will, of course, need to use numbers more than once.

Please begin by reading values 1 to 31 on **Values List 1**, choose the one value that is most important to you and rate its importance. Next, choose the value that is most opposed to your values and rate it -1. If there is no such value, choose the value least important to you and rate it 0 or 1, according to its importance. Then, rate the rest of the values (to 31).

## VALUES LIST 1

AS A GUIDING PRINCIPLE IN MY LIFE, this value is:

Opposed To my Values	0	not important	1	2	3	important	4	5	6	very important	7	Of supreme importance
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1. \_\_\_\_\_ EQUALITY (equal opportunity for all)
2. \_\_\_\_\_ INNER HARMONY (at peace with myself)
3. \_\_\_\_\_ SOCIAL POWER (control over others, dominance)
4. \_\_\_\_\_ PLEASURE (gratification of desires)
5. \_\_\_\_\_ FREEDOM (freedom of action and thought)
6. \_\_\_\_\_ A SPIRITUAL LIFE (emphasis on spiritual, not material matters)
7. \_\_\_\_\_ SENSE OF BELONGING (feeling that others care about me)
8. \_\_\_\_\_ SOCIAL ORDER (stability of society)
9. \_\_\_\_\_ AN EXCITING LIFE (stimulating experiences)
10. \_\_\_\_\_ MEANING IN LIFE (a purpose in life)
11. \_\_\_\_\_ POLITENESS (courtesy, good manners)
12. \_\_\_\_\_ WEALTH (material possessions, money)
13. \_\_\_\_\_ NATIONAL SECURITY (protection of my nation from my enemies)
14. \_\_\_\_\_ SELF RESPECT (belief in one's own worth)
15. \_\_\_\_\_ RECIPROCATION OF FAVORS (avoidance of indebtedness)
16. \_\_\_\_\_ CREATIVITY (uniqueness, imagination)
17. \_\_\_\_\_ A WORLD AT PEACE (free of war and conflict)
18. \_\_\_\_\_ RESPECT FOR TRADITION (preservation of time-honored customs)
19. \_\_\_\_\_ MATURE LOVE (deep emotional and spiritual intimacy)
20. \_\_\_\_\_ SELF-DISCIPLINE (self-restraint, resistance to temptation)
21. \_\_\_\_\_ DETACHMENT (detachment from worldly concerns)
22. \_\_\_\_\_ FAMILY SECURITY (safety for loved ones)
23. \_\_\_\_\_ SOCIAL RECOGNITION (respect, approval by others)
24. \_\_\_\_\_ UNITY WITH NATURE (fitting into nature)
25. \_\_\_\_\_ A VARIED LIFE (life filled with challenge, novelty and change)
26. \_\_\_\_\_ WISDOM (a mature understanding of life)
27. \_\_\_\_\_ AUTHORITY (the right to lead or command)
28. \_\_\_\_\_ TRUE FRIENDSHIP (close, supportive friends)
29. \_\_\_\_\_ A WORLD OF BEAUTY (beauty of nature and the arts)
30. \_\_\_\_\_ SOCIAL JUSTICE (correcting injustice, care for the weak)
31. \_\_\_\_\_ HAPPINESS (state of well-being, contentment)

Now rate how important each of the following values is for you as a *guiding principle in YOUR life*. These values are phrased as ways of acting that may be more or less important for you. Once again, try to distinguish as much as possible between the values by using all the numbers. Before you begin, read values 32 to 60 on **Values List 2**, choose the one that is most important to you and rate its importance. Next, choose the value that is most opposed to your values, or--if there is no such value--choose the value least important to you, and rate it -1, 0, or 1, according to its importance. Then, rate the rest of the values.

## VALUES LIST 2

AS A GUIDING PRINCIPLE IN MY LIFE, this value is:

Opposed To my Values	0	1	2	3	4	5	6	7	Of supreme importance
32.	_____	MODERATE (avoiding extremes of feeling and action)							
33.	_____	LOYAL (faithful to my friends, group)							
34.	_____	AMBITIOUS (hard working, aspiring)							
35.	_____	BROAD-MINDED (tolerant of different ideas and beliefs)							
36.	_____	HUMBLE (modest, self-effacing)							
37.	_____	DARING (seeking adventure, risk)							
38.	_____	PROTECTING THE ENVIRONMENT (preserving nature)							
39.	_____	INFLUENTIAL (having an impact on people and events)							
40.	_____	HONORING OF PARENTS AND ELDERS (showing respect)							
41.	_____	CHOOSING OWN GOALS (selecting own purposes)							
42.	_____	HEALTHY (not being sick physically or mentally)							
43.	_____	CAPABLE (competent, effective, efficient)							
44.	_____	ACCEPTING MY PORTION IN LIFE (submitting to life's circumstances)							
45.	_____	HONEST (genuine, sincere)							
46.	_____	PRESERVING MY PUBLIC IMAGE (preserving my "face")							
47.	_____	OBEDIENCE (dutiful, meeting obligations)							
48.	_____	INTELLIGENT (logical, thinking)							
49.	_____	HELPFUL (working for the welfare of others)							
50.	_____	ENJOYING LIFE (enjoying food, sex, leisure, etc.)							
51.	_____	DEVOUT (holding to religious faith and belief)							
52.	_____	RESPONSIBLE (dependable, reliable)							
53.	_____	CURIOUS (interested in everything, exploring)							
54.	_____	FORGIVING (willing to pardon others)							
55.	_____	SUCCESSFUL (achieving goals)							
56.	_____	CLEAN (neat, tidy)							
57.	_____	CHEERFUL (being in good spirits, merry)							
58.	_____	INTELLECTUAL (having mental capacity and the power of understanding)							
59.	_____	LOVING (kind, caring, affectionate)							
60.	_____	INDEPENDENT (self-reliant, self-sufficient)							

It would be helpful if you are willing to provide a few details about yourself.

1. How old are you? \_\_\_\_\_
  2. Are you male or female? \_\_\_\_\_
  3. In what country were you born? \_\_\_\_\_
  4. In what state, province or parish did you spend the majority of your time until age 10? \_\_\_\_\_  
4b: Was your neighborhood urban, suburban or rural? \_\_\_\_\_
  5. How many countries have you lived in for one year or longer? \_\_\_\_\_
  6. In which country do you work? \_\_\_\_\_
  7. Approximately how many people work for the organization where you work?  
Less than 100      100-1000      More than 1000
  8. Which of these statements best describes who owns this organization?
    - It is wholly or mostly owned by the government
    - It is owned by a multinational company
    - It is owned by a private company with headquarters in this country
    - Other (please explain) \_\_\_\_\_
  9. How many levels of hierarchy are there above you? \_\_\_\_\_
  10. How many levels of hierarchy are there below you? \_\_\_\_\_
  11. What is the main work of your department? (Please check only one.)

<input type="checkbox"/> Production	<input type="checkbox"/> Financial and Accounting
<input type="checkbox"/> Direct service delivery to customers/clients	<input type="checkbox"/> Engineering
<input type="checkbox"/> Sales	<input type="checkbox"/> Maintenance
<input type="checkbox"/> Marketing and Market Research	<input type="checkbox"/> General Production Site Management
<input type="checkbox"/> Research and Development	<input type="checkbox"/> General Management
<input type="checkbox"/> Personnel/HRM	<input type="checkbox"/> Other (please explain) _____
  12. What is the main task of this organization? (Please check only one.)

<input type="checkbox"/> Agriculture	<input type="checkbox"/> Highly automated manufacturing
<input type="checkbox"/> Community Service	<input type="checkbox"/> Other manufacturing
<input type="checkbox"/> Construction	<input type="checkbox"/> Professional
<input type="checkbox"/> Primary/Secondary Education	<input type="checkbox"/> Technology/Telecommunications
<input type="checkbox"/> Higher Education/University	<input type="checkbox"/> Transportation
<input type="checkbox"/> Health	<input type="checkbox"/> Retail
<input type="checkbox"/> Energy	<input type="checkbox"/> Wholesale
<input type="checkbox"/> Finance	<input type="checkbox"/> Other Service
<input type="checkbox"/> Leisure	<input type="checkbox"/> Other (please explain)
  13. How many years have you worked for the organization now employing you? \_\_\_\_\_
  14. For how many years have you worked in your present department? \_\_\_\_\_
  15. For how many years have you worked in your present position in that department? \_\_\_\_\_
  16. How many years of formal education have you completed since you were 6 years old? \_\_\_\_\_
  17. What nationality are you? \_\_\_\_\_
  18. What is your religion, if any? \_\_\_\_\_
  19. What racial or ethnic group do you identify with, if any? \_\_\_\_\_
  20. For how many years have you lived in this country? \_\_\_\_\_
-

## Part 2: Decision-Making Situations

The second part of this form asks you to describe what happens in your work group when a serious situation arises in your department or organization.

You are presented with three situations. For each of the situations there are two series of questions to complete.

First you are asked to indicate how much different sources influence how things get done. Next you are asked to indicate how willing or likely people are to be fully truthful and transparent.

If any of the situations listed are ones which have not occurred during the past few months, please indicate what would probably happen if the situation did arise.

**Some of the words used in the questions should be interpreted as follows:**

- **Department** means the broad group that you work in at your organization.
- **Team** and **Group** designate the people you interact with most often and identify with.
- **Favorable outcomes** are all results of your group's decisions and actions that lead to something rewarding or pleasing for your group.
- **Unfavorable outcomes** are all results of your group's decisions and actions that lead to something punishing or unpleasant your group.
- Outcomes that are **neither favorable nor unfavorable** don't really lead to anything pleasant or unpleasant for your group.



**Situation 1:** When your group is responsible for a task and the outcome could be very favorable for your group, to what extent are the actions taken by your group affected by each of the following?

For each of the items from *a* to *n*, select one of the five possible responses.

	5 To a very large extent	4	3 to a moderate extent	2	1 To a very small extent
a. Formal company rules and procedures.	5	4	3	2	1
b. Unwritten rules about 'How we do things around here'	5	4	3	2	1
c. Our subordinates	5	4	3	2	1
d. Specialists outside this department	5	4	3	2	1
e. Other people at our level	5	4	3	2	1
f. Our superior(s)	5	4	3	2	1
g. Opinions based on our own experiences and training	5	4	3	2	1
h. Beliefs which are widely accepted in my country about what is right	5	4	3	2	1
i. Religious beliefs	5	4	3	2	1
j. Members of my family	5	4	3	2	1
k. Friends outside this organization	5	4	3	2	1

l. How often have you faced a situation of this type over the past few months?

1- Very often    2- Often    3- Sometimes    4- Rarely    5- Never

m. How well has the introduction of new work procedures been handled in the short run?

1-Extremely well    2-Very well    3-OK    4-Moderately Poorly    5-Very poorly

n. How well has the introduction of new work procedures been handled in the long run?

1-Extremely well    2-Very well    3-OK    4-Moderately Poorly    5-Very poorly

**Situation 2:** When your group is responsible for a task and the outcome could be very **unfavorable** for your group, to what extent are the actions taken by your group affected by each of the following?

For each of the items from *a* to *n*, select one of the five possible responses.

	5 To a very large extent	4	3 to a moderate extent	2	1 To a very small extent
a. Formal company rules and procedures.	5	4	3	2	1
b. Unwritten rules about 'How we do things around here'	5	4	3	2	1
c. Our subordinates	5	4	3	2	1
d. Specialists outside this department	5	4	3	2	1
e. Other people at our level	5	4	3	2	1
f. Our superior(s)	5	4	3	2	1
g. Opinions based on our own experiences and training	5	4	3	2	1
h. Beliefs which are widely accepted in my country about what is right	5	4	3	2	1
i. Religious beliefs	5	4	3	2	1
j. Members of my family	5	4	3	2	1
k. Friends outside this organization	5	4	3	2	1

l. How often have you faced a situation of this type over the past few months?

1-Very often    2-Often    3-Sometimes    4-Rarely    5-Never

m. How well has the introduction of new work procedures been handled in the short run?

1-Extremely well    2-Very well    3-OK    4-Moderately Poorly    5-Very poorly

n. How well has the introduction of new work procedures been handled in the long run?

1-Extremely well    2-Very well    3-OK    4-Moderately Poorly    5-Very poorly

**Situation 3:** When your group is responsible for a task and the outcome will be **neither favorable nor unfavorable** for your group to what extent are the actions taken by your group affected by each of the following?

For each of the items from *a* to *n*, select one of the five possible responses.

	5 To a very large extent	4	3 to a moderate extent	2	1 To a very small extent
a. Formal company rules and procedures.	5	4	3	2	1
b. Unwritten rules about 'How we do things around here'	5	4	3	2	1
c. Our subordinates	5	4	3	2	1
d. Specialists outside this department	5	4	3	2	1
e. Other people at our level	5	4	3	2	1
f. Our superior(s)	5	4	3	2	1
g. Opinions based on our own experiences and training	5	4	3	2	1
h. Beliefs which are widely accepted in my country about what is right	5	4	3	2	1
i. Religious beliefs	5	4	3	2	1
j. Members of my family	5	4	3	2	1
k. Friends outside this organization	5	4	3	2	1

l. How often have you faced a situation of this type over the past few months?

1- Very often    2- Often    3- Sometimes    4- Rarely    5- Never

m. How well has the introduction of new work procedures been handled in the short run?

1-Extremely well    2-Very well    3-OK    4-Moderately Poorly    5-Very poorly

n. How well has the introduction of new work procedures been handled in the long run?

1-Extremely well    2-Very well    3-OK    4-Moderately Poorly    5-Very poorly

**Situation 4:** When your group is responsible for a task and the outcome could be very favorable for your group, to what extent are the actions taken by your group described by each of the following?

For each of the items from *a* to *n*, select one of the five possible responses.

	5 To a very large extent	4	3 to a moderate extent	2	1 To a very small extent
a. Never pretend to be more than we are.	5	4	3	2	1
b. Use flattery to get ahead.	5	4	3	2	1
c. Tell other people what they want to hear so that they will do what we want them to do	5	4	3	2	1
d. Put on a show to impress people.	5	4	3	2	1
e. Switch our loyalties when we feel like it.	5	4	3	2	1
f. Play a role in order to impress people.	5	4	3	2	1
g. Pretend to be concerned for others.	5	4	3	2	1
h. Act like different people in different situations.	5	4	3	2	1
i. Find it necessary to please the people who have power	5	4	3	2	1
j. Let people push us around to help them feel important	5	4	3	2	1
k. Take things that could help us even if they aren't ours	5	4	3	2	1
l. Would never cheat on financial reports	5	4	3	2	1
m. Return extra money if we got more than we were supposed to	5	4	3	2	1
n. Would feel badly for a long time if we were to deceive someone	5	4	3	2	1
o. Disregard rules we don't like	5	4	3	2	1
p. Admire a really clever scam	5	4	3	2	1
q. Cheat on the facts to get ahead	5	4	3	2	1
r. Spin or twist the truth	5	4	3	2	1
s. Cheat others who trust us who we don't really know	5	4	3	2	1

**Situation 5:** When your group is responsible for a task and the outcome could be very **unfavorable** for your group, to what extent are the actions taken by your group described by each of the following?

For each of the items from *a* to *n*, select one of the five possible responses.

	5 To a very large extent	4	3 to a moderate extent	2	1 To a very small extent
a. Never pretend to be more than we are.	5	4	3	2	1
b. Use flattery to get ahead.	5	4	3	2	1
c. Tell other people what they want to hear so that they will do what we want them to do	5	4	3	2	1
d. Put on a show to impress people.	5	4	3	2	1
e. Switch our loyalties when we feel like it.	5	4	3	2	1
f. Play a role in order to impress people.	5	4	3	2	1
g. Pretend to be concerned for others.	5	4	3	2	1
h. Act like different people in different situations.	5	4	3	2	1
i. Find it necessary to please the people who have power	5	4	3	2	1
j. Let people push us around to help them feel important	5	4	3	2	1
k. Take things that could help us even if they aren't ours	5	4	3	2	1
l. Would never cheat on financial reports	5	4	3	2	1
m. Return extra money if we got more than we were supposed to	5	4	3	2	1
n. Would feel badly for a long time if we were to deceive someone	5	4	3	2	1
o. Disregard rules we don't like	5	4	3	2	1
p. Admire a really clever scam	5	4	3	2	1
q. Cheat on the facts to get ahead	5	4	3	2	1
r. Spin or twist the truth	5	4	3	2	1
s. Cheat others who trust us who we don't really know	5	4	3	2	1

**Situation 6:** When your group is responsible for a task and the outcome will be **neither favorable nor unfavorable** for your group, to what extent are the actions taken by your group described by each of the following?

For each of the items from *a* to *n*, select one of the five possible responses.

	5 To a very large extent	4	3 to a moderate extent	2	1 To a very small extent
a. Never pretend to be more than we are.	5	4	3	2	1
b. Use flattery to get ahead.	5	4	3	2	1
c. Tell other people what they want to hear so that they will do what we want them to do	5	4	3	2	1
d. Put on a show to impress people.	5	4	3	2	1
e. Switch our loyalties when we feel like it.	5	4	3	2	1
f. Play a role in order to impress people.	5	4	3	2	1
g. Pretend to be concerned for others.	5	4	3	2	1
h. Act like different people in different situations.	5	4	3	2	1
i. Find it necessary to please the people who have power	5	4	3	2	1
j. Let people push us around to help them feel important	5	4	3	2	1
k. Take things that could help us even if they aren't ours	5	4	3	2	1
l. Would never cheat on financial reports	5	4	3	2	1
m. Return extra money if we got more than we were supposed to	5	4	3	2	1
n. Would feel badly for a long time if we were to deceive someone	5	4	3	2	1
o. Disregard rules we don't like	5	4	3	2	1
p. Admire a really clever scam	5	4	3	2	1
q. Cheat on the facts to get ahead	5	4	3	2	1
r. Spin or twist the truth	5	4	3	2	1
s. Cheat others who trust us who we don't really know	5	4	3	2	1

## 9.2.Results

### 9.2.1.1 Results – Values Questionnaire

	<b>1</b> Equality	<b>2</b> Inner Harmony	<b>3</b> Social Power	<b>4</b> Pleasure	<b>5</b> Freedom	<b>6</b> A Spiritual Life	<b>7</b> Sense of Belonging	<b>8</b> Social Order	<b>9</b> An Exciting Life
	6	2	-1	4	7	3	4	3	6
	5	3	3	4	2	2	4	4	5
	6	4	3	4	6	6	5	4	4
	3	7	2	3	3	7	7	5	4
	3	5	1	4	5	5	5	5	6
	6	4	1	3	6	6	4	5	3
	5	5	2	5	5	7	3	2	5
<b>Mean</b>	4.857	4.286	1.571	3.857	4.857	5.143	4.571	4.000	4.714
<b>Range</b>	3	5	4	2	5	5	4	3	3
<b>Max</b>	6	7	3	5	7	7	7	5	6
<b>Min</b>	3	2	-1	3	2	2	3	2	3
<b>St Dev</b>	1.345	1.604	1.397	0.690	1.773	1.952	1.272	1.155	1.113

	<b>10</b> Meanin g in Life	<b>11</b> Politeness	<b>12</b> Wealth	<b>13</b> National Security	<b>14</b> Self Respect	<b>15</b> Reciprocat ion of Favors	<b>16</b> Creativity	<b>17</b> A World at Peace	<b>18</b> Respect for Tradition
	5	4	3	5	6	6	5	2	3
	2	5	3	3	4	1	4	3	2
	6	5	3	5	6	5	3	5	5
	7	6	0	1	4	3	6	2	2
	5	4	4	3	4	5	4	4	3
	5	6	4	4	4	5	4	3	5
	5	3	2	2	4	2	5	4	3
<b>Mean</b>	5.000	4.714	2.714	3.286	4.571	3.857	4.429	3.286	3.286
<b>Range</b>	5	3	4	4	2	5	3	3	3
<b>Max</b>	7	6	4	5	6	6	6	5	5
<b>Min</b>	2	3	0	1	4	1	3	2	2
<b>St Dev</b>	1.528	1.113	1.380	1.496	0.976	1.864	0.976	1.113	1.254

	<b>19</b> Mature Love	<b>20</b> Self Discipline	<b>21</b> Detachme nt	<b>22</b> Family Security	<b>23</b> Social Recogniti on	<b>24</b> Unity with Nature	<b>25</b> A Varied Life	<b>26</b> Wisdom	<b>27</b> Authority
	3	4	1	5	4	3	6	7	4
	4	4	3	6	5	4	5	3	4
	5	4	3	6	5	4	3	4	5
	6	6	6	6	4	-1	5	6	5
	4	3	4	7	2	3	3	4	2
	6	4	4	6	3	2	3	5	4

	4	4	4	3	2	4	4	4	2
<b>Mean</b>	4.571	4.143	3.571	5.571	3.571	2.714	4.143	4.714	3.714
<b>Range</b>	3	3	5	4	3	5	3	4	3
<b>Max</b>	6	6	6	7	5	4	6	7	5
<b>Min</b>	3	3	1	3	2	-1	3	3	2
<b>St Dev</b>	1.134	0.900	1.512	1.272	1.272	1.799	1.215	1.380	1.254

	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>35</b>	<b>36</b>
	<b>True Friendsh ip</b>	<b>A World of Beauty</b>	<b>Social Justice</b>	<b>Happiness</b>	<b>Moderat e</b>	<b>Loyal</b>	<b>Ambitious</b>	<b>Broad- minded</b>	<b>Humble</b>
	5	4	-1	5	2	4	4	4	4
	4	5	5	6	2	4	3	6	5
	4	4	5	6	3	4	5	5	5
	2	6	3	3	0	6	5	2	6
	5	3	3	4	2	6	6	3	4
	4	5	6	4	0	5	6	4	5
	5	5	5	5	2	4	4	6	4
<b>Mean</b>	4.1428571	4.5714286	3.7142857	4.7142857	1.5714286	4.7142857	4.7142857	4.2857143	4.7142857
<b>Range</b>	3	3	7	3	3	2	3	4	2
<b>Max</b>	5	6	6	6	3	6	6	6	6
<b>Min</b>	2	3	-1	3	0	4	3	2	4
<b>St Dev</b>	1.069	0.976	2.360	1.113	1.134	0.951	1.113	1.496	0.756

	<b>37</b>	<b>38</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>44</b>	<b>45</b>
	<b>Daring</b>	<b>Protect Nature</b>	<b>Influential</b>	<b>Honoring of Elders</b>	<b>Choosing Own Goals</b>	<b>Healthy</b>	<b>Capable</b>	<b>Accepting Portion in Life</b>	<b>Honest</b>
	5	2	5	4	6	6	6	5	6
	4	5	3	3	5	6	6	3	6
	3	4	4	5	5	6	5	4	6
	-1	1	3	6	5	3	3	6	6
	5	5	1	5	4	7	5	5	4
	2	2	1	4	3	4	4	4	6
	4	5	2	3	5	4	3	2	6
<b>Mean</b>	3.1428571	3.4285714	2.7142857	4.2857143	4.7142857	5.1428571	4.5714286	4.1428571	5.7142857
<b>Range</b>	6	4	4	3	3	4	3	4	2
<b>Max</b>	5	5	5	6	6	7	6	6	6
<b>Min</b>	-1	1	1	3	3	3	3	2	4
<b>St Dev</b>	2.116	1.718	1.496	1.113	0.951	1.464	1.272	1.345	0.756

	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>50</b>	<b>51</b>	<b>52</b>	<b>53</b>	<b>54</b>
	<b>Preserve my Image</b>	<b>Obedienc e</b>	<b>Intelligent</b>	<b>Helpful</b>	<b>Enjoying Life</b>	<b>Devout</b>	<b>Responsib le</b>	<b>Curious</b>	<b>Forgiving</b>
	5	3	7	5	5	3	5	4	5
	3	3	6	5	4	2	4	5	4
	5	5	4	5	6	6	6	4	5
	5	4	1	3	5	7	6	5	6
	3	4	5	4	4	5	5	4	4
	5	6	3	6	5	6	6	3	6



	2	4	5	5	6	7	5	6	6
<b>Mean</b>	4	4.1428571	4.428571	4.714285	5	5.1428571	5.2857143	4.428571	5.142857
<b>Range</b>	3	3	6	3	2	5	2	3	2
<b>Max</b>	5	6	7	6	6	7	6	6	6
<b>Min</b>	2	3	1	3	4	2	4	3	4
<b>St Dev</b>	1.291	1.069	1.988	0.951	0.816	1.952	0.756	0.976	0.900

	<b>55</b>	<b>56</b>	<b>57</b>	<b>58</b>	<b>59</b>	<b>60</b>
	<b>Successf ul</b>	<b>Clean</b>	<b>Cheerful</b>	<b>Intellectu al</b>	<b>Loving</b>	<b>Independe nt</b>
	6	5	4	6	4	5
	3	1	5	6	5	4
	5	4	4	5	5	5
	4	3	3	2	6	4
	5	5	5	6	5	4
	4	3	4	2	7	6
	4	5	5	5	6	5
<b>Mean</b>	4.42857	3.7142857	4.285714	4.571428	5.428571	4.7142857
<b>Range</b>	14		3	6	4	1
<b>Max</b>	3	4	2	4	3	2
<b>Min</b>	6	5	5	6	7	6
<b>St Dev</b>	3	1	3	2	4	4
	0.976	1.496	0.756	1.813	0.976	0.756

## 9.2.2 Results – Situation Questionnaire

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>
	3	3	3	4	3	4	4	4	1
	4	4	3	4	4	3	5	4	1
	4	3	1	1	4	4	4	3	3
	1	1	1	2	5	4	3	1	1
	5	4	4	2	3	5	4	4	1
	4	3	3	4	4	2	5	4	1
	3	2	4	1	4	4	4	4	4
<b>Mean</b>	3.429	2.857	2.714	2.571	3.857	3.714	4.143	3.429	1.714
<b>Range</b>	4	3	3	3	2	3	2	3	3
<b>Max</b>	5	4	4	4	5	5	5	4	4
<b>Min</b>	1	1	1	1	3	2	3	1	1
<b>St Dev</b>	1.272	1.069	1.254	1.397	0.690	0.951	0.690	1.134	1.254

	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>
	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>	<b>S1A</b>
	2	2	3	3	4
	1	1	1	3	3
	3	3	4	4	2
	1	1	4	3	3
	2	1	3	3	3
	1	1	1	4	3
	4	4	3	2	2
<b>Mean</b>	2.000	1.857	2.714	3.143	2.857

<b>Range</b>	3	3	3	2	2
<b>Max</b>	4	4	4	4	4
<b>Min</b>	1	1	1	2	2
<b>St Dev</b>	1.155	1.215	1.254	0.690	0.690

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>
	4	3	3	4	4	4	3	2	1
	4	4	3	4	4	5	5	3	1
	4	4	3	3	4	3	4	2	3
	1	1	1	2	5	4	3	1	1
	3	3	1	1	3	4	3	4	1
	4	4	2	4	4	3	4	4	1
	2	1	4	1	3	3	4	4	4
<b>Mean</b>	3.143	2.857	2.429	2.714	3.857	3.714	3.714	2.857	1.714
<b>Range</b>	3	3	3	3	2	2	2	3	3
<b>Max</b>	4	4	4	4	5	5	5	4	4
<b>Min</b>	1	1	1	1	3	3	3	1	1
<b>St Dev</b>	1.215	1.345	1.134	1.380	0.690	0.756	0.756	1.215	1.254

	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>
	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>	<b>S2A</b>
	2	2	3	3	4
	1	1	4	3	3
	2	4	4	3	3
	1	1	5	3	3
	1	1	4	3	3
	1	1	1	4	3
	4	4	3	2	2
<b>Mean</b>	1.71	2.00	3.43	3.00	3.00
<b>Range</b>	3	3	4	2	2
<b>Max</b>	4	4	5	4	4
<b>Min</b>	1	1	1	2	2
<b>St Dev</b>	1.113	1.414	1.272	0.577	0.577

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>
	3	2	3	4	4	4	3	2	1
	4	4	4	5	4	5	5	3	1
	4	3	3	2	3	4	4	3	3
	1	1	1	2	5	4	3	1	1
	5	4	2	1	4	5	4	3	1
	3	2	3	3	2	1	4	3	1
	3	2	4	1	4	4	4	4	4
<b>Mean</b>	3.286	2.571	2.857	2.571	3.714	3.857	3.857	2.714	1.714
<b>Range</b>	4	3	3	4	3	4	2	3	3
<b>Max</b>	5	4	4	5	5	5	5	4	4
<b>Min</b>	1	1	1	1	2	1	3	1	1
<b>St Dev</b>	1.254	1.134	1.069	1.512	0.951	1.345	0.690	0.951	1.254

	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>
	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>	<b>S3A</b>
	1	2	3	3	4
	1	1	2	3	3
	3	3	3	3	3
	1	1	3	3	3
	1	1	2	2	2
	1	1	3	4	3
	4	4	3	2	2
<b>Mean</b>	1.714	1.857	2.714	2.857	2.857
<b>Range</b>	3	3	1	2	2
<b>Max</b>	4	4	3	4	4
<b>Min</b>	1	1	2	2	2
<b>St Dev</b>	1.254	1.215	0.488	0.690	0.690

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>
	3	4	3	2	4	3	2	3	1	2
	4	4	3	3	4	4	4	4	2	3
	3	3	2	2	3	2	3	2	2	3
	2	4	4	2	5	4	5	4	2	3
	3	3	4	3	4	2	3	2	1	1
	2	5	5	2	3	2	4	4	2	4
	4	4	3	4	4	3	3	4	3	3
<b>Mean</b>	3	3.857	3.429	2.571	3.857	2.857	3.429	3.286	1.857	2.714
<b>Range</b>	2	2	3	2	2	2	3	2	2	3
<b>Max</b>	4	5	5	4	5	4	5	4	3	4
<b>Min</b>	2	3	2	2	3	2	2	2	1	1
<b>St Dev</b>	0.816	0.690	0.976	0.787	0.690	0.900	0.976	0.951	0.690	0.951

	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>
	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>	<b>S4B</b>
	4	2	5	3	3	3	3	3	3
	3			4	2	4	5	4	5
	4	2	4	3	3	4	4	3	4
	5	5	5	5	4	5	5	5	5
	5	5	5	5	5	5	5	4	5
	3	5	3	4	4	5	4	3	5
	5	5	5	5	4	4	5	4	5
<b>Mean</b>	4.143	4.000	4.500	4.143	3.571	4.286	4.429	3.714	4.571
<b>Range</b>	2	3	2	2	3	2	2	2	2
<b>Max</b>	5	5	5	5	5	5	5	5	5
<b>Min</b>	3	2	3	3	2	3	3	3	3
<b>St Dev</b>	0.900	1.549	0.837	0.900	0.976	0.756	0.787	0.756	0.787

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>
	3	2	2	2	3	2	2	4	2	3
	3	2	2	4	3	4	3	2	2	3

	2	4	4	2	5	4	5	4	2	3
	4	1	1	2	3	3	5	3	1	4
	2	5	5	1	3	2	3	3	2	2
	4	4	3	4	4	3	3	4	3	3
<b>Mean</b>	3.000	3.000	2.833	2.500	3.500	3.000	3.500	3.333	2.000	3.000
<b>Range</b>	2	4	4	3	2	2	3	2	2	2
<b>Max</b>	4	5	5	4	5	4	5	4	3	4
<b>Min</b>	2	1	1	1	3	2	2	2	1	2
<b>St Dev</b>	0.894	1.549	1.472	1.225	0.837	0.894	1.225	0.816	0.632	0.632

	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	
	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	<b>S5B</b>	
	4	3	5	3	4	3	3	3	4	
	4	2	3	3	3	4	2	3	3	
	5	5	5	5	4	5	5	5	5	
	5	5	5	5	5	4	4	4	5	
	3	5	4	4	4	5	3	2	5	
	5	5	5	5	4	4	5	4	5	
<b>Mean</b>	4.333	4.167	4.500	4.167	4.000	4.167	3.667	3.500	4.500	
<b>Range</b>	2	3	2	2	2	2	3	3	2	
<b>Max</b>	5	5	5	5	5	5	5	5	5	
<b>Min</b>	3	2	3	3	3	3	2	2	3	
<b>St Dev</b>	0.816	1.329	0.837	0.983	0.632	0.753	1.211	1.049	0.837	

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>
	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>
	3	3	2	2	4	3	2	4	3	4
	3	3	2	2	2	3	3	3	2	4
	2	4	4	2	5	4	5	4	2	3
	4	2	2	3	5	3	4	5	5	5
	3	4	4	4	4	3	3	4	4	5
	4	4	3	4	4	3	3	4	3	3
<b>Mean</b>	3.167	3.333	2.833	2.833	4.000	3.167	3.333	4.000	3.167	4.000
<b>Range</b>	2	2	2	2	3	1	3	2	3	2
<b>Max</b>	4	4	4	4	5	4	5	5	5	5
<b>Min</b>	2	2	2	2	2	3	2	3	2	3
<b>St Dev</b>	0.753	0.816	0.983	0.983	1.095	0.408	1.033	0.632	1.169	0.894

	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	
	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	<b>S6B</b>	
	4	3	5	3	4	4	4	4	4	
	4	2	4	3	3	3	3	4	3	
	5	5	5	5	4	5	5	5	5	
	5	5	5	5	5	5	5	5	5	
	4	5	2	3	4	5	5	5	5	
	5	5	5	5	4	4	5	4	5	
<b>Mean</b>	4.500	4.167	4.333	4.000	4.000	4.333	4.500	4.500	4.500	

<b>Range</b>	1	3	3	2	2	2	2	1	2
<b>Max</b>	5	5	5	5	5	5	5	5	5
<b>Min</b>	4	2	2	3	3	3	3	4	3
<b>St Dev</b>	0.548	1.329	1.211	1.095	0.632	0.816	0.837	0.548	0.837

## 9.3. Interviews

### 9.3.1. Interview # 1

Demographic Represented: A person from the majority population and main working generation within the region who is from the city.

1. Yes, he believes his culture varies from other cultures. Yes, he believes it impacts his work behavior. He provided an example as “perception of time and sense of urgency.” West coast sense of urgency is much greater than Southerner sense of urgency, but it’s less than the stereotypical east coast sense of urgency. Also, he noted that the west coast (and seaboard of the US in general) tend to have very specific general population political direction in business as well as specific to the demographic and region. He didn’t state the political direction he was referring to, but because I know him, I know he is referring to the generally very “liberal” political bias of those who live on the West coast. Because of the common political bias of west coasters, he tends to suppress his personal political biases when at work.
2. All of the above. He values the opinions of a broad spectrum of people and believes that there are inherent flaws in using too few sources. He values the input of trusted peers, his spouse and his own personal experience the highest.
3. No, not really. He values planning, process, and believes he has a longer-term orientation than his organization (Banfield Pet Hospital). He believes his culture does set him apart from other cultures – he is very straightforward in conversation whereas as many of the developers he works with are from Asian countries and seem to be much less frank and straightforward in their methods of communication.
4. Situationally – people will cut corners to get to specific desired outcomes. Specifically, if someone knows and/or believes that a particular project makes sense, then people will “cook the books” to justify getting the project done.
5. Hard to know. Doesn’t feel that West coasters are particularly dishonest, but also hasn’t noticed any other cultures that are in general particularly dishonest. He feels that principles are more individual than culture-based. He does believe that what may be acceptable in one culture may be considered dishonest in another or an outcome or a necessary step in order to accomplish what you need to do in another culture.

### 9.3.2. Interview # 2

Demographic Represented: A person from the majority population and main working generation within the region who is from a rural town/area.

1. In her culture growing up, because the area was so rural, you got to know your neighbors very well. You also knew everything about them, their kids, their families and what they’ve been doing. It was a very high-context society where nothing you did was private. To this day she tends to have a strong tendency to focus a lot on relationship building, even at work, which isn’t always valued by others as strongly as she values it. It doesn’t hurt her work behavior or interactions, but she does notice the difference.
2. She tends to want everybody’s advice and it definitely depends upon the situation. She relies heavily upon her peers. She rarely asks for more than moral support from her husband because he

does such drastically different work than she does. She relies pretty heavily upon her boss, but she thinks that's primarily due to a good personal relationship with her boss – if they weren't as good of friends, she may not rely upon her boss as heavily.

3. She values everyone for their work effort equally and doesn't tend to pay much credence to formality of titles and positions. However, she is discouraged from directly approaching people in leadership positions without first going through formal channels in order to "properly" approach these individuals. To her it seems like an archaic process that only protects the good old boys network. She notices that at Banfield, there are in-clicks and a network of executives that appear to only work with and trust each other.
4. Rural middle America, especially poor rural, has a strong bias against "the man". People will look the other way if you were cheating on your taxes in order to "get back at the man". Also, in the poor, rural Midwest, if you're not a "normal", white heterosexual, you tend to be sort of outcast. People will still give you a smile, but they'll never accept you into their inner circle. The same goes for outsiders – they won't be outwardly rude to you, but don't expect a particularly warm reception either.
5. No. Doesn't agree with the idea that certain populations are cheaters and others are saints. Believes in subjectivity and particularism over universalism. Believes in taking care of friends and family, even if it meant breaking a small law, as long as no one got hurt.

### 5.1.1. Interview # 3

Demographic Represented: A person of the minority population

1. He was born in South Korea until he left for America at the age of 7. He considers himself to be a part of the Korean-American culture since he associates mostly with Koreans, and his parents remain in South Korea to this day. He works at U.S. Bank, has a girlfriend and considers himself to be a Christian.
2. My culture is much different. Compared to western culture, we have much more respect and age is more important. This means that I usually respect my bosses more than my co-workers and I would respect a peer if they were older than I. I also feel a lot of pressure as a Korean to succeed. I will stay later than my peers and boss, especially if they are Korean.
3. I mostly trust and value the guidance of my friends, but I will also seek guidance from my boss. Inside of work I will look to a friend inside of my business line. Outside of work I will go to friends based on our relationship and not on their understanding of the situation.
4. Yes, hard work means staying late to me. I work more than 40 hrs even though it means that the bank could fire me. I do my best to stay until my boss leaves. Also, I feel like respect isn't valued as much as it should be at work. They don't really have rewards for respecting your boss, only punishment if you don't.
5. Koreans are constantly under pressure to succeed so there are some people in my culture that are willing to be dishonest at times in order to succeed. We also tend to feel inferior when surrounded by so many Americans, so we might do less than truthful things to compensate. I would also side with a Korean in an ethical or moral situation. We would go with the majority even if it means we are being dishonest.

### 5.1.2. Interview # 4

Demographic Represented: A person from the majority population and main working generation within the region who is male.

1. I identify most with the “West Coast” culture. I am an Oregon native, but I spent a few years down in Los Angeles and San Diego. As a designer, there is a specific West Coast feel when it comes to art, design, and an overall lifestyle that I identify with.
2. Definitely, my culture is way more liberal than a Texan and way more laid-back than a New Yorker! I’m not 100% sure about Russians or some other cultures, but I would assume that we are much more willing to embrace new ideas and innovation. There is lots of room for creativity and design working at a West Coast design firm. I just don’t see the kind of creativity in the workplace that we have coming out of other cultures. I think they rely more on the way things have been historically done. West Coast culture is also accepting and communal. I live in a tight-knit community on the Eastside and work on teams in the workplace.
3. There is a lot of freedom in my job so I generally have the freedom to make decisions independently. If I need input on a project I will most likely ask one of my peers with experience. I would also make sure it is someone that is well liked within the organization since that is a measure of trust for me. I will go to a boss if it is a decision that could have a large impact on the organization or if there are grave consequences if I make the wrong decisions. Yes, for those reasons it is definitely situational.
4. No, I don’t think so. My office does a good job of rewarding hard work and penalizing those that break clearly documented rules, and there is nothing that my culture values enough to be penalized for. I think we differ somewhat. Other cultures value family and leisure enough to have Siesta. I would definitely be penalized if I took off in the middle of the day for Siesta! Overall, I would say we are pretty similar to other places of work in other cultures.
5. I find that people in my culture are dishonest when something important enough is tested. For example, I have seen members of my culture become dishonest when being honest could hurt their performance metrics at work. People are willing to sacrifice honesty and truth in the short-term if it means they can gain something in the long-term like a better bonus, promotion, or a favorable review.
6. My culture is less likely to be slightly dishonest or opportunistic than other cultures. I consider West Coasters to have much different motives than cultures both inside and outside of the country. There is less pressure and more of an emphasis on following your passions. I also think that our culture and society at large do a good job of reinforcing that dishonesty sets people back in life.

### 5.1.3. Interview # 5

Demographic Represented: A person from the majority population and main working generation within the region who is female.

1. Her primary culture is a West Coaster. She was born and raised in Portland, Oregon, is married, and works in the Healthcare industry.
2. Yes, I believe there is a large difference. I believe we work at a slower pace, have greater quality in our work and are less aggressive when it comes to confrontation. I also hear that us “West Coasters” are generally nice. Being laid-back also influences my motivation at work. I don’t really work for the money. I work because it is what I like to do.
3. I look to my peers (co-workers) for guidance at work since they are familiar with the ramifications of the decisions that we make and it will most likely impact them as well. When I consult them I know that the office will have greater harmony too. I trust my peers as well and I will approach a specific peer based on the situation.
4. I don’t feel that my culture holds something valuable that doesn’t get rewarded or penalized. Yes, I have seen other cultures at work attempt to help out before checking in with the management. This ended up hurting them because they were going against the grain without approval and it upset the

office harmony since they didn't understand the hierarchy even though the decisions were beneficial for our group.

5. Any time where they could get reprimanded or fired. If they made a mistake and no one would find out it was them then they would not own up to it. I think that is a big thing in our culture. I have also seen people in my culture stretch their image and accomplishments in order to get potential clients. We definitely care a lot about image and tend to place our own future above others.
6. My cultures is less likely to be slightly dishonest than other cultures. Other cultures seem to place more emphasis on production – especially the East Coast. Under that kind of pressure people are willing to do things they normally wouldn't. I wouldn't say that America overall is any more or less dishonest than other countries – there are good eggs and bad eggs in both.

#### 5.1.4. Interview # 6

Demographic Represented: A person of the majority population and the youngest working generation in the region.

1. Definitely. He's much less animated than many of the people from other countries that he works with. He's also cooler-headed and much less likely to get aroused or upset when someone is misbehaving.
2. Mostly, he looks to his boss and his own judgment. He trusts his boss completely and knows that he has likely been in the situation before and that he knows how to handle it. Sometimes, in his line of work, it's important to act very quickly – in those cases he has to rely on his own instincts and his past experiences.
3. No. He actually thinks that he has an advantage over other cultures – his cool, calm demeanor when faced with stressful and potentially dangerous situations has helped him to quickly gain promotions and favor with leadership.
4. He's surrounded by folks that have or are willing to make less than honest decisions. He has seen a co-worker take money to look the other way, has seen others accept bribes from minors to get into 21 and over events and he has seen co-workers stealing food, drink, and prizes from events. He thinks people are most likely to be less than completely truthful or honest when they don't believe they will get caught and when they don't believe that they will be hurting anyone else.
5. He doesn't believe that honesty is cultural – believes that for the most part, right and wrong are discernable across nations and cultures. Instead, he believes that family upbringing and individual choice are more to blame for individual decisions to be less than honest or truthful.

#### 5.1.5. Interview # 7

Demographic Represented: A person of the majority population and the oldest working generation in the region.

1. Absolutely, I deal with a lot of Asian cultures and their work behavior is much different than ours. For example, whenever I work with the Chinese they always need definitive direction. They have a hard time working in instances where they have freedom and creativity instead of clear directions and goals. The Japanese are very detailed in their work. They also question everything over and over again until they feel 100% confident about the decision. Questioning processes leads to a lot of quality on their part.
2. I generally look to my boss when I am making important decisions. I might also consider peers in certain situations. I will go to a peer if I need guidance on an issue that can be answered with experience. I would pick the peer with the most experience and I would trust/value that answer. If I



need guidance in an area that is undefined I will go to my boss. We can share in the risk of the decision together, and I value his input. I also believe that he is my boss for a reason. He is skilled in decision-making and moving forward in uncharted waters so to speak.

3. No, not really. I don't feel like my company acknowledges the level of understanding necessary to excel in my job, but I wouldn't say that is a value unique to my culture only. I think we are all pretty similar on this point.
4. I have seen a pattern of avoiding difficult situations. Often members of my culture don't raise issues or face up to problems. I think they are afraid of the potential issues that may arise for them personally. It mainly stems from conflict avoidance.
5. I think my culture is less dishonest than other cultures. I say this because I work with a lot of other countries. We seem to have more transparency in our work. When working with the Chinese I find that they will omit certain information.

I think it all stems from the amount of risk involved. Workers in other cultures are let-go rather quickly since labor is cheap and abundant. There is also an element of embarrassment for workers in other countries. They would rather omit something than be disgraced and punished.